Larsen & Toubro Limited
Secretarial Department
L&T House, Ballard Estate
Narottam Morarjee Marg
Mumbai - 400 001, INDIA
Tel: +91 22 6752 5656
Fax: +91 22 6752 5858
www.Larsentoubro.com
Email: igrc@larsentoubro.com

SEC/AR/2025 May 26, 2025

BSE Limited
Phiroze Jejeebhoy Towers,
Dalal Street,
Mumbai - 400 001
STOCK CODE: 500510

The National Stock Exchange of India Limited
Exchange Plaza, 5th Floor
Plot No.C/1, G Block
Bandra-Kurla Complex
Bandra (E), Mumbai - 400 051
STOCK CODE: LT

Dear Sir/Madam,

Sub: Integrated Annual Report for the Financial Year 2024-25 and Notice of 80th Annual General Meeting (AGM)

This is further to our letter ref. No. SEC/March-25/2025 dated May 8, 2025 wherein we have informed that our AGM will be held on Tuesday, June 17, 2025 at 3.00 p.m. (IST) through Video Conferencing/Other Audio-Visual Means, in accordance with the circulars issued by the Ministry of Corporate Affairs ("MCA circulars").

In accordance with Regulation 34(1) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith a copy of the Integrated Annual Report for the Financial Year 2024-25 including Business Responsibility and Sustainability Report and the Notice convening the 80th AGM, being sent to the members electronically today. The Integrated Annual Report including Notice along with other documents are also uploaded on the Company's Website L&T India-Investor Home.

Further, please find enclosed a copy of the letter providing weblink containing complete details of the Integrated Annual Report which is being sent to all the members who have not registered their email address.

This is for your information and records.

For Larsen & Toubro Limited

NARAYAN SUBRAMANIAN
Digitally signed by NARAYAN SUBRAMANIAN
Date: 2025.05.26 13:02:01 +05'30'

Subramanian Narayan
Company Secretary & Compliance Officer
(M.No. – A16354)

Encl: as above

LARSEN & TOUBRO

TECH-CELERATING SUSTAINABLE PROGRESS

Integrated Annual Report 2024-25

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.

Photo credit: Narendra Bisht, Fortune India

Dear Shareholders,

The year under review, 2024–25, has been transformative — not just for your Company, but for the global landscape. Geopolitical realignments, rapid strides in emerging technologies, climate challenges and disruptions in global supply chains have all reshaped the way businesses operate. These evolving dynamics have created both challenges and opportunities, demanding agility, foresight and resilience.

Amidst this macroeconomic environment, I am pleased to report that your Company has delivered a standout performance. Our ability to recalibrate and respond to external shifts has been central to our continued growth. We have accelerated digital adoption across business verticals, strengthened project execution capabilities, and enhanced customer value through smarter, more sustainable solutions. With a robust order book, an evolving pipeline of opportunities, and a purpose-led approach to sustainable infrastructure and development, L&T is well-positioned to lead in a fast-changing world.

Message from the CHAIRMAN AND MANAGING DIRECTOR

S. N. Subrahmanyan

Navi Mumbai International Airport, Maharashtra

Growth with a difference

The global economic landscape remains unpredictable, shaped by rising policy uncertainties. These are dynamic times. Our Company is closely monitoring these developments, especially given that substantial part of our Group's business originates outside India. We remain optimistic about the Middle East, which continues to invest significantly in both physical and digital infrastructure while monetising its oil and gas assets. This confidence is reinforced by the consistent inflow of orders from the region.

Domestically, we anticipate that the Government of India will maintain strong budgetary support for infrastructure development, recognising its multiplier effect on economic growth. Encouragingly, we are witnessing increased private capital investment in emerging sectors such as energy transition, data centers, electronics and semiconductors, as well as in traditional industries like healthcare and real estate.

Our record-high order book ensures revenue visibility over multiple quarters. Guided by core values of transparency, integrity, professionalism, governance and accountability, your Company remains committed to inclusive growth. By fostering trust, empathy and a culture of continuous learning, we have built the resilience required for sustained progress.

The Company's relentless pursuit of customer satisfaction continues to benefit in an uncompromising manner.

With a well-diversified portfolio of projects, products and services, we maintain a balanced mix of revenue streams. The inherent agility of our business model, coupled with the deep expertise of our people, equips us to adapt swiftly to evolving market dynamics. Together, these strengths reinforce our position as the preferred partner for our customers.

Creating Safer Workplaces

Safety remains a top priority, driven by the 'Mission Zero Harm' philosophy and the 'L.I.F.E.' (Live Injury-Free Everyday) framework. Safety capabilities have been significantly strengthened through enhanced supervision, regular safety briefings, extensive training leveraging AR/VR technologies, and such.

To foster a more proactive safety culture across EPC projects, a structured Reward and Penalty System has been implemented. This system directly links safety performance to fixed incentives and penalties, with outcomes influencing annual bonuses for all unit employees. This approach reinforces collective accountability and promotes the achievement of project goals in a safe and sustainable manner.

Group Businesses

Your Company's journey continues to be defined by resilience, innovation and an unwavering commitment to excellence. With a diversified portfolio spanning infrastructure, energy, manufacturing, services and new-age ventures, your Company is shaping the future through cutting-edge execution and strategic foresight.

1. Infrastructure

Your Company's legacy in delivering large-scale, complex EPC projects remains unmatched. The Company's hallmark of quality and precision is reflected in landmark infrastructure assets across India and abroad.

During the year under review, several iconic milestones were achieved:

- Inauguration of Mumbai Metro Line 3 Package 7 and the Riyadh Metro – two highly visible urban mobility projects
- A major breakthrough in India's longest railway tunnel under RVNL Package 4, carved through the challenging Himalayan terrain
- Successfully commissioned the 1.6 GW Sudair solar PV project and the 700 MW Ar Rass solar PV project – both in Saudi


Aerial view of Mumbai-Ahmedabad High-Speed Rail Project

Arabia, as well as the 800 MW of DEWA Phase VI (Phase A - 600 MW and Phase B - 200 MW) solar PV project in the UAE

- Achieved completion of the 1.4 GW Al Kahfah solar PV project and the 2 GW Ar Rass-2 solar PV project in Saudi Arabia
- Inauguration of National Cricket Academy (NCA), Bengaluru (Karnataka) and Government Medical College and Hospital (GMCHs) in Jamshedpur (Jharkhand) and Jajpur (Odisha)
- Completion of critical expressway stretches, contributing to faster connectivity
- Over two million people benefitted from the commissioning of 10 water supply projects, reinforcing the Company's contribution to essential public services

90 MW Floating Solar Project, Omkareshwar, Madhya Pradesh

2. Energy

Your Company is at the forefront of the global energy transition, with decarbonisation embedded in its strategic roadmap across four distinct business verticals: Hydrocarbon Onshore, Hydrocarbon Offshore, CarbonLite Solutions and Green & Clean Energy.

9 MMTPA Crude & Vacuum Distillation Unit (CDU-VDU) for HPCL, Visakhapatnam, Andhra Pradesh

During the year under review, several iconic milestones were achieved:

- Successfully commissioned the 9 MMTPA Crude & Vacuum Distillation Unit (CDU-VDU) under the EPCC-01 package of the HPCL Visakhapatnam Refinery Modernisation Project
- Completion of First Offshore Decommissioning Project in Tapti Gas Fields
- Commenced commercial operation of one unit in the 2x660 MW Khurja thermal power project, Uttar Pradesh
- Achieved Boiler Light-up for one unit in the 2x660 MW Buxar thermal power project, Bihar

The segmentation of the Hydrocarbon business into Onshore and Offshore has enhanced execution capabilities by aligning expertise to project environments — land-based facilities (refineries, pipelines) and offshore assets (platforms, subsea pipelines). Notably, the Company secured its largest ever order from an offshore project in the Middle East.

The rebranding of the Energy-Power business to CarbonLite Solutions reflects its pivot towards carbon capture, nuclear turbine island solutions and pumped storage plant turbines, while continuing to deliver BTG packages for domestic thermal power projects.

The newly formed Green & Clean Energy business is building an integrated, scalable and sustainable clean energy ecosystem aligned with global energy transition goals.

3. Hi-Tech Manufacturing

Heavy Engineering Division continues to be a global leader in engineered-to-order equipment, buoyed by renewed investments in the oil & gas sector and underpinned by advanced Industry 4.0 practices.

The Precision Engineering & Systems Division is capitalising on the Government of India's localisation drive and exploring commercial applications of its core capabilities.

Key achievements this year include:

- On-time delivery of the world's heaviest EO, Hydrotreating and HP-HX reactors
- A record-breaking order from Saudi Arabia for over 100 Filter Vessels
- Strong contributions to the *Aatmanirbhar Bharat* initiative with:

  - India's indigenous Light Tank 'Zorawar' prototype co-developed with DRDO
  - Development of Next Generation Helo Harnessing and Traversing System (NGHHTS) for 11 naval ships
  - Progress on construction of Fleet Support Ships for the Indian Navy in a public-private partnership (PPP) mode

India's Indigenous Light Tank 'Zorawar' Prototype

- Partnership with ISRO on the GSLV F15 launch, marking the 100th lift-off from Sriharikota, Andhra Pradesh

4. Services (IT, Engineering, Digital and Financial)

Your Company's listed services businesses remain focused on long-term value creation. Despite moderated demand in key markets like the US and Europe, there is renewed momentum in BFSI and retail sectors, supported by strategic investments in generative AI (GenAI).

- **LTIMindtree:** India's 6th largest IT firm, enabling digital transformation and innovation-led growth for enterprises globally
- **L&T Technology Services:** A leader in Engineering R&D, now operating in over 25 countries. Its acquisition of Intelliswift (Silicon Valley) has deepened capabilities in platform engineering, AI and software product development

- **L&T Finance:** A technology-driven NBFC with a domestic 'AAA' rating and a 97% retailised loan book, serving rural and urban markets through segments like Rural Business Finance, Urban Finance, SME Finance and Farmer Finance

5. Other Businesses

- **L&T Realty:** Among India's top developers, with 70 million sq.ft. of development potential across major cities like Mumbai, Navi Mumbai, Bengaluru, Delhi-NCR and Chennai
- **Construction and Mining Machinery:** - backed by an in-house Product Development Centre and a robust Product Support Department, the business delivers cost-effective, high-performance solutions
  - in 2024-25, a new milestone was achieved with the handover of the 50,000th Komatsu machine in India.

The Gateway, Parel Extension, Mumbai, Maharashtra

6. New-age Businesses

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

- **L&T-SuFin:** A B2B digital marketplace that streamlines procurement, supply chains, logistics and financing for industrial and construction sectors
- **L&T-Cloudfiniti:** 32 MW of existing data center capacity with additional capacity in the pipeline, while scaling cloud services through strategic partnerships
- **L&T Semiconductor Technologies:** Aiming to be India's first fabless semiconductor firm, focused on global smart device design across mobility, energy and industrial sectors
- **L&T EduTech:** Bridging industry-academia gaps with digital skilling solutions tailored to future workforce needs

Group Performance Review

Despite global uncertainty, your Company delivered strong growth across key performance metrics. Group **Order Inflows** for the year reached **₹ 3.57 lakh crore, up 18% year-on-year**, driven by order wins in Infrastructure and Energy sectors. Like the previous year, international order wins were aided by ongoing capex in GCC countries, with international order inflows surpassing domestic wins for two consecutive years.

During the year under review, your Company's **Order Book** crossed the significant milestone of ₹ 5 lakh crore and at the end of the year it stood at **₹ 5.79 lakh crore, a growth of 22%** year-on-year. International orders now constitute 46% of the Order Book. The Projects and Manufacturing businesses of the Company operate in India and Middle East.

The L&T Group recorded **Revenues** of **₹ 2.56 lakh crore** during the year, registering a **growth of 16%.** The strong execution momentum was witnessed on the back of an expanding order book.

L&T Group **Profit After Tax** at **₹ 15,037 crore** represents a **growth of 15%** over the previous year. A combination of improved profitability and reduced capital intensity has resulted in improved return ratios over time.

In the last few years, the Group has repaid borrowings and improved its **Net Debt: Equity ratio to 0.6 : 1** from 0.64 : 1 in 2023-24. Much of the debt is on the books of L&T Finance Limited, an NBFC.

₹5.79 lakh crore
Order Book size - all time highest

International Orders
46%

Y-o-Y growth
16% in Revenue
15% in PAT

Shareholder value creation remains a key priority through the strategic divestment of non-core assets, realisation of cost efficiencies, adoption of technology to enhance productivity and focused capital allocation towards energy transition initiatives, as well as emerging businesses and digital platforms.

Our diversified business portfolio, wide geographical presence, strong balance sheet and robust order book are clear indicators of our long-term value creation potential. Complementing this, our proven execution capabilities and a dedicated workforce are enabling a smooth transition to a more digitally advanced work environment.

As a guiding business philosophy, the Company continues to prioritise strong cash generation, prudent capital allocation, maintaining healthy leverage and ensuring regular returns to shareholders.

I am pleased to inform you that the Board of Directors has recommended a final **dividend of ₹ 34/- per share** for the financial year 2024–25.

Dividend of ₹34/- per share

Engineering Solutions for the New Age

(a) Digital and AI Transformation

Your Company has long been a frontrunner in adopting and integrating technology, beginning with automation and progressing to Industrial IoT, well ahead of the broader digital transformation trend. This forward-thinking approach has resulted in the creation of connected construction sites, enabled by an advanced network of IoT devices and digital sensors. Custom-built applications have further streamlined operations by digitising data, thus laying a solid foundation for deeper digital integration.

Building on this momentum, L&T has initiated a structured Artificial Intelligence journey, assembling a team of specialists to harness AI across business functions. This initiative led to the launch of L&T Cognitive Services (L&TCS) — a unified, enterprise-grade AI platform tailored to serve the diverse needs across the L&T Group. By embedding advanced AI technologies, L&TCS enhances automation through predictive and prescriptive analytics, providing data-driven insights that support strategic decision-making and accelerate innovation.

Designed for scalability and impact, L&TCS focuses on improving outcomes in areas such as quality, safety, revenue, time efficiency, inventory management, manpower optimisation and cost reduction — ultimately driving a robust return on investment. The platform underscores our commitment to ongoing innovation and to staying at the forefront of emerging technologies.

Another major milestone has been the establishment of Digital Energy Solutions (DES) within the Power Transmission & Distribution business. DES offers end-to-end electricity-related consulting and digital services globally through a comprehensive suite of proprietary software solutions. These include planning, design, consulting and operational support for renewable energy integration, hybrid energy management systems, substation and control room automation, grid-edge solutions for distributed energy sources and power system cybersecurity. Powered by sophisticated algorithms and simulation tools, DES enables clients across India, the Middle East and the United States to build resilient, future-ready power infrastructure.

Additionally, the Cybersecurity Council plays a pivotal role in strengthening our digital ecosystem. This initiative promotes collaboration, knowledge sharing, and a unified framework for data protection, reinforcing our capability to mitigate cybersecurity risks effectively.

(b) Building Climate Resilience and Advancing the Green Business Agenda

The increasing frequency and intensity of extreme weather events have significantly elevated the risks of asset damage and service disruptions. In response, your Company is uniquely positioned to meet the rising demand for disaster-resilient infrastructure, backed by deep expertise in Clean Energy, Clean Mobility, Water and Sanitation, Green Infrastructure, and other sustainability-linked domains. These solutions not only help lower carbon emissions and improve air quality, but also enhance energy efficiency, water recycling and reuse, and overall resource conservation. Together, these integrated offerings form what we define as our 'Green Business'.

L&T has taken bold strides into emerging clean energy segments, particularly in Green Hydrogen and its derivatives, as well as the development of Small Modular Reactors (SMRs). Electrolyser manufacturing is already underway, reinforcing our early-mover advantage in the Green Hydrogen space. A significant milestone during the year was the regulatory approval granted by the US Department of Energy for the transfer of SMR technology to India. L&T was one of only three Indian companies selected for this transfer, signalling the formal start of our SMR journey and positioning us to lead the commercialisation of nuclear energy in the country.

In both Green Hydrogen and SMRs, the initial phase involves strategic collaborations with global technology partners. However, our long-term vision is clear: to indigenously develop proprietary technology, manufacture critical equipment, and offer cost-effective, innovative solutions tailored for emerging markets. With land secured on the west coast (Kandla, Gujarat) for manufacturing units dedicated to Green Hydrogen and Green Ammonia, L&T will invest proactively to serve a broader global geography. Furthermore, we are fully equipped to execute EPC projects in Green Hydrogen, Green Ammonia and Methanol for clients across sectors.

Created 15.6 million sq.ft. Green Buildings Infrastructure

To further sharpen its strategic direction in clean energy, L&T has instituted the L&T Green Energy Council — a distinguished think tank of global domain experts. The Council actively tracks technological trends, assesses policy landscapes and evaluates emerging business models. It also provides strategic guidance on potential collaborations with both Indian and international players, accelerating L&T's progress in green energy innovation.

As part of our expanding green infrastructure portfolio, L&T continues to deliver green buildings certified by LEED, IGBC and GRIHA standards. In FY 2024–25 alone, the Company developed 15.6 million sq.ft. of green-certified building space, bringing the cumulative total to 57.6 million sq.ft. over the last six years.

In the renewable energy domain, L&T commissioned 4.3 GWp of solar capacity during the year. Our total renewable energy portfolio now stands at 26.9 GWp, including 6.9 GWp commissioned capacity and an active construction pipeline of 20 GWp of solar and wind projects. In addition, we are currently executing 12.8 GWh of Battery Energy Storage Systems (BESS), reinforcing our position as a key player in next-generation energy solutions.

Commissioned 4.3 GWp Solar Energy Capacity

On the clean mobility front, L&T completed the electrification of 419 track km in railway and mass transit systems in FY 2024–25. The Company is also actively involved in the production of equipment for renewable diesel, biofuels and emission control technologies, all of which contribute to the reduction of carbon emissions.

Through these comprehensive initiatives, L&T is not just responding to the climate challenge but is actively shaping a sustainable future by building resilient, low-carbon and technologically advanced infrastructure.

(c) Sustainability: Building 'A Better World'

Your Company's sustainability agenda is firmly anchored in its vision 'For A Better World', encompassing a broad spectrum of initiatives across Environmental, Social and Governance (ESG) dimensions. The Company remains steadfast in its commitment to water stewardship, circular economy, green supply chains, biodiversity preservation, employee welfare and community development.

In line with its long-term environmental goals, your Company has pledged to achieve Water Neutrality by 2035 and Carbon Neutrality by 2040. These targets are being pursued through concrete actions across operational sites, manufacturing units and project locations.

The Water Technology Centre (WTC) is pioneering sustainable sewage treatment by reducing energy use and footprint through innovations in primary and secondary processes, apart from developing cost-effective tertiary treatments for wastewater reuse, enhancing sludge valorisation and biomethane recovery. WTC is also improving desalination efficiency with patented nanobubble technology and leads in smart utility operations with proprietary digital tools for leak detection and water management.

A key milestone in the Company's water conservation efforts is the implementation of Zero Liquid Discharge (ZLD) systems across all 16 campuses, manufacturing facilities, and even select ongoing project sites. These systems ensure that no wastewater leaves the premises, thus reinforcing L&T's commitment to responsible water use.

Zero Liquid Discharge systems in place across all 16 campuses and manufacturing facilities

Your Company also places significant emphasis on ecological sustainability, whether at its corporate offices, campuses, or at diverse project sites across the country. Several noteworthy initiatives during the year under review include:

- Certification of the A. M. Naik Heavy Engineering Complex (AMNHEC) at Hazira, Gujarat, as L&T's first single-use plastic-free campus, spread over 750 acres. This achievement reflects L&T's commitment to reducing plastic waste at scale.

AMNHEC - Hazira becomes L&T's first single-use plastic-free campus

- Expansion of the *Unnati* watershed development programme to two additional blocks in Pachapalayam, Coimbatore (Tamil Nadu). This initiative is designed to combat water scarcity and bolster agricultural resilience. Over the next 3.5 years, the expansion is expected to benefit an additional 8,000 individuals, significantly enhancing community livelihood and water resource sustainability.

These and other initiatives underline your Company's strategic approach to sustainability — where environmental responsibility is interwoven with social impact and operational excellence.

Key Developments

(a) Ratings Upgrade

During the year under review, your Company received a significant endorsement of its financial and operational strength. Global rating agencies Standard & Poor's and Fitch assigned a 'BBB+' credit rating with a stable outlook, positioning the Company two notches above India's sovereign rating. This upgrade reflects L&T's robust business model, strong credit profile and global reputation for excellence.

BBB+ Rating with a stable outlook by S&P and Fitch

(b) Expansion of Precision Engineering & Systems

Traditionally focused on the critical sector, the Company's precision engineering capabilities have now been strategically diversified to industrial electronics and other sectors requiring high-precision manufacturing. Additionally, Precision Engineering & Systems has begun collaborating with technology start-ups to strengthen its innovation pipeline and expand its solution portfolio.

(c) Launch of CarbonLite Solutions

As part of its pivot towards clean energy, the Company has rebranded its Power EPC business as CarbonLite Solutions. This new identity reflects a sharpened focus on carbon capture and biofuels. The business will play a critical role in enabling thermal power and other industries to transition towards cleaner energy sources, supporting global decarbonisation goals.

(d) Reclassification of Businesses

To enhance functional autonomy, improve customer alignment and unlock greater growth opportunities, the Company has restructured its businesses to maximise the distinct competencies of each business and accelerate their market responsiveness:

- Renewables EPC has been carved out as a standalone vertical, previously under the Power Transmission & Distribution business.
- Green EPC and Gas-to-Power businesses have been consolidated under the rebranded L&T Green & Clean Energy (formerly L&T Green Energy), signalling a unified thrust in sustainable solutions.

People Powering Progress

L&T's continued success is fundamentally driven by its people. By consistently attracting top talent, promoting continuous learning and self-development and nurturing an entrepreneurial mindset, the Company has cultivated a culture of innovation —

reflected in the many breakthrough solutions L&T is known for today.

Employees benefit from a rich ecosystem of online learning platforms that supplement conventional classroom training with flexible, self-paced development opportunities. During the year under review, an impressive 7.95 lakh learning hours were logged, underscoring the Company's strong commitment to knowledge enhancement and skills development.

L&T's transformation into a technology-led organisation has been powered by its people's readiness to embrace change. The rise of young digital champions across the Company has played a pivotal role in embedding digital capabilities at scale and fostering a new generation of agile, tech-savvy professionals.

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

Driving Inclusion Through Transformation

Your Company's evolution into a technology-led conglomerate has brought renewed focus to its Diversity & Inclusion (D&I) agenda. The growing participation of women in both engineering and non-engineering roles has not only advanced workplace equity but also contributed to enhanced operational efficiency and innovation.

With a strong commitment to creating an inclusive work environment, your Company continues to invest in career-enabling initiatives and women-centric infrastructure. These efforts have placed it firmly on track to achieve the 'Lakshya' goal of 10% women representation by 2026. As of March 31, 2025, the number of permanent female employees stood at 4,758, accounting for 9.06% of the total workforce.

In a pioneering industry-first initiative, your Company has introduced one day of paid menstrual leave per month for women employees, effective April 1, 2025. This progressive step reflects the Company's empathetic approach to employee well-being, acknowledging and supporting the unique health needs of women in the workplace.

Giving Back to Society

Your Company remains deeply committed to inclusive growth and building long-term, trust-based relationships with all stakeholders. Through focused CSR interventions in healthcare, education, skill development and water & sanitation, L&T positively impacted the lives of 1.9 million people during the year. A cornerstone of these efforts is the Integrated Community Development Programme (ICDP), which continues to strengthen rural communities through holistic and participative engagement.

Water security remains a persistent

Benefitted **1.9** million people through CSR initiatives

challenge in rural India, where agriculture and livelihoods depend heavily on land and groundwater quality. Since 2014, L&T's *Unnati* watershed development programme has adopted an integrated approach in ecologically sensitive districts of Maharashtra, Rajasthan and Tamil Nadu. To date, the programme has treated 44,856 hectares of land and benefitted 30,092 households.

Implemented in collaboration with local communities, *Unnati* has driven soil and water conservation efforts through the construction of check dams, trenches and native tree plantations. These interventions have led to improved crop yields, increased fodder availability and higher household incomes. Importantly, the establishment of Village Development Committees (VDCs) fosters local ownership, transparency and long-term governance — ensuring the sustainability of these efforts.

Unnati programme addresses water security problems for

44,856 hectares | **30,092** households

Another flagship initiative, the *Jyoti* STEM Education Programme, aims to bridge foundational learning gaps in grades 6–8 across government schools in Gujarat, Tamil Nadu and Maharashtra. By equipping classrooms with digital tools, robotics kits, space learning aids and edu-reels, and by training teachers in activity-based STEM pedagogy, the programme has transformed the learning environment. In FY 2024–25, 314 schools and 52,924 students benefitted from *Jyoti*, leading to greater student engagement, deeper conceptual clarity and increased interest in maths and science.

While meaningful change takes time, each initiative moves your Company closer to the social impact goals it has set for itself — demonstrating that sustainable business growth and social responsibility can go hand in hand.

Jyoti STEM Education programme covers

314 schools & 52,924 students

Governance and Ethics

The Company remains steadfast in its commitment to the highest standards of ethics, transparency and accountability across all its operations. Good governance is a must.

A robust governance framework is in place to ensure strict compliance with applicable laws, regulations and global best practices, including those pertaining to human rights and fair business conduct. This unwavering focus on ethical business practices reinforces stakeholder trust and supports the Company's long-term, sustainable growth.

Positioned for the Future

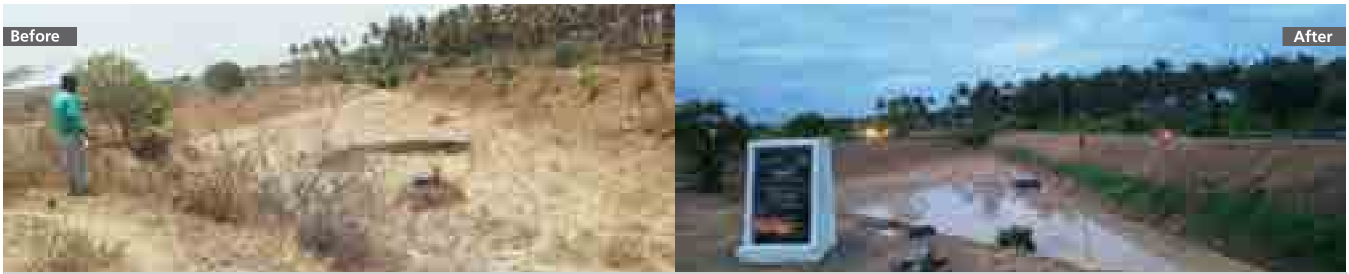
Amidst dynamic global shifts, your Company is strategically poised to seize emerging opportunities. Its proven capabilities in delivering world-class infrastructure and EPC projects, proactive approach to the energy transition, strengths in hi-tech manufacturing and services, and unwavering focus on technology-led, quality execution uniquely position it to lead in the evolving business landscape.

All business verticals are closely aligned with the vision of a cleaner, greener and more sustainable economy, as reflected in the outcomes of Lakshya 2031 — your Company's comprehensive strategic planning initiative that outlines a focused roadmap for the next five years.

I take this opportunity to express my sincere gratitude to our employees, customers, supply chain partners and the Government for their continued support and contributions to our journey. I am also thankful to my fellow Board members for their guidance and commitment.

A special word of thanks to our shareholders — your enduring trust is our greatest strength. We look forward to your continued support as we strive for higher benchmarks of excellence and sustainable growth.

Jai Hind!



Percolation Pond in Pachapalayam, Coimbatore, Tamil Nadu

CONTENTS

COMPANY INFORMATION

BOARD OF DIRECTORS

MR. S. N. SUBRAHMANYAN
Chairman & Managing Director

MR. SUBRAMANIAN SARMA
Deputy Managing Director & President

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

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

MR. T. MADHAVA DAS
Whole-time Director & Sr. Executive Vice President (Utilities)

MR. ANIL V. PARAB
Whole-time Director & Sr. Executive Vice President (Heavy Engineering & L&T Valves)

MR. SANJEEV AGA
Independent Director

MR. NARAYANAN KUMAR
Independent Director

MRS. PREETHA REDDY
Independent Director

MR. PRAMIT JHAVERI
Independent Director

MR. RAJNISH KUMAR
Independent Director

MR. JYOTI SAGAR
Independent Director

MR. AJAY TYAGI
Independent Director

MR. P. R. RAMESH
Independent Director

MR. SIDDHARTHA MOHANTY
Nominee of Life Insurance Corporation of India

Company Secretary & Compliance Officer
Mr. Sivaram Nair A
(upto May 9, 2025)

Mr. Subramanian Narayan
(from May 10, 2025)

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

Joint Statutory Auditors
M/s. Deloitte Haskins & Sells LLP and
M/s. M S K A & Associates

Registrar & Share Transfer Agents
KFin Technologies Limited

80th Annual General Meeting through Video Conferencing or Other Audio-Visual Means on Tuesday, June 17, 2025 at 3:00 p.m. IST


LARSEN & TOUBRO
www.Larsentoubro.com
Find us on:
POWERING THE NATION'S HOPES AND ASPIRATIONS.
Since 2019, L&T has been on a mission to empower India's future architects – children. By bringing STEM education to schools, we ignite young minds to dream big, learn fearlessly, and get the foundation to turn their aspirations into reality.
We are not just teaching; we are leading the charge in creating the Nation builders of tomorrow.
REACH
6 Cities
205 Schools
38,589 Students
685 Teachers
H2
E=MC2

EXECUTIVE COMMITTEE (ECOM)

S. N. Subrahmanyan
Chairman & Managing Director

Subramanian Sarma
Deputy Managing Director & President

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

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

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

Anil V. Parab
Whole-time Director & Sr. Executive Vice President (Heavy Engineering and L&T Valves)

M. V. Satish
Advisor to the Chairman & MD (Buildings & Factories)

D. K. Sen
Advisor to the Chairman & MD (Development Projects, Minerals & Metals, L&T Special Steels & Heavy Forgings, L&T-SuFin and L&T Aviation)

Shrikant Joshi
Advisor to the Chairman & MD (L&T Realty)

As on 02.04.2025

GROUP BUSINESS STRUCTURE

Infrastructure & Construction

S. V. Desai
Civil Infrastructure

Koneru Bhavani
Heavy Civil

R. K. Bansal
Transportation Infrastructure

T. Madhava Das
Utilities

A. Ravindran
Renewables

Joji Sebastian
Power Transmission & Distribution

E. P. Sajit
Water & Effluent Treatment

Sthaladipti Saha
Buildings & Factories

T. Kumaresan
Minerals & Metals

Energy

Subramanian Sarma
Energy

Derek M. Shah
Green & Clean Energy

E. S. Sathyanarayanan
Hydrocarbon Onshore

Satish Palekar
CarbonLite Solutions

Parthasarathi Chatterjee
Hydrocarbon Offshore

S. N. Subrahmanyan
Chairman & Managing Director

Hi-Tech Manufacturing

Anil V. Parab
Heavy Engineering and L&T Valves

Arun Ramchandani
Precision Engineering and Systems

IT & Technology Services

Debashis Chatterjee
LTIMindtree

Amit Chadha
L&T Technology Services

Digital Services & E-Commerce Platforms

L&T-SuFin
L&T EduTech
L&T-Cloudfiniti
L&T Semiconductor Technologies

Development Projects

K. V. B. Reddy
Hyderabad Metro

S. K. Narang
Nabha Power Limited

Other Businesses

Anupam Kumar
L&T Realty

Arvind Garg
Construction, Mining, and Industrial Machinery

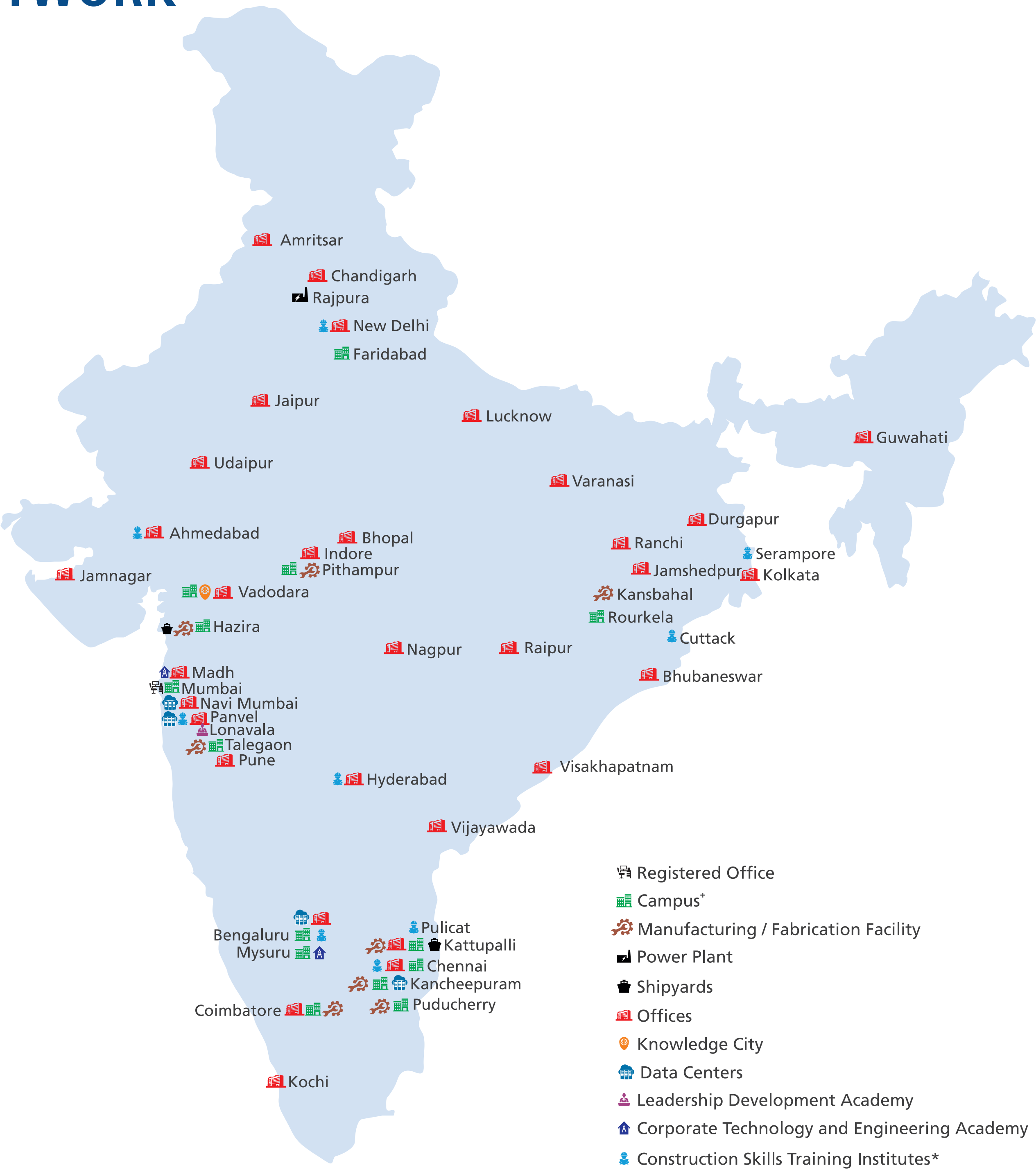
Rubber Processing Machinery

Hydraulics

Financial Services

Sudipta Roy
L&T Finance

NATIONWIDE NETWORK

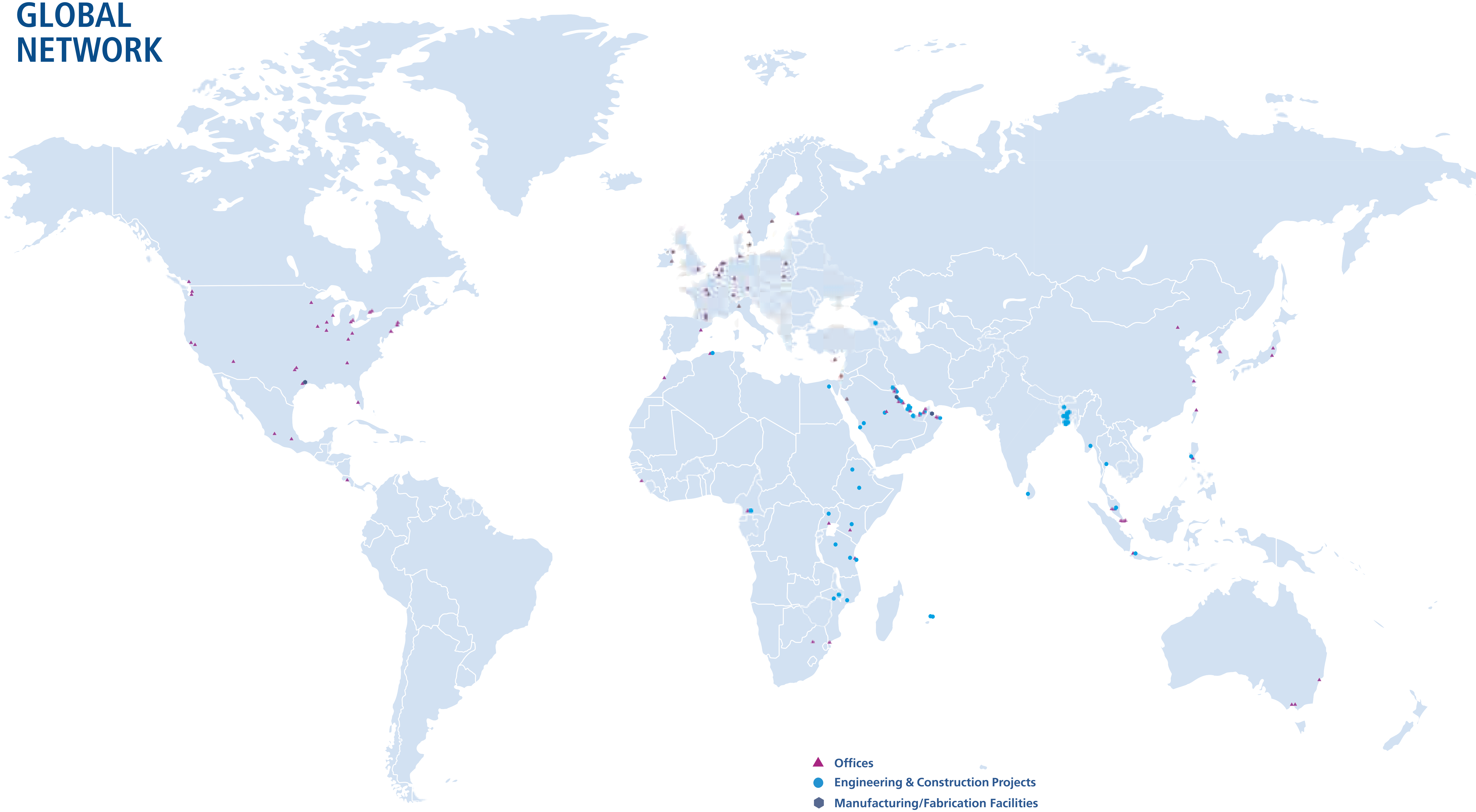


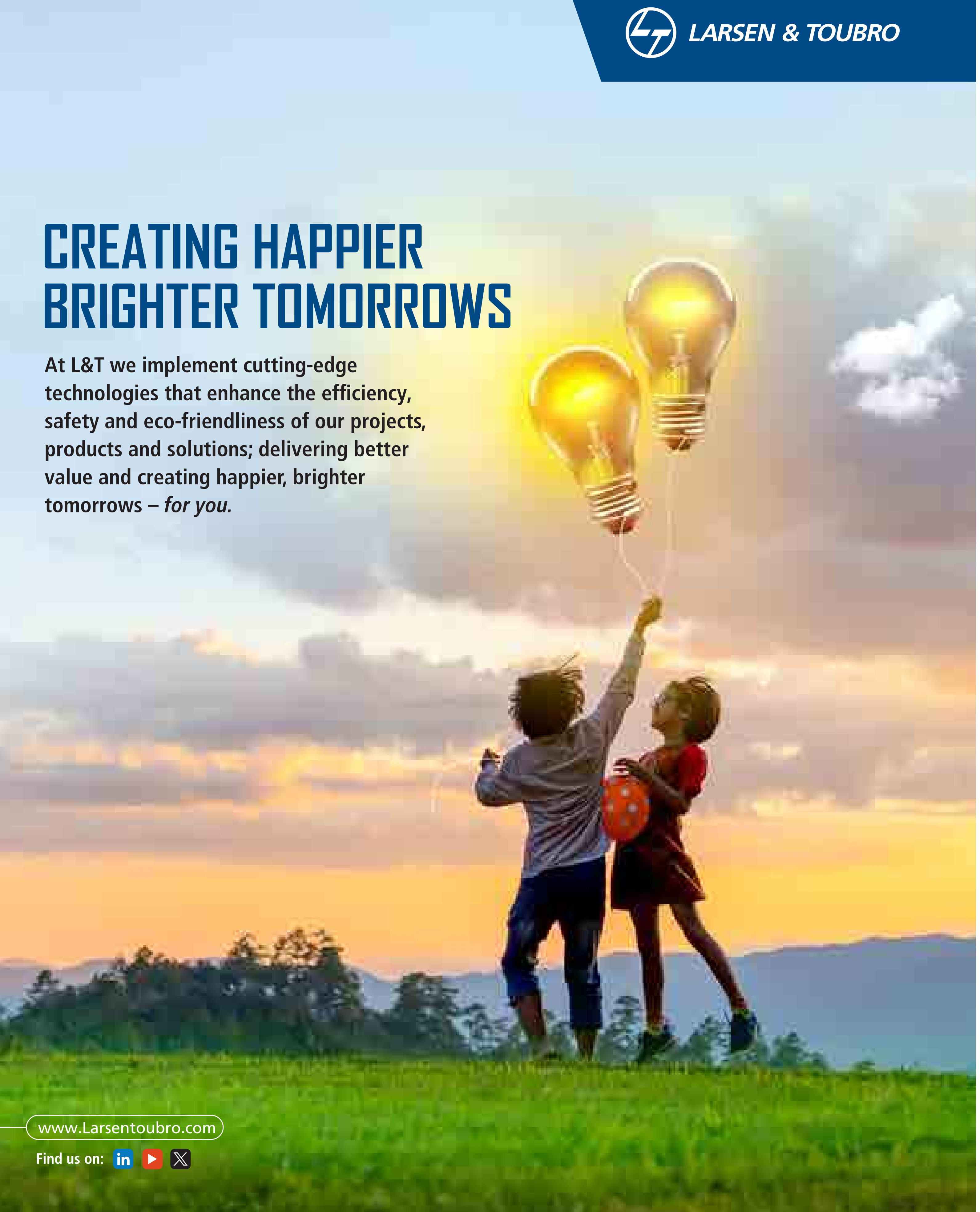
+ Campus denotes facilities for design and manufacture

* Part of L&T's Corporate Social Initiatives

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

GLOBAL NETWORK





CREATING HAPPIER BRIGHTER TOMORROWS

At L&T we implement cutting-edge technologies that enhance the efficiency, safety and eco-friendliness of our projects, products and solutions; delivering better value and creating happier, brighter tomorrows – *for you.*

www.Larsentoubro.com

Find us on:

STANDALONE FINANCIALS- 10 YEAR HIGHLIGHTS

₹ crore

Description	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16
	← [9]	→		← [10]	→	← [11]	→			
Statement of Profit and Loss										
Statement of Profit and Loss										
Gross revenue from operations [1]	142509	126233	110501	101000	87255	82384	82287	74612	66301	63813
PBDIT[1][2]	11588	9729	9295	9055	8309	6838	7653	7701	6481	5829
Profit after tax (excluding exceptional items[3])	10396	8883	7849	7612	5966	5414	5466	4861	4560	4454
Profit after tax (including exceptional items[3])	10871	9331	7849	7879	11798	6679	7491	5387	5454	5000
Balance Sheet										
Net worth	71896	64516	71528	67114	61738	52175	50048	49174	46013	42135
Borrowings	21935	22540	18151	20298	24474	25785	11990	10561	10558	13924
Capital employed	93831	87056	89679	87412	86212	77960	62038	59735	56571	56059
Ratios and statistics										
PBDIT as % of net revenue from operations [1][4]	8.13	7.71	8.41	8.97	9.52	8.30	9.30	10.34	9.86	9.23
PAT as % of (net revenue from operations[1])[5]	7.63	7.39	7.10	7.80	13.52	8.11	9.10	7.23	8.30	7.91
RONW % [6]	15.94	13.71	11.32	12.23	20.54	13.07	15.74	11.32	12.37	12.39
Gross Debt: Equity ratio	0.31:1	0.35:1	0.25:1	0.30:1	0.40:1	0.49:1	0.24:1	0.21:1	0.23:1	0.33:1
Basic earnings per equity share (₹) [7]	79.06	67.14	55.85	56.09	84.02	47.59	53.43	38.46	39.00	35.81
Book value per equity share (₹) [8]	522.81	469.32	508.92	477.67	439.55	371.65	356.79	350.90	328.79	301.57
Dividend per equity share (₹) [8][12]	34.00	34.00	24.00	22.00	36.00	18.00	18.00	16.00	14.00	12.17
No. of equity shareholders	17,06,264	15,64,085	14,25,064	14,92,124	13,71,535	12,51,569	10,21,275	8,99,902	9,23,628	10,28,541
No. of employees	58,556	60,561	55,202	50,267	49,107	45,467	45,205	42,924	41,466	43,354

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

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

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

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

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

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

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

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

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

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

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

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

CONSOLIDATED FINANCIALS- 10 YEAR HIGHLIGHTS

₹ crore

Description	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16
Statement of Profit and Loss										
Gross revenue from operations [1]	255734	221113	183341	156521	135979	145452	135220	119862	110011	101975
PBDIT [1][2]	26435	23494	20753	18205	15624	16329	15330	13641	11130	10463
Profit for the year [PAT]	17673	15547	12531	10419	12921	10894	10217	8004	6486	4545
Profit attributable to the Owners of the Company (excluding exceptional items [3])	14562	12966	10374	8572	6965	8894	8144	7151	5920	4154
Profit attributable to the Owners of the Company (including exceptional items [3])	15037	13059	10471	8669	11583	9549	8905	7370	6041	4233
Balance Sheet										
Net worth attributable to the Owners of the Company	97656	86359	89326	82408	75869	66723	62375	54904	50217	44180
Non-controlling interest	17748	16190	14241	12966	12052	9521	6826	5201	3564	2893
Borrowings	129559	114040	118513	123468	132605	141007	125555	107524	93954	88135
Capital employed	244963	216589	222080	218842	220525	217251	194756	167629	147735	135208
Ratios and statistics										
PBDIT as % of net revenue from operations [1] [4]	10.34	10.63	11.32	11.63	11.49	11.23	11.34	11.40	10.18	10.35
PAT as % of (net revenue from operations [1]) [5]	6.91	7.03	6.83	6.66	9.50	7.49	7.56	6.69	5.93	4.49
RONW % [6]	16.34	14.87	12.19	10.95	16.25	14.80	15.35	14.12	12.80	9.91
Gross Debt: Equity ratio	1.12:1	1.11:1	1.14:1	1.29:1	1.51:1	1.85:1	1.81:1	1.79:1	1.75:1	1.87:1
Basic earnings per equity share (₹) [7]	109.36	93.96	74.51	61.71	82.49	68.04	63.51	52.62	43.20	30.32
Book value per equity share (₹) [8]	710.12	628.22	635.55	586.52	540.16	475.27	444.67	391.78	358.83	316.20
Dividend per equity share (₹) [8] [9] [10]	34.00	34.00	24.00	22.00	36.00	18.00	18.00	16.00	14.00	12.17

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

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

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

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

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

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

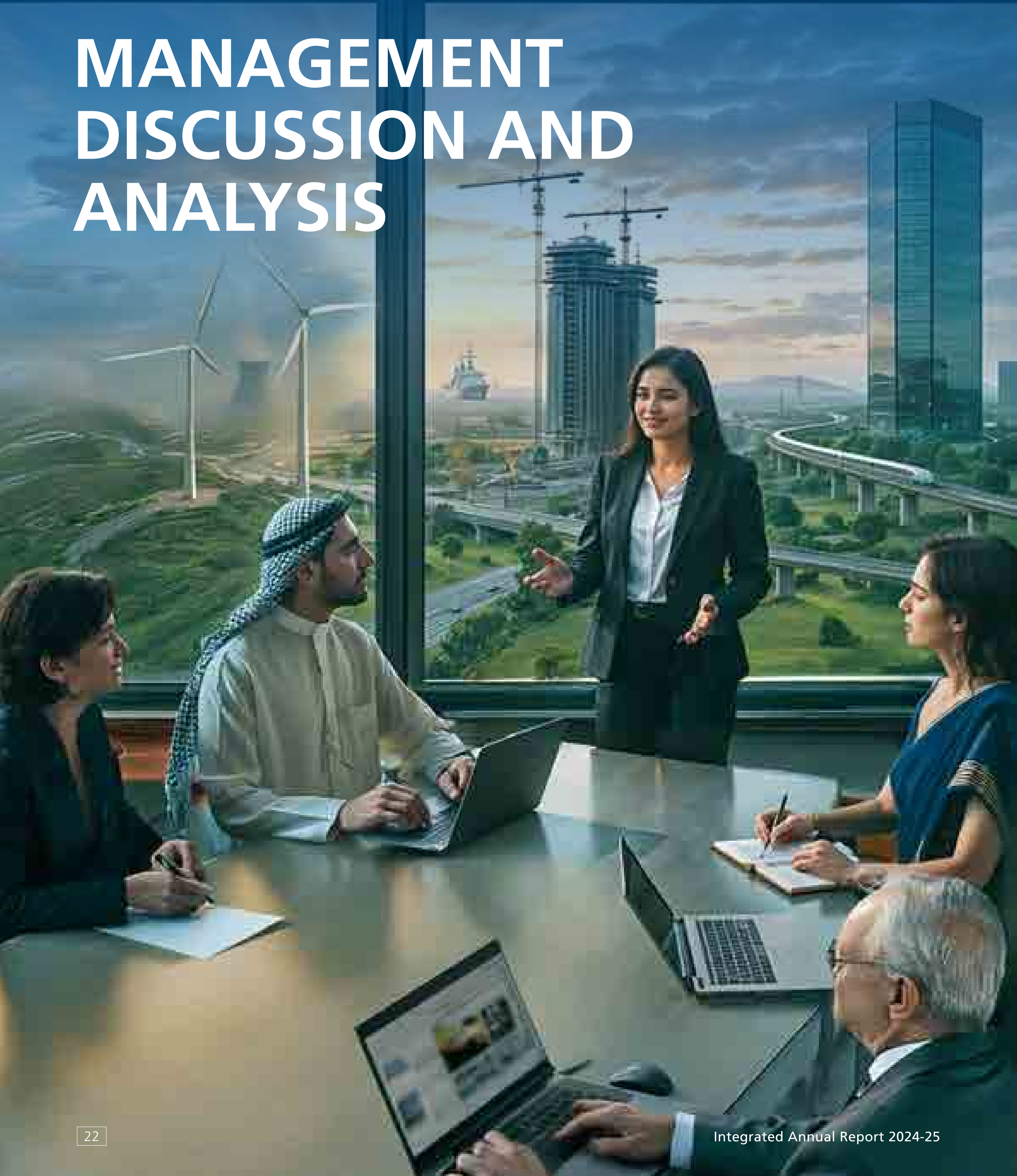
[7] Basic earnings per equity share has been calculated including exceptional items and adjusted for all the years for issue of bonus shares.

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

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

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

MANAGEMENT DISCUSSION AND ANALYSIS



Economy

Indian Economy

Despite the prevailing global uncertainties, the Indian economy is estimated to grow between 6.25-6.50% during the current year 2024-25. The agriculture sector is expected to grow ~4%, the industrial sector ~6% and the services sector ~7%. In absolute terms, the agriculture sector continued to operate well above pre-pandemic trend levels. Whereas, in the industrial sector, sustained growth through FY 2023-24 and FY 2024-25, has led to the closure of the trend gap. The recovery within the services sector has been uneven, and as a result, the sector is only now approaching its long-term trend levels.

India's headline inflation, as measured by the Consumer Price Index (CPI), has eased considerably during the year. The monthly average CPI print was 4.63% in FY 2024-25 vs. 5.35% in FY 2023-24. This decline was primarily led by a decrease in core services and fuel price inflation. Food price inflation continued to hold firm impacted by weather related supply disruptions. For FY 2025–26, the Reserve Bank of India (RBI) has forecast CPI inflation at 4%, based on the expectation of a normal monsoon.

Policy rates remained unchanged through the April-December 2024 period with the repo rate at 6.50%. However, with relatively weaker growth prints and falling underlying inflation, the Monetary Policy Committee (MPC) changed its policy stance from 'Withdrawal of Accommodation' to 'Neutral' in October 2024. Further, to inject liquidity into the banking system a reduction in CRR to 4.00% of NDTL from 4.50% was announced in December 2024. In February 2025, the RBI lowered the repo rate to 6.25% in response to downward revisions in growth forecasts for H1 FY 2025-26, while keeping the inflation trajectory aligned with its target.

The external trade sector has demonstrated stability and growth despite uncertainties in the global trade environment. In FY 2024-25, export trade in merchandise and services exceeded USD 800 billion, a growth of 5.5%. Total imports during the period are estimated at USD 915 billion, registering a growth of 6.8%.

After a relative stable H1 FY 2024-25, the rupee weakened against the USD by around 5% in the period from October to (mid) February, a period which saw increased financial market volatility. While Foreign Portfolio Investment (FPI) inflows were positive, amounting to approximately USD 20 billion in H1 FY 2024-25, the trend reversed in H2 FY 2024-25, with net outflows of a similar magnitude. Investments in debt securities saw net inflows of around USD 15 billion, whereas equity investments registered net outflows of a comparable amount for FY 2024-25.

The Indian economy is expected to remain resilient, supported by robust consumption from households, alongside the government's continued focus on capital expenditure. Capacity utilisation in manufacturing remains high and balance sheets of banks and corporates remain healthy. The economy has also undergone rapid digitalisation over the past decade, significantly boosting productivity. The service sector has increasingly shifted towards high-tech digital solutions, including e-commerce, fintech, cloud computing and AI-driven services.

The risks to growth remain largely external – rising tariff barriers, stretched supply chains and continuing geopolitical tensions. The country will have to adapt to the evolving global landscape and harness its domestic strengths to drive growth in a sustainable manner.

Global Economy

World GDP grew by 2.7% in calendar year 2024, with regional growth varying significantly. The United States saw robust growth at 2.8%, while the Eurozone experienced more subdued growth at 0.8%. Growth in emerging markets was driven by India and China, which recorded growth rates of 6.5% and 5%, respectively. For the most part, the year was marked by improving financial conditions, declining inflation and a partial de-escalation of regional conflicts.

In the United States, the balance of risks has shifted from inflation to growth, as the effects of increased tariff measures would begin to impact the economy. In addition, changes in the regulatory environment, immigration policies and fiscal policy are expected to influence the dynamics between growth and inflation. The upside risk to inflation from tariffs, coupled with the downside risks to growth, could create a challenging environment for monetary policy. Technology is expected to remain a bright spot for the US economy in 2025, with spending projected to surpass USD 2 trillion for the first time.

The economies of Europe and UK continue to remain fragile. However, the commitment by Germany to permit fiscal loosening through a special EUR 500 billion off-budget infrastructure fund, to be disbursed over a decade, could alter the medium-term growth dynamics for Europe.

China would be the most directly impacted economy if the tariffs imposed by the United States take effect. To stabilise the economy, the government may employ a combination of monetary easing and fiscal support measures aimed at boosting domestic consumption and addressing weaknesses in the property sector.

The Gulf Cooperation Council (GCC), led by Saudi Arabia, is likely to continue strengthening both the physical and digital infrastructure of the region, in addition to monetising its oil & gas assets. As GCC countries embark on the transition from oil to clean energy and pursue various industrialisation initiatives, the region's growth opportunities remain healthy.

With global cross-border trade and investment flows slowing there is a growing risk of rising cost pressures, reduced productivity and slower efficiency gains. However, with trade in services not being directly affected by tariff-related disruptions, the global IT outsourcing market is expected to remain relatively resilient. India's technology sector is expected to grow by around 5% in FY 2025-26, with revenues projected to exceed USD 300 billion.

India remains relatively insulated from global headwinds and is on track to become the world's third-largest economy in the medium-term. It continues to be one of the fastest-growing large economies, supported by favourable demographics, investment led impetus, and ongoing regulatory reforms.

Business Model and Strategy

Strategy Formulation

Business strategy formulation aims to set long-term goals for the Group and identify areas to leverage its strengths, explore new business opportunities, and enhance its existing capabilities and offerings. This is enabled through plans with two different time horizons, viz. medium-term strategic plan (5 years) and short-term (annual) budget targets.

'Lakshya', the Group's 5-year strategic plan, is developed through a collaborative process across the organisation. Lakshya 2026 seeks to achieve value-accretive growth in the existing business portfolio through a multi-pronged approach of targeting opportunities arising out of global trends, along with a focus on ESG and Sustainability. The underlying emphasis of Lakshya 2026 is to ride the momentum in existing trends through project wins and faster execution as well as capitalise on emerging trends through creating new capability and generating new streams of revenue. In addition, there is continued focus on timely completion of projects, driving profitability through operational excellence, value engineering, and various digitalisation-led productivity improvement initiatives. Lakshya 2026 has completed its fourth year in FY 2024-25 and is satisfactorily progressing towards the targets set in the plan.

The megatrend of energy transition has strengthened in recent years. This is clear from the business opportunities that have opened up in the renewables space. Hence, the Renewables business has been carved out from Power Transmission & Distribution business and is now a separate business vertical within the Infrastructure segment. This restructuring will allow a focus on excelling in the renewable energy sector, ensuring strong execution and sustained profitability as the Group continues to expand its footprint in this rapidly evolving market.

India as well as the Middle East and North Africa (MENA) region are both experiencing rapid infrastructure development and economic diversification because of the megatrends of urbanisation and demographics. Buoyed by this market opportunity, the Minerals & Metals vertical within the Infrastructure segment has achieved remarkable progress and has demonstrated strong performance across all business metrics.

Technology transformations, be it digital, materials/semi-conductors, or in the energy sphere, are happening at an ever-increasing pace. The Group continues to accelerate the growth of its newly seeded business lines, viz. Green Hydrogen and its derivatives, Semiconductor technologies, Data Centers, and E-commerce and Digital Platform businesses (L&T EduTech and L&T-SuFin). L&T Semiconductor Technologies Limited has acquired SiliConch Systems Private Limited and the data center business, Cloundfiniti has entered into a strategic partnership with E2E Networks Limited for Cloud, AI and high-performance computing.

The Group remains vigilant of the evolving geopolitical scenario. The diversity of its businesses and the spread across multiple regions provide overall resilience and ability to respond tactically as well as seize new and emerging opportunities.

Business Model

Value creation is enabled through a portfolio comprising:

EPC Projects

EPC Projects focus on the proven core competencies of conceptualising, designing, executing and commissioning large, complex projects in the areas of transportation infrastructure, power transmission & distribution, water & irrigation infrastructure, buildings & factories, metals & mining, energy generation & storage solutions, oil & gas, and energy transition.

Hi-Tech Manufacturing

Hi-Tech Manufacturing focuses on custom-designed and built equipment catering to process plants for various sectors (including nuclear); precision engineering and systems for the defence & aerospace sectors; electrolysers for hydrogen production; industrial and bulk material handling; construction machinery & mining equipment; and industrial valves.

Services

The Services businesses cater to sectors of IT (through LTIMindtree), Engineering R&D (through LTTS), Financial Services (through L&T Finance), Real Estate Development (through L&T Realty), B2B E-commerce (through L&T-SuFin), Skilling and Assessment (through L&T EduTech), Data / Cloud Services (through L&T-Cloudfiniti) and Semicondcutor Chip design (through L&T Semiconductor Technologies Limited)

In addition to the above, the Group continues to pursue its goal of unlocking value by staying asset-light and exiting non-core businesses.

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

Urbanisation and Demographic

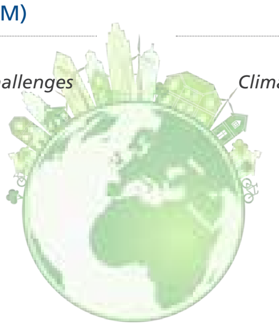
- High-rise buildings (B&F)
- Multi-modal transportation network (TI, HCI)
- High-capacity utility networks (PT&D, WET)
- Safe and smart cities (LTTS)
- Construction metals (M&M)

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

Energy Transition

- Renewables – solar, energy storage (RE, HCI)
- Green buildings (B&F)
- Clean fuels (HE, LTEH)
- Green Hydrogen (GE)
- Water recycling and reuse solutions (WET)

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



Mobility Growth

- Mass rapid transit systems (TI, HCI)
- World-class airports (B&F, TI)
- Electric, autonomous and connected systems (LTTS)
- Expressways and road cum rail networks (TI)

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

Societal Challenge

- Water and sewage treatment systems (WET)
- Housing (B&F, LTR)
- Energy-efficient power systems and microgrids (PT&D)
- Financial services (LTF)

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

Technology Transformation

- Cloud, big data, AI/ML, AR/VR, 5G, cybersecurity (LTIM, LTTS)
- Automation, Industry 4.0, Digital Engineering (LTIM, LTTS)
- Chip design (LTSCT)
- Data storage and computing (L&T-Cloudfiniti)
- Platforms (L&T-SuFin, L&T EduTech)

Technology and services offerings to transform businesses across various domains

B&F	Buildings & Factories	LTTS	L&T Technology Services
HCI	Heavy Civil Infrastructure	PT&D	Power Transmission & Distribution
HE	Heavy Engineering	RE	Renewables
LTEH	L&T Energy - Hydrocarbon	M&M	Minerals & Metals
GE	Green & Clean Energy	TI	Transportation Infrastructure
LTIM	LTIMindtree	WET	Water & Effluent Treatment
LTR	L&T Realty	LTSCT	L&T Semiconductor Technologies

Portfolio Strategy

The portfolio strategy focuses on growth by diversifying revenue streams, exploring new opportunities, and enhancing profitability to create value for all stakeholders.

Complementing the mature businesses with growth-stage businesses

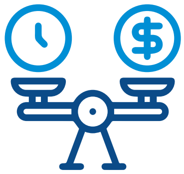
While the Group relies on mature businesses for cash generation and steady growth, the focus is also on seeding and scaling up new, tech-driven businesses with high growth potential

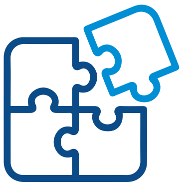
Geographically diversified businesses

India continues to remain the primary market for EPC Projects, Hi-Tech Manufacturing and Financial Services businesses. Additionally, GCC has emerged as a significant market for the EPC and Energy businesses. The Americas and Europe will continue to be the primary geographies for the IT services businesses.

Balancing the cyclical nature of the EPC business through a portfolio of Services businesses

To have a better revenue profile and improved profitability, the Group intends to increase the share of the IT&TS services business while pursuing growth in the traditional EPC and Hi-Tech Manufacturing businesses.





Supplementing the standalone offerings with partnerships

For Hi-Tech Manufacturing and EPC Projects businesses, the Group has partnered with several large global process and technology licensors, and EPC contractors to expand the scope of its business offerings. For the IT and Technology Services businesses, the Group has strategic partnerships with established global software product and technology companies.

IT services business witnessed moderate growth, driven by an increase in discretionary spending and improvement in the BFSI sector in North America. The EPC Projects and Hi-Tech Manufacturing portfolio saw robust growth aided by capex-led focus in India and oil & gas and clean energy investments in the Middle East.

Strategic Thrust and Direction

The Group continues to be guided by the strategic objectives formulated under Lakshya 2026 plan. These are outlined below. As 2025-26 will be terminal year for current Lakshya 2026 plan, the group has also initiated the process to formulate the next 5-year strategic plan - Lakshya 2031 which will be finalised in FY 2025-26.

The Strategic Objectives

SO-I	Value-accretive growth of current businesses
SO-II	Scaling-up Digital and E-commerce businesses
SO-III	Developing business offerings to ride the Energy Transition wave
SO-IV	Divestment of non-core businesses
SO-V	Enabling business sustainability through high focus on ESG and Stakeholder Value Creation

These Strategic Objectives are supported through Strategic Enablers:

SE-1	Operational excellence for leadership in cost-competitiveness and world-class execution
SE-2	Industry-leading capabilities in digital technologies and analytics for improved productivity, ESG effectiveness and strengthening revenue streams
SE-3	Financial resources to enable growth of the businesses and sound financial health to facilitate access to capital markets, when required
SE-4	Talent and leadership pipeline to drive business continuity and growth
SE-5	Capability development through R&D, absorption of new technologies and partnerships

Performance in FY 2024-25 against Strategic Objectives:

OBJECTIVES	PERFORMANCE MEASURES	PERFORMANCE
SO-I Value-accretive growth of current businesses	▫ Revenue growth ▫ Composition of Services in Total Revenues	In FY 2024-25, the Group achieved revenues of ₹ 2,55,734 crore (16% growth y-o-y). The Services businesses reported modest growth of 8% y-o-y. The composition of service businesses to total revenue is at 26% in FY 2024-25 compared to 28% in FY 2023-24.
SO-II Scaling up digital and e-commerce businesses	▫ Growth of Digital & E-commerce businesses	In FY 2024-25, L&T-Cloudfiniti (data centers and related services) saw its operations start at the Kancheepuram Data Center – Phase 1 with 12 MW capacity. It also announced strategic partnership with E2E Networks Limited to accelerate cloud and AI innovation for Indian enterprises. Further, three new data centers in Mahape, Panvel and Bangalore are under active consideration. Acquisition of SiliConch Systems Private Limited by L&T Semiconductor Technologies Limited, a semiconductor start-up focused on power semiconductors, highlights the Group's dedication to innovation and sustainability in the semiconductor industry. L&T-SuFin and L&T EduTech have also been scaled up further in FY 2024-25
SO-III Developing business offerings to ride the Energy Transition wave	▫ Size of Green Business ▫ New business or business offerings developed	The Group increased the share of Green Business to ~₹ 75,500 crore, which is 53% of standalone revenue in FY 2024-25 (as compared to 50% in FY 2023-24). L&T continues to prioritise its participation in energy transition and sustainability. The Renewables business vertical was carved out from the Power Transmission & Distribution business within the infrastructure segment to enhance the Company's focus on opportunities in the Green space. L&T Energy GreenTech Limited signed a Memorandum of Understanding (MoU) with John Cockerill to explore various technologies in Concentrated Solar Power (CSP) and Thermal Energy Storage (TES).
SO-IV Divestment of non-core businesses	▫ Businesses divested	The entire stake in L&T Infrastructure Development Projects Limited (L&T IDPL) (a joint venture with investments in road projects and a power transmission asset) was divested on April 10, 2024. The Group continues to actively pursue divestments of other non-core assets and is also exploring various alternatives to de-risk its current exposure in L&T Metro Rail (Hyderabad) Limited.
SO-V Enabling business sustainability through a high focus on ESG and Stakeholder Value Creation	▫ Metrics linked to ESG performance are based on materiality, e.g. - Carbon footprint - Resource consumption - Lost time injury frequency rate - Training hours	For details, refer to the following in the Integrated Report section: ▫ Natural Capital ▫ Social and Relationship Capital ▫ Human Capital

Risk Management Framework

Being a global conglomerate operating in multiple geographies across a number of sectors spanning engineering, construction, manufacturing, technology, financial services, and much more, L&T is exposed to a diverse range of risks. Effective risk management is therefore integral to the Company's functioning and plays a critical role in achieving sustained growth, ensuring operational efficiency and safeguarding stakeholder interests. The Company's robust risk management framework proactively identifies, assesses and mitigates potential risks. The Chief Risk Officer facilitates institutionalisation of Enterprise Risk Management processes and regularly apprises the Board Risk Management Committee and Apex Risk Management Committee about these risks.

The key risks that L&T faces can broadly be classified as:

a) Operational risks

b) Tactical risks

c) Strategic risks

Operational Risks

L&T's projects are often large-scale, complex and involve multiple stakeholders, which increase operational risks such as project delays, cost overruns and supply chain disruptions.

Project Execution Risks

Workmen Shortages: Availability of skilled workmen and workforce attrition can impact construction schedules.

Regulatory Delays: Prolonged environmental and statutory approvals, land acquisition issues, and right-of-way availability can impact project timelines.

Supply Chain Disruptions: Delays in the delivery of key materials and equipment due to vendor issues, geopolitical constraints, or logistical bottlenecks can lead to cost escalations.

Design Changes/Approval delays: Frequent modifications in project design, delay in client approvals and rework due to client requirements can result in additional costs and extended deadlines.

The Company mitigates these risks by careful client and geography selection, leveraging advanced project management techniques, digitalisation and strategic partnerships with suppliers and subcontractors.

Quality and Safety Risks

Construction Quality

Construction quality risks refer to the potential issues in structural integrity, safety, workmanship and compliance with regulatory and client specifications. L&T's projects typically demonstrate attention to quality, safety and technical standards. L&T enforces strict quality control protocols, third-party audits and compliance with global engineering standards. The Company adheres to international standards and guidelines such as ISO 9001:2015.

Workplace Safety Risks

L&T is committed to Mission Zero Harm and relentlessly works towards enhancing the health and safety standards within the organisation as well as that of workers and subcontractors working on behalf of the Company at project sites or premises. This includes using continuous sensitisation, toolbox talks, providing protective gear and conducting special training in the safe handling of equipment and material. The Company adheres to international standards and guidelines such as ISO 45001:2018.

Supply Chain and Vendor Management Risks

L&T undertakes rigorous pre-qualification of vendors, has back-to-back operational and financial guarantee arrangements with subcontractors, does regular monitoring and ensures diversification of its supplier base.

Technology and Cybersecurity Risks

L&T has a robust Cyber Security Assurance Framework encompassing processes, standards and technology for managing cyber risks. These risks are monitored and mitigated at the level of individual businesses. Senior management has regular oversight through various councils and risk management committees. In addition, a Cyber Security Operations Centre has been established which monitors security alerts on 24x7 basis. All the necessary safeguards to maintain desired security and resiliency levels have been deployed within the organisation.

Legal and Contractual Risks

Given the complexity and long duration of projects, disagreements over contractual terms and project scope can arise. L&T proactively negotiates clear contractual terms and engages experts for risk assessment to minimise legal and contractual risks. Further, L&T endeavours to limit its total contractual liability on any project to a reasonable level.

Logistics and Infrastructure Challenges

Large-scale infrastructure projects require the movement of heavy equipment and materials across regions and countries. Challenges include port congestion and customs protocol delays, road conditions, inadequate transport infrastructure, weather and climate disruptions.

L&T incorporates risk-based logistics planning and leverages digital tracking tools to ensure smooth supply chain operations. An integrated logistics management portal has been developed to help businesses with their decision making.

Black Swan Events

L&T has a crisis management framework for responding to crisis situations such as natural calamities, geopolitical upheaval, local unrest, war, terrorist attacks and other emergency situations, and ensuring the safety and security of its employees, workforce, assets and operations globally.

Risks related to Manufacturing Operations

L&T's manufacturing facilities are critical to delivering high quality engineered products and ensuring timely project execution. These facilities, while enabling operational scale and efficiency, are also subject to risks related to supply chain, geopolitical tensions, natural disasters and regulatory compliance. The Company implements robust safety and sustainability protocols as well as maintains contingency plans to mitigate the impact of natural disasters, environmental events, or localised sociopolitical disruptions. Technology upgrades and digitalisation initiatives are being leveraged to enhance resilience, optimise throughput and ensure business continuity across all manufacturing locations.

Tactical Risks

Market and Industry Risks

- **Economic and Policy Risks:** L&T's core EPC business is dependent on infrastructure investments by governments and private entities. Economic slowdowns, budget constraints, or shifts in government priorities can lead to delays or cancellations of major projects. Additionally, periods of high inflation and rising interest rates can reduce capital spending, affecting the Company's order inflows and revenue visibility.
- **Competition and Pricing Pressure:** L&T faces competition from both domestic players in India and international firms abroad. Competitive bidding, particularly in government tenders, exerts pressure on margin, and aggressive pricing strategies by competitors can impact L&T's ability to secure projects.
- **Slowdown in Key End-Markets:** Sectors like oil & gas, power, real estate and infrastructure are sensitive to macroeconomic cycles, oil prices and countries' fiscal health, impacting order book growth.
- **Adequacy of Credit Facilities:** Construction projects in India, Middle East, Africa and other Asian countries are bank guarantee (BG)-intensive, as BGs (bid, performance, advance payment, material, retention) are to be issued to clients during the project tenure. L&T ensures availability of adequate bank credit lines and bond facilities from financial institutions to meet these requirements. The Company's strong credit worthiness is reflected via AAA Domestic Credit Rating (from CRISIL and India Ratings), and BBB+ International Credit Rating (from S&P and Fitch) – which is two levels above India's sovereign rating.

L&T maintains a balanced mix of projects across sectors, geographies and clients to reduce over-reliance on any single market or funding source. Further, L&T strategically bids for projects funded by global multilateral institutions which are less susceptible to local in-country fiscal constraints. To manage competition risk, L&T is focused on long term relationships with clients, superior design and execution and timely completion of projects. Additionally, L&T collaborates with global EPC, technology firms, key suppliers and local partners to strengthen bid competitiveness and optimise costs.

Geopolitical/Country Risk

L&T mitigates geopolitical and country risks through comprehensive country risk assessments during the bidding stage, diversification of business lines across geographies, and working primarily with sovereign or creditworthy clients. Further, L&T closely monitors geopolitical developments and incorporates risk mitigation strategies such as contract structuring, hedging mechanisms, and contingency planning to safeguard project viability and financial exposure.

Sanctions and Regulatory Risks

L&T continuously monitors sanctions related developments and ensures strict adherence to international compliance norms. L&T has a strong internal control framework in place and a robust process of carrying out due diligence of counterparties, countries, sanctions and end-use of products manufactured.

Workforce and Talent Management Risks

L&T develops workforce and talent through a blend of internal capability building, local talent integration, robust HR processes and a culture of continuous learning. L&T invests in upskilling programmes and leadership development to retain talent and bridge skill gaps. The Company provides training to thousands of young workers each year at its nine Construction Skill Training Institutes (CSTIs) and its five sub-centres. Further, L&T has developed a Central Workmen Mobilisation Cell to centrally collate workmen requirements and coordinate with sourcing centres to deploy workers where needed.

Strategic Risks

Energy Transition

Energy Transition is transforming industries across the world. This shift impacts businesses at the operational level by increasing the demand for 'green specifications' in tenders, building codes and other regulatory frameworks. It also presents new opportunities, such as EPC projects for Solar Energy, Pumped Hydro Storage & Battery Storage projects, and emerging sectors like Green Hydrogen production / Electrolyser manufacturing. Additionally, there are increased opportunities in transmission & distribution due to the need for grid reconfiguration and evacuation requirements for renewable energy sources.

L&T has identified significant business opportunities linked to energy transition, especially in the decarbonisation of the energy sector. By leveraging these opportunities, L&T aims to align its business strategies with decarbonisation trends while managing the risks associated with new technologies.

Climate Change

Climate change heightens the frequency and intensity of physical risks, thus posing execution challenges. These risks manifest as acute events — extreme weather, heavy precipitation — and chronic impacts — higher temperatures, rising sea levels. Increasingly, extreme weather events can disrupt project timelines, while gradual shifts such as rising temperatures and sea levels pose challenges to long-term business sustainability.

For dealing with periods of extremely high temperature or flood conditions, measures are taken to optimise the work-rest cycle, early warning systems, shelters for the workforce, and awareness sessions and advisories to apprise the workforce of risks, reporting of issues, and preventive measures to be taken.

Investment Risk

L&T actively considers investing in emerging sectors that have synergies with its EPC projects and Services competencies. Investments are continually evaluated and made in growth related opportunities, some of which have the risk of long gestation periods. The Company works towards ensuring adequate returns on existing and new investments in infrastructure, construction projects and the services businesses as a guiding principle as part of its Lakshya plan.

Operating Risks of Subsidiaries

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

Financial Risks

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

Calendar year 2024 was marked by significant political transitions, with elections reshaping the global geopolitical landscape. Inflation pressures eased, prompting central banks to pivot towards rate cuts amid slowing growth and rising uncertainty.

In calendar year 2025, the spotlight is firmly on policy decisions from newly elected governments and the potential ripple effects across trade, defence, climate and technology sectors. Global real GDP growth in 2025 could slow to sub-3% levels driven by 'trade wars' and knock-on effects. Policy uncertainty tends to weigh heavily on corporate confidence. This, in turn, could lead to cuts in capital expenditure which could then undermine growth prospects.

In the US, the political shift has seen renewed protectionist trade measures, most notably through announcement of a significant increase in tariffs. The US tariff strategy represents a potential reversal of the post-World War II global economic framework. In the near term, US-China trade flows are expected to be the most impacted. For other trading partners, any prolonged uncertainty could substantially affect trade volumes. If these higher tariffs get implemented, there could be an unintended consequence of stagflation.

The pressure on European NATO members to boost defence autonomy is expected to trigger increased military expenditure, in both the EU and UK. This shift could provide a much needed growth catalyst for Europe, offsetting weakness in traditional sectors like automotive and manufacturing, which have been squeezed by softening demand and rising competition from China.

The Chinese economy continues to face headwinds. While the economy may avoid a sharp slowdown in the near term due to policy support, monetary easing and measures to boost consumption, real GDP growth could slip below 4% in the second half of the year.

GCC economies have displayed resilience despite regional geopolitical tensions. The region remains committed to economic diversification, clean energy and industrialisation strategies. However, if crude oil prices were to consistently trade below USD 55 per barrel, the region could witness significant growth headwinds.

In India, real GDP growth is projected between 6.25-6.50% for FY 2025-26. Government of India aims to balance fiscal discipline – by targeting a 4.4% deficit – while continuing with growth-friendly measures, namely, continued capital expenditure at 3.1% of GDP and personal income tax cuts to support consumption. CPI inflation is expected to average around 4% for FY 2025-26.

Foreign Exchange and Commodity Price Risks

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

The disclosure of commodity exposures, as required under clause 9(n) of Part C, Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, in the format specified vide Chapter VI-E of SEBI Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024, is given below:

SR NO	COMMODITY NAME	EXPOSURE IN INR TOWARDS THE PARTICULAR COMMODITY (₹ CRORE)	EXPOSURE IN QUANTITY TERMS TOWARDS THE PARTICULAR COMMODITY (TN)	% OF SUCH EXPOSURE HEDGED THROUGH COMMODITY DERIVATIVES				
				DOMESTIC MARKET		INTERNATIONAL MARKET		TOTAL
				OTC	EXCHANGE	OTC	EXCHANGE	
1	Aluminium - Buy	3,023.88	1,41,891	-	-	78.74	-	78.74
2	Aluminium - Sell	(9.62)	(440)	-	-	100.00	-	100.00
3	Zinc - Buy	72.21	2,939	-	-	100.00	-	100.00
4	Copper - Buy	3,003.41	37,227	-	-	70.80	-	70.80
5	Copper - Sell	(83.20)	(1,001)	-	-	100.00	-	100.00
6	Lead - Buy	70.45	3,265	-	-	100.00	-	100.00
7	Coking coal - Buy	20.83	12,029	-	-	-	-	-
8	Iron ore - Buy	18.75	22,721	-	-	86.05	-	86.05
9	Steel - Buy	21,840.16	32,24,865	-	-	-	-	-
10	Cement - Buy	4,506.86	68,68,041	-	-	-	-	-
11	Nickel - Buy	131.40	953	-	-	68.63	-	68.63
12	Thermal Coal - Buy	2.75	2,673	-	-	-	-	-
	Total exposure	**32,597.88**	**1,03,15,160.80**					

Liquidity and Interest Rate Risks

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

Financial Resources and Capital Allocation

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

In the financial year, the Company supported the capital expenditure required to execute projects awarded in the Projects and Manufacturing businesses and also investments in new areas, in line with the plan. Prospectively, the Company will continue to support the growth of L&T Realty and new businesses like green energy, data centers and semiconductor design.

In line with its stated strategy to monetise non-core assets, the Company concluded the divestment of its roads concessions business L&T IDPL which resulted in release of capital to the tune of ₹ 1,300 crore.

Low gearing levels (Gross Debt to Equity ratio at 0.31x) at the parent entity level and a healthy cash buffer allow enough flexibility to the Company to deal with normal business uncertainties.

The Company continues to see significant volume of large-value contracts in the Middle East, especially from Saudi Arabia, which require large local non-fund-based banking facilities. The Company is confident of tying up the required facilities during the year to address upcoming requirements.

Internal Controls and Safeguards

Corporate Governance and Internal Controls: Ensuring Business Integrity and Sustainability

Corporate governance is fundamental to the Company's ability to achieve sustainable growth and predictable outcomes. A key pillar of corporate governance is a robust internal controls framework, which ensures operational efficiency, safeguards assets, supports reliable financial reporting, and prevents frauds and errors. At the core of this framework is the globally recognised model issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The COSO framework is designed to help companies align their internal controls with the challenges they face due to changing internal and external factors. By adopting this framework, the Company ensures that its internal controls are aligned with its business needs, risk profile, and strategic objectives, enabling it to respond effectively to emerging challenges and maintain consistency in its operations.

Framework and Policies for Internal Controls

The Company's internal control framework is tailored to fit the size, complexity and nature of its business. The Board of Directors and management at all levels play a crucial role in setting the right principles for the organisation through their actions and directives. This leadership is reinforced by the Company's Code of Conduct (CoC), which promotes ethical values and corporate integrity. The CoC serves as a guide for employees, underscoring the importance of honesty and responsibility in business dealings. Furthermore, suppliers must confirm their adherence to a separate Code of Conduct to align with the Company's commitment to sustainable growth and the integration of Environmental, Social and Governance (ESG) principles in business operations.

The Company also maintains a Whistleblower / Vigil Mechanism, allowing employees and business partners to report concerns about unethical or illegal activities, misconduct, or fraud. This system ensures that concerns are raised and addressed without fear of retaliation, promoting a culture of transparency and accountability.

Internal Financial Controls

Internal financial controls (IFC), aligned with the Companies Act, 2013 are integral to the Company's control framework and operate at both entity and process levels. The responsibility for establishing, maintaining, and upgrading these controls lies with the executive management, assisted by internal control teams at both the corporate and business levels.

These teams are tasked with developing and refining processes and standard operating procedures to enhance operational efficiency. Teams share best practices across the organisation and ensure that internal controls are regularly updated in response to changing business conditions and external factors, such as new regulations or emerging risks. Additionally, the Company engages independent professional firms to periodically review the effectiveness of its control systems, with their recommendations being incorporated to strengthen existing practices.

Audit and Review Mechanisms

The effectiveness of internal controls is tested through regular audits conducted by the statutory auditors, the Company's Corporate Audit Services (CAS) department and also through third-party audits. The CAS is responsible for evaluating the design and operating effectiveness of internal controls across core business operations and support functions. The annual audit plan, which is reviewed by the Audit Committee, ensures comprehensive coverage of all areas. Significant audit findings, along with periodic progress on corrective actions, are presented to the Audit Committee on a quarterly basis.

The Company follows a three-line model to ensure that its internal controls remain effective. The first line of defence involves business heads, process owners and support functions who are responsible for the design and operation of internal controls. The second line is the Corporate Internal Control department, which monitors and improves the effectiveness of these controls. The third line is the Corporate Audit Services, which conducts independent internal audits and provides assurance on the effectiveness of the controls.

OVERALL FINANCIAL REVIEW 2024-25

I. L&T CONSOLIDATED

Amidst the challenging global economic environment marred by geopolitical conflicts, the Company has achieved a strong performance in its businesses, spread across diverse sectors and geographies. The Company maintained its focus on maximising shareholder value by efficient execution of its large order book, leveraging technology to improve cost competitiveness and efficiency, reducing working capital along with better funds management, and divesting its non-core assets.

During the year, as part of the strategy to exit non-core businesses, on April 10, 2024, the Company completed the divestment of its entire shareholding in L&T Infrastructure Development Projects Limited, a joint venture primarily engaged in the development and operation of toll roads and a power transmission asset. Further, the Company entered into an Asset Purchase agreement with M/s Infra Bazar Tech Private Limited on June 12, 2024, for the sale of assets of its Machinery Works segment.

In FY 2024-25, the Company has carved out a separate business vertical for 'Renewables' out of the Power Transmission & Distribution business amid energy transition led growth, within its Infrastructure segment. Further, in February 2025 the Company acquired the remaining 26% stake in L&T Special Steels and Heavy Forgings Private Limited (LTSSHF) from the Nuclear Power Corporation of India Limited (NPCIL), thereby making LTSSHF a wholly owned subsidiary.

L&T Energy Green Tech Limited (LTEGL), a wholly owned subsidiary of the Company, has been granted incentives for setting up of a 90 KTPA Green Hydrogen capacity in India. This incentive will be distributed over a period of 3 years. Further, LTEGL has also been allocated 500 acres of land at Kandla port, Gujarat for setting up of a plant for Green Hydrogen and its derivatives under a 30-year lease by the Deendayal Airport Authority Kandla.

During the year, L&T Semiconductor Technologies Limited (LTSCT) acquired 100% stake in SiliConch Systems, a Bengaluru-based fabless semiconductor design start-up focused on power semiconductors with a portfolio of more than 30 granted patents. This acquisition will aid the overall engineering skill sets and design expertise thereby strengthening the Group's presence in fabless semiconductor business.

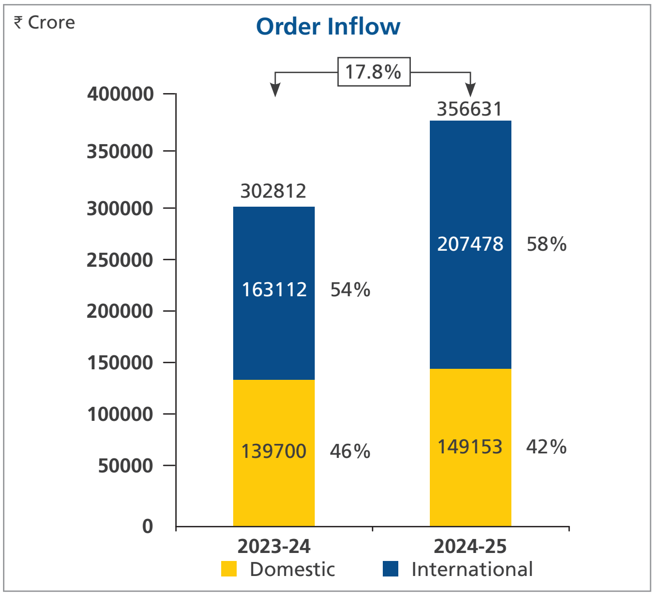
Further, the Company also entered into a strategic partnership with E2E Networks Limited to accelerate cloud and AI innovation for Indian enterprises. As part of the overall arrangement, the Company also acquired a 15% stake in E2E Networks Limited through the primary market route. This partnership is a significant step towards adoption of GenAI solutions in India to foster a fundamental shift in the way Accelerated Computing on Cloud is used by Indian organisations. The collaboration aims to accelerate digital transformation for a diverse range of industries, fostering a technology-driven, sustainable future for India.

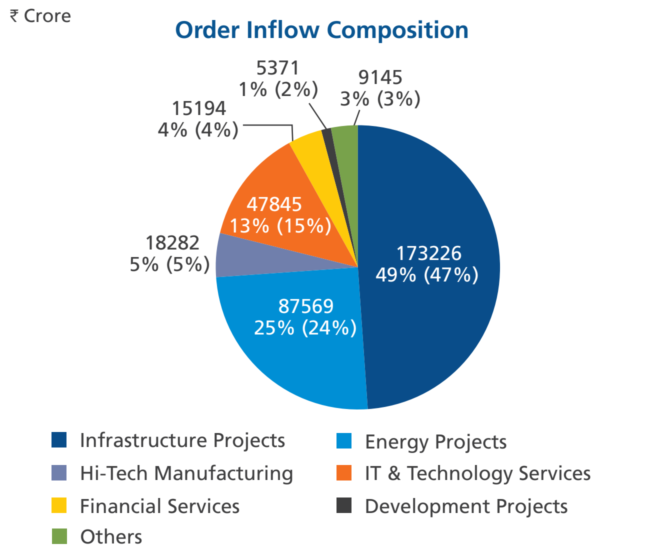
The financial services business of the Group, L&T Finance Limited (LTF), during the year, also entered into an agreement with Paul Merchants Finance Pvt. Ltd. (PMFL) for acquiring its gold loan business segment. This acquisition marks the entry of LTF into the gold loan business. Also, L&T Technology Services Limited (LTTS) acquired Silicon Valley-based Intelliswift, to deepen its offerings across Software Product Development, Platform Engineering, Digital Integration, Data and AI.

Two coveted global credit rating agencies – S&P and Fitch – have assigned 'BBB+' rating to Larsen & Toubro. L&T's 'BBB+' international rating with a stable outlook by both these rating agencies is two notches above India's sovereign ratings and this underscores L&T's exceptional credit quality and robust financial health.

As at March 31, 2025, the L&T Group comprised 87 subsidiaries, 6 associate companies, 11 joint ventures, and 36 jointly held operations. Out of the total 140 entities, 45 entities belong to the listed subsidiaries, and 5 are associated with Development Projects. The rest of the entities in the Group are mostly strategic extensions of the traditional businesses, viz. EPC Contracts and Hi-Tech Manufacturing, to enable access to new geographies, technology and nuanced business segments.

Order Inflow and Order Book





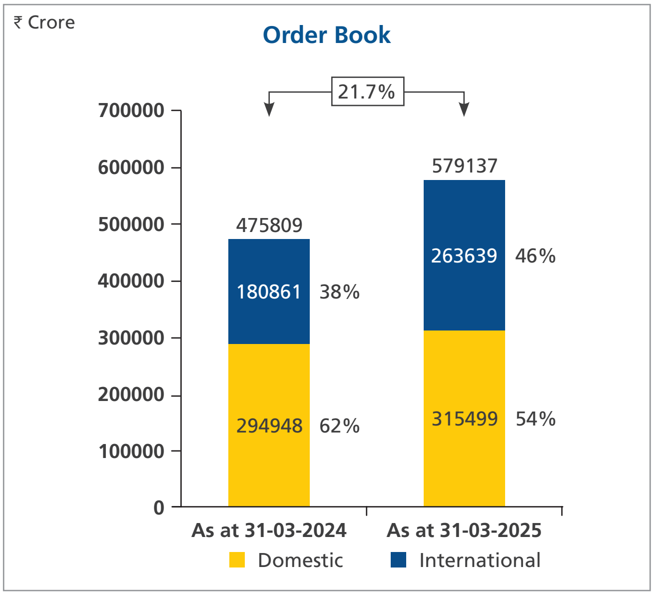
Total Order Inflow: ₹ 3,56,631 crore during FY 2024-25

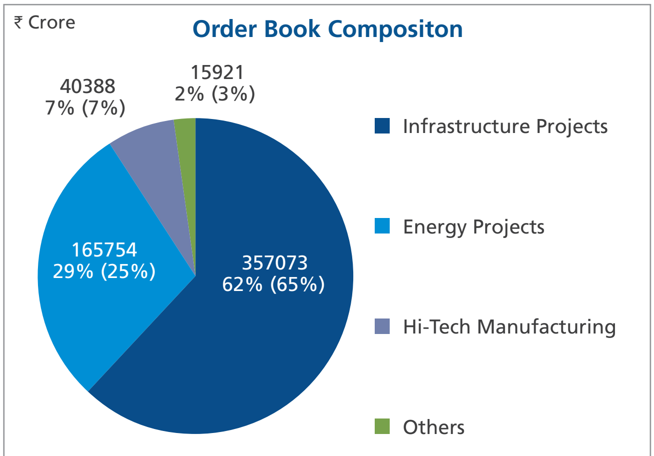
[Figures in brackets relate to previous year]

L&T Group achieved order inflows of ₹ 3,56,631 crore during FY 2024-25, registering a growth of 17.8% over the previous year. Growth was largely driven by the strong investment momentum in the Middle East region and policy impetus by Government of India towards capex push. The buoyancy in Middle East businesses led to an increase in the share of international order inflow to 58% from 54% in the previous year.

The year witnessed the booking of some noteworthy orders across businesses. Buildings & Factories business received orders for commercial buildings and an international airport, signalling and rolling stock in domestic metro in Transportation Infrastructure, few orders were received in the hydel and tunnel vertical of Heavy Civil Infrastructure business, multiple renewable energy and transmission projects from the Middle East under the Power Transmission & Distribution and Renewables businesses, an international order for desalination plant in Water & Effluent Treatment, couple of orders in ferrous metal space in Minerals & Metals, an ultra-mega order in the Offshore vertical of the Hydrocarbon business, domestic BTG orders in CarbonLite Solutions business and a major repeat order from Ministry of Defence in the Precision Engineering & Systems business.

Infrastructure segment continues to remain the largest segment in the Company's business portfolio with 49% of overall order inflow share, as compared to 47% in the previous year.





Total Order Book: ₹5,79,137 crore as at March 31, 2025

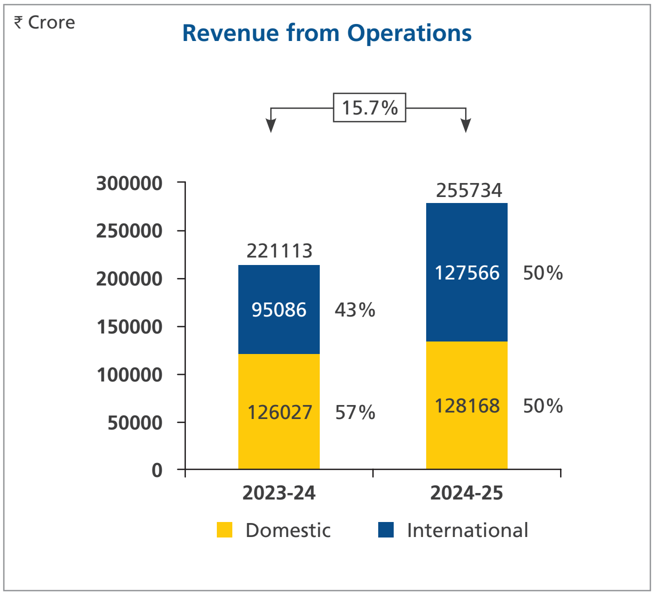
[Figures in brackets relate to previous year]

As at March 31, 2025, the order book continuous to remain at a record level of ₹ 5,79,137 crore, thereby providing a multi-year revenue visibility for the Group. The infrastructure segment continues to dominate with a share of 62% of the consolidated order book.

The order book registered a growth of 21.7% on a y-o-y basis, mainly with the receipt of some high-value orders during the year. Around 72% of the total order book comprises orders received from India's central and state governments (including local authorities) and state-owned enterprises (both domestic and international). The private sector share has increased to 28% of the total order book as on March 2025, as against 23% as on March 2024. Of the domestic order book, 25% of the orders are funded by multilateral agencies.

The share of the international order book increased from 38% to 46% on account of the intake of higher international orders during the year.

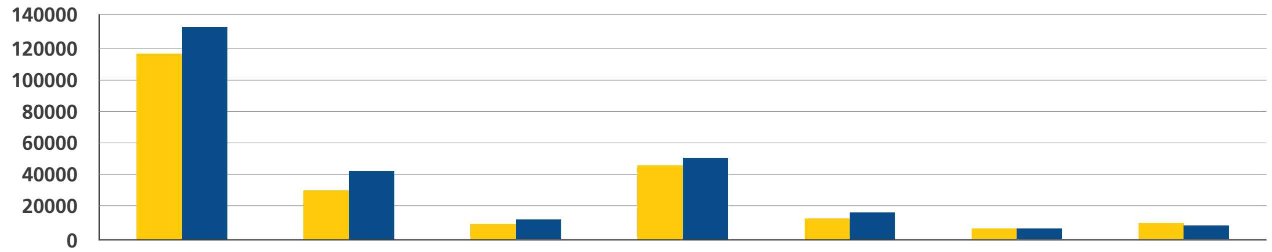
Consolidated Revenue from Operations



L&T Group recorded revenue of ₹ 2,55,734 crore during FY 2024-25, registering a growth of 15.7%. The growth was mainly achieved with the pick-up of execution momentum in project and manufacturing businesses. The composition of international revenue at the group level is at 50% in FY 2024-25 compared to 43% in the previous year.

₹ Crore

Segment-wise Revenue



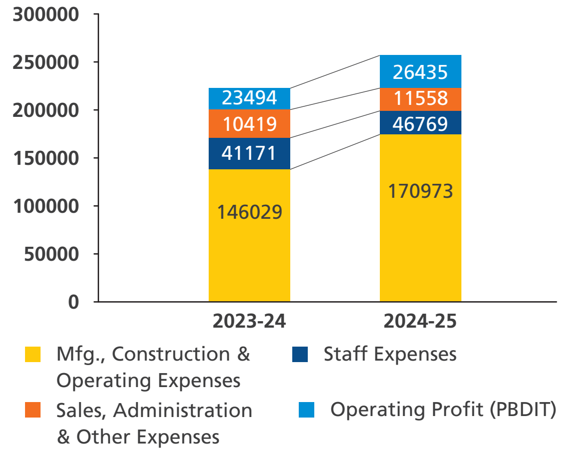
	Infrastructure Projects	Energy Projects	Hi-Tech Manufacturing	IT & Technology	Financial Services	Development Projects	Others
FY 23-24	114008	29571	8765	44916	13109	5628	8493
FY 24-25	131315	40689	10181	48453	15194	5372	7816

During the year, growth was majorly visible in Infrastructure segment and Energy segment.

Operating Expenses and PBDIT

₹ Crore

Operating Expenses and PBDIT



Manufacturing, Construction and Operating (MCO) expenses for FY 2024-25 at ₹ 1,70,973 crore increased by 17.1% over the previous year. These expenses mainly comprise the cost of construction materials, raw materials and components, subcontracting expenses, and interest costs in the Financial Services business. This represents 66.9% of revenue as compared to 66.0% in the previous year, mainly due to higher share of revenue from the Project and Manufacturing businesses and changes in job mix.

Staff expenses for the year FY 2024-25 at ₹ 46,769 crore increased by 13.6% over the previous year, reflecting a combination of manpower ramp-up and salary revisions. As a percentage of revenue, it however decreased by ~30 basis points (bps) during FY 2024-25, consequent upon higher revenue. The Group continues to focus on productivity improvements, digitalisation and manpower optimisation across its businesses.

Sales and administration expenses at ₹ 11,558 crore increased by 10.9% over the previous year. This represents 4.5% of revenue, which is similar to the previous year.

The Group's operating profit at ₹ 26,435 crore for FY 2024-25 registered a growth of 12.5% y-o-y, largely led by higher business volumes. The EBITDA margin for the year, however, declined by ~30 bps, and is at 10.3%.

The impact of additional execution costs incurred in the Infrastructure and the Energy segment as well as higher provisions on contract assets and customer receivables impacted the Company's overall margin. At the same time, cost savings in a few projects of the Infrastructure segment and favourable claim settlements, partially mitigated the decline in margin.

Depreciation and Amortisation Charge

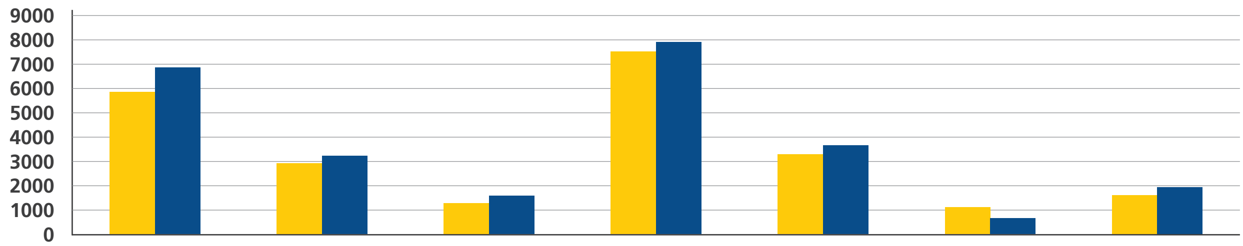
Depreciation and amortisation charges for FY 2024-25 increased to ₹ 4,121 crore from ₹ 3,682 crore in the previous year, registering an increase of 11.9%, mainly reflective of higher capex spending in recent years.

Profit Before Interest and Tax

Segment-wise composition of PBIT for FY 2024-25 is represented below:

₹ Crore

Segment-wise PBIT



	Infrastructure Projects	Energy Projects	Hi-Tech Manufacturing	IT & Technology Services	Financial Services	Development Projects	Others
FY 23-24	5721	2701	1140	7659	3028	1015	1508
FY 24-25	6921	3137	1459	7682	3491	757	1935

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

Other Income

This mainly consists of interest, dividend and gains from treasury operations. Other income at ₹ 4,125 crore has remained at a similar level to the previous year.

Finance Cost

The interest expenses for FY 2024-25 at ₹ 3,334 crore were lower by 6.0% over ₹ 3,546 crore for the previous year. The lower average borrowing at a group level and improved borrowing rate aided in reduction of interest expense. The average interest cost for FY 2024-25 was lower by 30 bps as compared to the previous year.

Tax Expense

Income Tax charge for FY 2024-25 was higher at ₹ 5,891 crore by 19.1% compared to ₹ 4,947 crore in the previous year on higher taxable income.

Exceptional Items

Exceptional items during the year mainly comprise of reversal of impairment of funded exposure in L&T Special Steels and Heavy Forgings Private Limited (LTSSHF). The previous year mainly included gain on the divestment of stake in L&T Transportation Infrastructure Limited, a subsidiary of L&T IDPL and reversal of impairment of investment in L&T IDPL.

Consolidated Profit after Tax and EPS

Consolidated Profit after Tax (PAT) at ₹ 15,037 crore for FY 2024-25 increased by 15.1% over the previous year at ₹ 13,059 crore. The increase is mainly attributable to improved activity levels.

Consolidated Basic Earnings per Share (EPS) for FY 2024-25 at ₹ 109.36 improved over the previous year at ₹ 93.96.

Return on Consolidated Net Worth

The Consolidated Net Worth, as on March 31, 2025, at ₹ 97,656 crore, reflects a net increase of ₹ 11,296 crore, as compared to the position as on March 31, 2024. The Return on Net Worth (RONW) for FY 2024-25 was higher at 16.3%, compared to 14.9% in the previous year, mainly on account of higher profitability.

Liquidity and Gearing

Cash flow from operations (including change in loans and advances towards financing activities) for FY 2024-25 decreased to ₹ 9,161 crore as compared to ₹ 18,266 crore in the previous year, mainly due to higher retail loan book in Financial Services business. During the year, borrowings increased by ₹ 15,203 crore to sustain higher level of operations mainly in Financial Services business and additional funds were generated mainly from treasury and dividend income.

Funds were mainly utilised for surplus investments ₹ 13,711 crore, capital expenditure of ₹ 3,541 crore, and payment of dividend of ₹ 3,850 crore. Further, funds were utilised for net interest payment of ₹ 3,609 crore and investments in subsidiary, associates and joint ventures ₹ 494 crore during FY 2024-25.

Consequently, there was a net increase of ₹ 200 crore in the cash balances as of March 31, 2025, compared to the beginning of the financial year.

Consolidated Fund Flow Statement ₹ crore

PARTICULARS	FY 2023-24	FY 2024-25
Operating Activities	18,266	9,161
Additional Borrowings/(Repayment of Borrowings)	(4,513)	15,203
Treasury and dividend income	2,634	2,228
ESOP Proceeds (Net)	10	9
Sources of Funds	**16,397**	**26,601**
Capital expenditure (Net)	4,210	3,541
Purchase/(Sales) of Investments	(2,739)	13,711
Net investment/(Divestment)	(1,000)	494
Dividend paid	4,217	3,850
Interest paid	3,605	3,609
Payment to minority interest (net)	808	1,196
Buy-back of equity shares (Incl. tax and expenses on buy-back)	12,280	-
Increase/(Decrease) in cash balance	(4,984)	200
Utilisation of Funds	**16,397**	**26,601**

The total Group borrowings as at March 31, 2025, was higher at ₹ 1,29,559 crore compared to ₹ 1,14,040 crore as at March 31, 2024. The major increase is in the debt of the Financial Services business, to finance its growth momentum. At a group level, the gross debt-to-equity ratio marginally increased to 1.12:1 as at March 31, 2025, from 1.11:1 as at March 31, 2024. However, the net debt-to-equity ratio decreased to 0.60:1 as at March 31, 2025, from 0.64:1 as at March 31, 2024.

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

In compliance with the requirement of listing regulations, the key financial ratios of the Group have been provided hereunder along with the explanation only for the significant changes, i.e. change of 25% or more as compared to the previous financial year:

SR. NO	PARTICULARS	FY 2023-24	FY 2024-25	% GROWTH
1	Gross Debt Equity Ratio	1.11	1.12	-1.0%
2	PBDIT as % of net revenue	10.6%	10.3%	-2.7%
3	Net Working Capital % of Sales (Excluding Financial Services & Corporate)	12.0%	11.0%	7.9%
4	Interest Coverage ratio (Excludes Financial Services and Finance Lease Activity)	5.79	6.75	16.5%

II. L&T STANDALONE

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

Brief Summary of Performance at Standalone Level:

PARAMETERS (IN ₹ CRORE)	FY 2023-24	FY 2024-25	% GROWTH Y-O-Y
Order Inflow	1,71,663	2,39,336	39%
Share of International Order Inflow	35%	50%	
Revenue	1,26,233	1,42,509	13%
Share of International Revenue	21%	29%	
Order Book	3,71,382	4,70,444	27%
Share of International Order Book	23%	35%	
PBDIT	9,729	11,588	19%
PAT	9,331	10,871	16%
Net Worth	64,516	71,896	11%
RONW (%)	13.7%	15.9%	
EPS (in Rs.)	67.14	79.06	

Liquidity and Gearing

Business operations generated cash flows of ₹ 12,724 crore during the year, compared to ₹ 8,297 crore in the previous year. The increase is attributable to improved volumes and better working capital management. The proceeds from treasury income of ₹ 1,280 crore, and dividend income from S&A companies at ₹ 2,958 crore have been utilised towards repayment of borrowings (incl. repayment of lease liability) ₹ 655 crore, purchase of surplus investments ₹ 7,158 crore and net investment in S&A companies at ₹ 1,391 crore. Further, capex payments of ₹ 2,040 crore, dividend payments of ₹ 3,850 crore, and interest payments of ₹ 2,229 crore was also made during the year.

There was a net decrease of ₹ 353 crore in the cash balances as at March 31, 2025, compared to the beginning of the year.

Fund Flow Statement ₹ crore

PARTICULARS	FY 2023-24	FY 2024-25
Operating Activities	8,297	12,724
Treasury and dividend income	4,690	4,237
ESOP Proceeds	10	9
(Increase)/decrease in cash balance	(134)	353
Sources of Funds	**12,863**	**17,323**
Capital expenditure (Net)	2,826	2,040
Repayment of Borrowings / (Borrowings)	(4,234)	655
Purchase / (Sale) of Other Investments	(4,645)	7,158
Net Investment	151	1,391
Dividend paid	4,217	3,850
Interest paid	2,268	2,229
Buy-back of shares (Incl. tax and expenses on buy-back)	12,280	-
Utilisation of Funds	**12,863**	**17,323**

Total borrowings as at March 31, 2025, decreased to ₹ 21,935 crore, compared to ₹ 22,540 crore in the previous year. The loan portfolio of the Company comprises a mix of Rupee and suitably hedged foreign currency loans. The gross debt-to-equity ratio decreased to 0.31:1 as at March 31, 2025, from 0.35:1 as at March 31, 2024. The Company has become debt-free after considering cash and cash equivalents at the end of the year.

INFRASTRUCTURE PROJECTS SEGMENT

Mahatma Gandhi Memorial College Hospital, Jamshedpur, Jharkhand

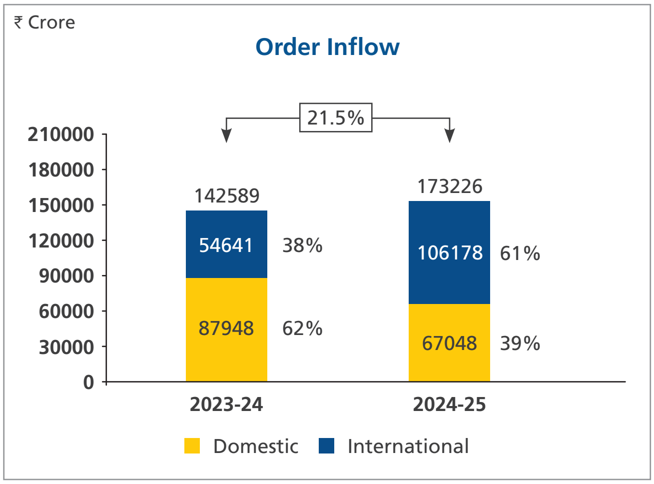
The Infrastructure Projects segment comprises the engineering, procurement and construction (EPC) of:

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

To capitalise on growth opportunities in the clean energy space, the Renewables business vertical was carved out from the Power Transmission & Distribution business within the Infrastructure Projects Segment.

The Renewables business focuses on tapping the opportunities that arise as a result of the global shift towards clean energy and the need for decarbonised electricity to combat climate change.

Financial performance of the segment

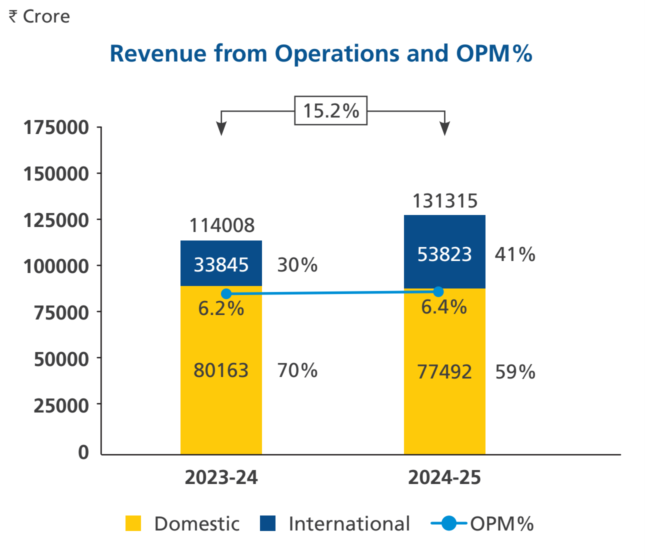


The Infrastructure segment secured orders worth ₹ 1,73,226 crore in FY 2024-25, higher by 21.5% over the previous year, with the receipt of multiple orders across various sub-segments. During the current year, the Buildings & Factories business registered growth buoyed by the receipt of an international order for airport and a data center in a CIS (Commonwealth of Independent States) country. Power Transmission & Distribution business and Renewables business also benefitted from the receipt of multiple international orders for renewable energy projects as well as transmission lines and substation orders. Similarly, Minerals & Metals business registered growth over the previous year with receipt of a large value international order.

State Cancer Institute, Guwahati, Assam

The Transportation Infrastructure and Heavy Civil Infrastructure businesses registered a decline in their growth on deferment of targeted prospects during the year. Again, Water & Effluent Treatment business was also impacted by the central and various state elections leading to delay in tendering of orders.

The share of international orders for the infrastructure segment increased to 61% from 38% in the previous year. The share of the Middle East in overall international order inflow for the segment however reduced to 69% compared to 93% in the previous year due to receipt of orders in a CIS country.



The Infrastructure segment registered revenue of ₹ 1,31,315 crore for FY 2024-25 - a growth of 15.2% over the previous year. The growth was mainly driven by the ramp-up of execution across multiple project sites. Revenue from international operations constituted 41% of the total revenue for FY 2024-25 compared to 30% in the previous year.

The segment's operating margin for FY 2024-25 marginally improved to 6.4% from 6.2% in the previous year.

The funds employed by the segment at ₹ 25,003 crore as on March 31, 2025, registers marginal increase of 4.0% vis-à-vis March 31, 2024, mainly on account of increase in working capital level.

Buildings & Factories

Overview

The Buildings & Factories business of the Company is at the forefront of building urban infrastructure and offers end-to-end design-and-build turnkey solutions that seamlessly traverse the entire project life-cycle, from concept to commissioning. Its expertise extends across sectors such as airports, hospitals, stadiums, retail establishments, educational campuses, IT parks, office towers, data centers, semiconductor fabrication (fab) and Outsourced Semiconductor Assembly and Test (OSAT) facilities, high-rise structures, industrial warehouses, automobile plants, test tracks, and other industrial structures.

Adora De Goa, a luxury residential project in Dabolim, Goa

Driving the success of the business are dedicated engineering design centres, competency cells and innovative formwork systems. The commitment to innovation has been continuous, improved by mechanised project execution, a robust network of seasoned consultants and dependable vendors, and a meticulously digitalised project control framework. A talented workforce, adept at navigating complex challenges, has contributed significantly to the realisation of iconic structures both in India and overseas.

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

Health, Public Spaces & Airports SBG:

This SBG consists of the following three businesses:

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

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

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

Residential, Commercial Buildings & Factories SBG:

This SBG consists of the following three businesses:

The **Residential business** is a prime EPC solutions provider for elite, affordable and mass-housing projects. The business has expertise in executing high-rise towers and developing mass-dwelling units. This business has pioneered the use of precast technology for fast and quality construction.

The **Commercial Buildings business** specialises in end-to-end services, from conceptualisation to commissioning, for establishing data centers, semiconductor fab and OSAT facilities. It also provides turnkey design-and-build solutions for IT office spaces. The business also embraces innovative construction technologies, including prefabricated prefinished volumetric construction (PPVC), modular construction and 3D printing.

The **Factories business** offers comprehensive EPC solutions with single-point accountability, catering to the needs of sectors such as Automobiles - plants and test tracks, Electronics, Solar PV manufacturing, Glass, Paints, Life Science Products, Warehouses and FMCG products.

Business Environment

Health

The demand for specialised hospitals and advanced medical facilities continues to rise ensuring better healthcare

CIDCO Kharkopar, Navi Mumbai, Maharashtra

accessibility across the country. The states of Bihar, Odisha, Chhattisgarh and Jharkhand are emerging as key investment hubs for healthcare expansion. In the north-eastern states, healthcare investments are targeted to increase the hospital bed-to-population ratio. Both public and private investments are driving the growth of cutting-edge medical facilities.

Public Spaces

The public spaces business unit has demonstrated robust growth across multiple sectors, including stadiums, MUD (Mixed Use Development), hotels and malls. Opportunities in sports, tourism infrastructure and the re-construction of government office spaces is expected to drive growth in the near to medium-term.

Airports

The airport sector is witnessing strong growth, with passenger traffic increasing at a 13% y-o-y rate, driving the demand for infrastructure development. Rising demand for air travel from Tier II and Tier III cities is creating opportunities for the development of greenfield airports and the expansion and modernisation of existing facilities. The business is also exploring opportunities in the GCC (Gulf Cooperation Council) countries and the broader APAC (Asia-Pacific) region.

Residential

The real estate sector witnessed strong growth in FY 2024-25, with residential sales reaching new highs, driven by rising households' confidence and stable interest rates. Demand surged in the upper middle class and luxury segments, while new launches and sales in the top seven cities grew by 25% y-o-y and 31% y-o-y, respectively. Rising urbanisation and demand for mega townships, along with policy support in the form of *Pradhan Mantri Awas Yojana* (PMAY) and floor space index (FSI) relaxations, continue to aid market expansion.

Commercial Buildings

Urbanisation, business expansion and investments in the technology sector remain the key drivers of demand for the Commercial Buildings segment.

The semiconductor industry is leveraging the rise of R&D centres and global capability centres (GCCs) to expand facilities in the country. The industry has thrown up opportunities to integrate smart building technology and energy-efficient solutions to develop sustainable semiconductor and cleanroom facilities. Government incentives and investments in semiconductor manufacturing are driving growth in the Indian market. The data center business is also gaining traction, in India and the broader APAC region.

Factories

India's factory construction business is witnessing sustained growth, driven by rising private sector investments and government initiatives like the Production-Linked Incentive (PLI) scheme, Make in India, Faster Adoption and Manufacturing of Electric Vehicles (FAME), Pradhan Mantri Mega Integrated Textile Region and Apparel (PM MITRA)

Multi Tenanted Building (MTB4) for Information Technology Park Ltd., Bengaluru, Karnataka

L&T Knowledge City, Vadodara, Gujarat - a large-scale, self-contained engineering campus developed by L&T

scheme, Electronic Manufacturing Cluster (EMC) scheme and the Automotive Mission Plan 2026.

International

The business has expanded its presence in the Middle East in general, capitalising on the economic upswing in Oman in particular. Selective opportunities are being pursued in the rest of the GCC region while growing business in newer geographies in the broader APAC region.

Major Achievements

Major Orders Won:

- Semiconductor fab plant in Dholera, Gujarat
- OSAT facility at Morigaon, Assam
- Automobile manufacturing plant at Bidadi, Karnataka
- Electronics manufacturing plant at Kancheepuram, Tamil Nadu
- Cancer hospitals in Navi Mumbai, Vizag and Mullanpur
- Institute of Neuroscience in Kolkata, West Bengal
- AIG super specialty hospital at Hyderabad, Telangana
- Residential developments for a leading real estate group across multiple locations in India
- International data center in the CIS region

Key Projects Commissioned:

- Data Center in Kancheepuram, Tamil Nadu
- National Cricket Academy for the Board of Control for Cricket in India (BCCI) in Bangalore, Karnataka
- Hotel for a prestigious client in Colombo, Sri Lanka
- Teaching Hospital in Flacq, Mauritius
- Government Medical College and Hospital in Jamshedpur, Jharkhand
- AIIMS Hospital in Gorakhpur, Uttar Pradesh
- Residential Township for a large conglomerate in Nagothane, Maharashtra

Competitive Positioning

The business continues to power ahead in the domestic market as it secures high-value orders with stringent timelines. The business maintains a strong competitive edge through timely project execution, design-led construction and sustainability-driven solutions. By leveraging advanced construction technologies such as prefab and modular construction, 3D printing technology, along with a focus on high-growth segments like cleanrooms, data center, semiconductor fab and OSAT facilities, and zero-carbon-rated buildings, the B&F business continues to reinforce its market leadership.

Significant Initiatives

The business continues to make significant strides in sustainability, with several pioneering initiatives. Strengthening its commitment to the utilisation of clean energy during the construction phase, several projects in Maharashtra have partnered with the Maharashtra Electricity Board to operate entirely on renewable energy sources. These initiatives not only contribute to a substantial reduction in carbon emissions, but also set a benchmark for sustainable construction practices.

Data Center at Tashkent, Uzbekistan

In addition to the adoption of renewable energy at project sites, the business has agreements in place to procure clean power. These steps further reinforce the organisation's commitment to environmental responsibility and leadership in integrating sustainable energy solutions.

Beyond clean energy initiatives, the business has implemented innovative carbon reduction measures across various projects by transitioning from high-speed diesel-based equipment to electrically driven operations. This transformation includes:

- Variable Frequency Drive (VFD)-driven Concrete Pumps
- Electric Air Compressors
- Electric Skid Steer Loaders
- Electric Wheel Loaders
- Autonomous Electric Burrows

These advancements mark a significant shift towards the adoption of low-emission construction technologies, enhancing energy efficiency, reducing environmental impact and setting new industry standards for sustainable development. By integrating renewable energy solutions and electrification of construction equipment, the business is driving meaningful progress towards its carbon neutrality goals.

Risks and Concerns

The business faces several challenges that require close monitoring. A stable political scenario, vibrant business conditions and balanced fiscal policies are factors that strengthen investment sentiment and the project funding environment.

Private investments in real estate, energy, data centers and semiconductors have gained traction over the past couple of years. However, the long-term growth prospects of these sectors would depend on the continuation of stable macroeconomic conditions and a supportive policy framework. Any slowdown in infrastructure investments could impact growth prospects in the near to medium-term.

While the GCC and the broader APAC regions continue to offer opportunities in various infrastructure segments, regional economic stability and regulatory changes must be carefully navigated.

In an increasingly competitive environment, the need for continuous innovation and differentiation is paramount. Additionally, achieving premium pricing in a highly competitive market remains a challenge. Proactive cost management, resilient supply chain strategies, market adaptability, mobilising, training and retaining the workforce will be crucial in mitigating risks while sustaining growth.

Outlook

Health

India's healthcare sector is projected to grow at a CAGR of 8% from 2024 to 2032, driven by urbanisation and increased government spending (2.5% of GDP) on the sector. However, Tier II and Tier III cities, along with rural areas, still face a healthcare service shortage. To bridge this gap, the government plans to add 75,000 medical seats by FY 2030-31 and establish 200 daycare cancer centres in district hospitals. The Ayushman Bharat scheme, which now covers ~38% of

Bhogapuram International Airport, Visakhapatnam, Andhra Pradesh

the population, has led to enhanced accessibility for medical services. With growing demand for specialised hospitals, India's healthcare industry is set for a major transformation.

Public Spaces

Central Government initiatives such as the Target Olympic Podium Scheme (TOPS) and the improved scenario in the hospitality industry have allowed for increased traction in the Public Spaces business. Further, opportunities that may arise from the Central Vista Redevelopment plans, Mixed-Use Development schemes and sports development projects, signal a healthy outlook for this business.

Airports

Supportive government policies such as UDAN *(Ude Desh ka Aam Nagrik)* and the Air Cargo Policy are driving investments in airport projects across the country. The business also envisages an uptick in investments from the Central Government and private airport operators. Furthermore, the business is also looking at opportunities in the GCC countries and the broader APAC region.

Residential

The Residential business has seen a consistent y-o-y increase in project launches and property sales across the top seven cities in the country. At the same time, average inventory had reached an all-time low of 15 months at the end of 2023. Affordability, stable interest rates and the wealth effect are likely to contribute to the growth of this business in the near to medium-term.

Commercial Buildings

The Commercial Buildings business is well-positioned to capitalise on the growing demand for the niche market segments of semiconductor fab and OSAT facilities and data center construction in India and abroad, by leveraging its experience, expertise and strategic partnerships. The business continues to focus and serve its clients in the commercial and retail segments as well.

Factories

India's manufacturing sector is set for significant growth, driven by government initiatives like the PLI programme and state-specific industrial policies. Government initiatives are also driving investments in solar, EVs, electronics, batteries, automobiles and FMCG sectors, positioning India as a global manufacturing hub.

International

The business is selectively pursuing opportunities in Saudi Arabia, Oman and Sri Lanka. In Oman, the focus remains on hospitality and healthcare projects. The business has strengthened its footprint by securing the first AI-enabled and sustainable data center in the CIS region.

Ganga Expressway Project, Uttar Pradesh

Transportation Infrastructure

Overview

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

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

The **RBF Business Group** provides EPC design-and-build construction services. The RBF business group is further subdivided into the Roads & Runways (R&R) business unit, the Bridges business unit and the Formations & Structure (F&S) business unit.

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

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

The F&S business unit provides construction services for railway civil works in dedicated freight corridors (DFC), high-speed rail (HSR) and urban railway network projects.

The **RBG Business Group** is further sub divided into the Mainline business unit (MLBU) and Metro business unit (MTBU). MLBU addresses EPC construction works in the domains of civil and trackwork, electrification, system integration including signalling and telecommunication for all mainline railway projects, dedicated freight corridors (DFCs) and rail links to ports, mining and power plant facilities. MTBU carries out EPC construction works that require ballastless trackwork, electrification and systems integration for mass rapid transit systems (MRTS), regional rapid transit systems (RRTS), semi-HSR and HSR projects in India and abroad.

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

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

Precast Slab Track for Delhi–Meerut RRTS – India's first semi-high-speed rail

Business Environment

Roads, Bridges & Formations

In FY 2024-25, capital expenditure of the National Highway Authority of India (NHAI) reached an all-time high of ₹ 2.5 lakh crore, reporting a strong growth of 21% over the previous year. India continued to witness significant momentum in road construction, driven by continued investments under the *Bharatmala Pariyojana* project and the National Infrastructure Pipeline (NIP). The government plans to further intensify efforts with an emphasis on green infrastructure, expanding multimodal logistics corridors and integrating smart technologies into highway management. New initiatives such as the *PM Gati Shakti* master plan will further streamline project execution, while the focus on public-private partnerships (PPP) is expected to unlock additional investments.

Railway Business Group

The railway sector has experienced significant growth over the past few years, driven by increased investments and financial backing from the government. The National Rail Plan 2030 offers numerous opportunities across various railway domains.

The Union Budget for FY 2025-26 included a record-breaking capital allocation of ₹ 2.65 lakh crore for the railways. The key areas targeted for investment are rolling stock, multi-tracking works, electrification, passenger amenities, high-speed rail and DFCs. The government is also exploring private investments into rolling stock manufacturing and operation and maintenance services.

The government's emphasis on modernising and expanding railway infrastructure is evident through several key initiatives. These include the introduction of HSR and semi-HSR corridors, RRTS, suburban rail systems, first and last-mile connectivity projects, station modernisation, enhanced implementation of the Automatic Train Protection System 'KAVACH,' and the deployment of LTE-R (Long Term Evolution for Railways).

Following directives from the Railway Board, zonal railways have gradually adopted the EPC delivery model. Building on the successful commissioning of the DFC, some railway zones are in the process of transitioning to large-scale EPC packages instead of smaller contracts.

The acceptance of advanced transport systems, such as RRTS and HSR, continues to grow, as demonstrated by the recent commissioning of the Delhi-Meerut RRTS corridor. Furthermore, there is a significant pipeline of projects across both the mainline and metro segments that are expected to be bid out in the near term.

Major Achievements

Major Orders Won:

- Navi Mumbai Airport Influence Notified Area (NAINA) development from City and Industrial Development Corporation (CIDCO), Maharashtra. The project will have 4 approach roads of 13.28 km.

Inaugural landing of commercial aircraft at Navi Mumbai International Airport

- 6-lane Chennai Peripheral Ring Road - Pkg 3 (11 km) from Tamil Nadu Road Infrastructure Development Corporation (TNRIDC), Tamil Nadu.
- Civil, Track and OHE Package: New Paharpur – New Kastha | 3rd & 4th Line (46 rkm) for DFCC and IR | EPC.

Projects Completed:

The business has completed / commissioned the following projects:

- Meerut-Aligarh-Ghaziabad Road Project (MAGRP)
- Mej-Indergarh Expressway Project (MIEP)
- Mukkola-Kanyakumari Road Project (MKRP)
- MMRC 10C Track: Commercial operations commenced on the entire 24 tkm stretch from Aarey to BKC on October 7, 2024, TOC received on March 12, 2025
- RRTS Delhi-Meerut Track: Multiple priority stretches inaugurated. Overall, 108 tkm route from New Ashok Nagar (Delhi) to Meerut South has commenced commercial operations

Significant Initiatives

- Setting up of mechanised, automated precast moulds for bridge segment casting in precasting yards
- Deployment of computer vision for monitoring of cycle time of Full Span and U Girder precasting
- Mould Cleaning Robot - Jointly developed with the L&T Product Development Centre, this magnetic tracked robot is designed to clean steel concrete moulds. It functions as a platform for interchangeable attachments, including pressure nozzles, paint sprayers and NDT tools
- To achieve water neutrality, wastewater recycling through modular STPs and ETPs was introduced in the MAHSR T3 Track Slab Manufacturing Facility, treating over 3,900 KL of water in FY 2024-25
- To address the challenges of a diverse set of project categories each with unique challenges, a unified Audit Management System — QARS 2.0 — has been introduced. This system incorporates 20 railway-specific audit parameters and has been successfully implemented

Outlook

Roads, Bridges & Formations

Under the Union Budget 2025-26, the budgetary allocation for the Ministry of Road Transport and Highways (MoRTH) is ₹ 2.87 lakh crore, an annual increase of 2.4% on a y-o-y basis.

The Build-Operate-Transfer (BOT) model by the government offers contractors long-term revenue opportunities through the operation and maintenance phases of an infrastructure project. Meanwhile, the business continues to focus on opportunities in this segment by partnering with BOT concessionaires for the EPC scope of the project.

Railway Business Group

As envisaged under the National Infrastructure Pipeline, the focus of railway investments is on improving track capacity, enhancing freight efficiency, increasing train speeds, enhancing safety and ensuring better connectivity.

Mumbai-Ahmedabad High-Speed Rail Project – Package 6

The Union Budget for FY 2025-26 allocated a record ₹ 2.65 lakh crore to the railway sector. The focus of the outlay is expected to be on projects aimed at capacity augmentation and traffic decongestion. The next wave of technological improvements includes upgrading electrification to 2x25kV from the current 1x25kV on trunk routes.

There has been a strong focus on the development of semi-HSR corridors, with track and systems packages worth ₹ 25,000 crore expected to be finalised over the next few years. The National Capital Region Transport Corporation (NCRTC) is expected to issue tenders for civil packages and system contracts by the end of the year, as part of the ongoing development of the four RRTS corridors.

There is a continued thrust on building new and expanding the existing Metro and MRTS to facilitate ease of movement and reduce carbon footprint. System orders are expected to be finalised across four major metro cities and several Tier-2 cities.

International Front

As part of L&T's growth strategy, the RBG is focused on expanding its operational footprint across three key regions: Southeast Asia, Middle East and North & East Africa. In addition to these markets, the business continues to strengthen its presence in South Asia.

The global railway systems market is poised for significant growth, driven by increasing investments in HSR, Metro, Light Rail Transit (LRT) and mainline corridors.

To effectively address these opportunities and strengthen its presence in key geographies, L&T is in the process of forming alliances with global EPC companies, technology partners and original equipment manufacturers (OEMs).

Heavy Civil Infrastructure

Overview

The Heavy Civil Infrastructure business is an EPC market leader in the core civil infrastructure segments that are crucial to the country's sustainable economic growth and development. The business segments include:

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

The business has a robust domestic presence and undertakes large-scale, complex projects, offering turnkey solutions tailored to meet customer's requirements.

The business derives a competitive edge due to its dedicated in-house design and technical capabilities, competency cells, fabrication facilities, specialised training centres and strong resource base consisting of a skilled workforce, talented pool of employees and a large fleet of advanced construction equipment.

Chennai Metro Rail's Phase 2, C4-ECV-01 Package, Tamil Nadu

Urban Transit: As a frontrunner in augmenting urban transit infrastructure in India, the segment is currently participating in the construction of various metro rail packages - both elevated and underground - in Mumbai, Bengaluru, Chennai, Kolkata, Patna, Agra and New Delhi.

This segment is currently executing multiple packages in India's first HSR corridor connecting Mumbai to Ahmedabad. It has deployed the most advanced high-end construction techniques for the construction of Full Span Launching girders. With a view to promote the *Aatmanirbhar Bharat* initiative of Government of India (GoI), in-house fabricated equipment like Straddle Carrier, Launching Girders, Girder Transporter are being used in the construction of this prestigious project.

Hydel & Tunnels: This segment offers comprehensive turnkey construction solutions for hydroelectric dam projects, barrages, pumped storage plants and complex irrigation projects. The business is in the process of executing projects in Madhya Pradesh, Assam, Arunachal Pradesh, Uttarakhand, Jammu & Kashmir, Rajasthan and Sikkim.

Nuclear: This segment undertakes civil construction works for nuclear power plants. It has expertise in the construction of Pressurised Heavy Water Reactors (PHWR), Light Water Reactors (LWR) and Natural Draft Cooling Towers (NDCT).

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

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

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

Business Environment

Urban Transit

India's urban landscape is undergoing a rapid transformation, driven by the need to expand and modernise infrastructure to accommodate a rapidly growing population. To this end, the development of efficient urban infrastructure – particularly mass transit systems – is crucial.

India's metro rail development has been remarkable in recent years and has transformed urban mobility across the country. Covering over 1,000 km across 11 states and 23 cities, millions of people rely on metros for quick, easy and affordable travel. India has now become home to the

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

third-largest metro network in the world. India's metro rail systems are not only enhancing urban mobility but also contributing to environmental sustainability. There are extensive plans for further expansion of metros with an additional 1,032 km of rail networks having been approved, which will extend the reach to 26 cities.

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

Hydel

India's commitment at COP26 was to establish a non-fossil fuel-based power generation capacity of 500 GW by 2030. To this end, the government has been taking steps to increase investments in offshore wind, pumped storage, hydel power and nuclear power sectors. Pumped Storage Plant (PSP) projects are regarded as a priority among all energy storage systems to support the attainment of this goal.

The GoI has introduced a new framework and streamlined the processes to expedite the development of PSPs. This framework aims to accelerate the growth of India's renewable energy capacity. Key aspects of this framework include streamlined approvals, improved site allocation processes and incentives for private sector participation.

Nuclear

Under the *Viksit Bharat* initiative, India has set an ambitious target to achieve 100 GW of nuclear power capacity by 2047. This goal is part of India's long-term energy transition strategy to ensure energy reliability and reduce dependency on fossil fuels.

To support this target, the government has introduced the Nuclear Energy Mission, which includes significant investments in R&D, particularly in Small Modular Reactors (SMRs). The Union Budget 2025-26 has allocated ₹ 20,000 crore for this initiative, aiming to develop at least five indigenously designed and operational SMRs by 2033.

The government is also focusing on enhancing domestic nuclear capabilities and promoting private sector participation through policy interventions and infrastructure investments.

Ports & Harbours

Sagarmala, a flagship programme of the Ministry of Ports, Shipping and Waterways, aims to promote port-led development in the country. According to the ministry, as many as 800 projects have been identified as a part of the programme. Port modernisation, new port development and port connectivity enhancement are expected to result in increased capacity and world-class infrastructure at Indian ports. The Union Budget for FY 2025-26 announced an allocation of ₹ 30,000 crore for port modernisation and expansion, Green Ports initiative and the development of new ports.

Natural Draft Cooling Tower, Rajasthan Atomic Power Plant 7 & 8

Defence

The government is focusing on building new capacities and upgrading existing defence infrastructure through an increased budget allocation to the Ministry of Defence. This will lead to opportunities in various defence infrastructure projects.

International

The business is exploring opportunities in Middle East and SAARC (South Asian Association for Regional Cooperation) with prospects in the Urban Transit, Defence and Ports & Harbours businesses.

Major Achievements

Major Orders Won:

- Nuclear Island (NI) Mechanical Package for Gorakhpur Haryana *Anu Vidhyuth Pariyojana* (GHAVP 1&2) Project: This involves EPC, testing and commissioning of primary piping works, nuclear ventilation, common services and plant water package from Nuclear Power Corporation of India Limited (NPCIL).
- Shahpur Pumped Storage Project (PSP): This involves constructing an Upper Dam (to form the upper reservoir), Lower Dam (to form the lower reservoir), Intake Structure with an Approach Channel, Steel Lined Buried Penstock / Pressure Shaft (vertical and horizontal), Surface Powerhouse, Tailrace Outlet Structure, Tailrace Channel, etc. from a leading Renewable Energy solutions company in India.
- Agra Metro Package Phase 1, Line-2: This involves the design and construction of a vital 15.09 km elevated viaduct that will connect Agra Cantonment to Kalindi Vihar through 14 elevated stations and another 2.61 km depot connecting line from Sadar Bazar to PAC depot.
- Teesta Dam 3: Scope of work includes construction of coffer dam, diversion structures, concrete gravity dam for 1200 MW (6 X 200 MW) Teesta III Hydro Electric Project at Mangan, Sikkim India from a leading Renewable Energy solutions company in India.

Projects Inaugurated:

- Thane Creek Bridge III, North Side Bridge inaugurated on January 26, 2025
- Riyadh Metro inaugurated on November 27, 2024
- Mumbai Metro Line 3 Package 7 inaugurated on October 5, 2024

Other key achievements:

- Mumbai-Ahmedabad High-Speed Rail MAHSR C4 has completed 196 km of super structure build
- Successfully erected the IC dome liner (270 MT) of KKNPP Unit 4 and commissioned unit 7 of RAPP NDCT
- Chennai Metro CMRL RT 01 Package erected 52 numbers U-Girder erection in a single month
- Pakal Dul HEP HRT-TBM package team has achieved a new record achieving 46.596 RM of tunneling in a single day and 628.652 RM of tunneling in December 2024

380 kV Double Circuit Overhead Transmission Line (OHTL) between Arar and Rafha, Kingdom of Saudi Arabia

Outlook

India is expected to spend nearly ₹ 143 lakh crore on infrastructure up to 2030 with a focus on urban transit, renewable energy and ports. The upcoming phase of infrastructure development is set to witness an increase in the average project size and a notable increase in the number of mega-scale projects.

To this end, the government is looking to encourage private and foreign investment through various initiatives such as liberalised FDI policy, fiscal incentives and measures such as *PM Gati Shakti* and a National Single Window System to improve the ease of doing business.

Faced with rapid urbanisation, the government is considering the implementation of Mass Transit Systems such as Metro / Metro Lite / Metro Neo / Personal Rapid Transit System in Tier 1 and Tier 2 cities. These initiatives are part of the green mobility drive to reduce the country's carbon footprint in the fight against climate change.

With a strong push towards green energy initiatives, including supportive policies and fiscal incentives, this business has numerous opportunities in the hydro, nuclear and pumped storage sectors to contribute meaningfully to India's sustainable energy transition.

Power Transmission & Distribution

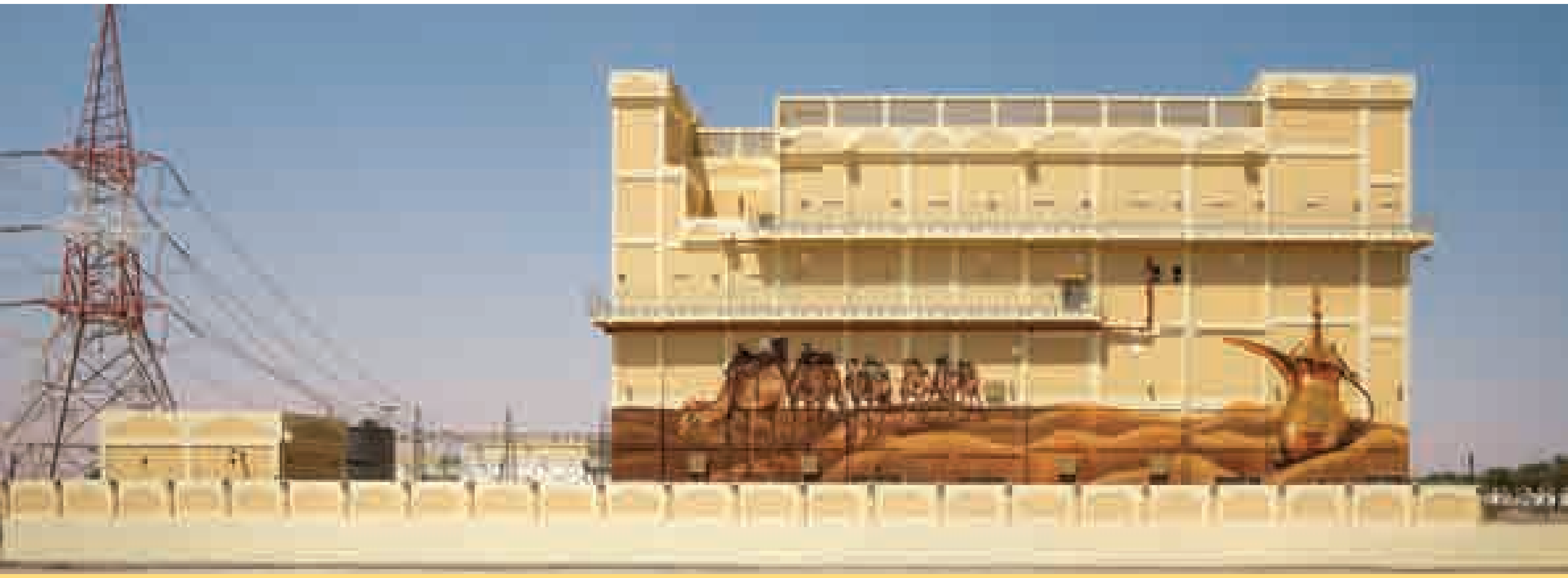
Overview

The Power Transmission & Distribution business vertical is a major EPC player, providing technology-driven, end-to-end solutions for enabling access to clean, reliable electricity. It offers integrated EPC services and related digital energy solutions, starting from the establishment of smart and efficient transmission and distribution (T&D) networks to last-mile electrification. It serves utilities, renewable energy developers, industrial and infrastructure customers in 30 countries across the SAARC, ASEAN, the Middle East, Africa, North America and CIS regions.

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

The **Transmission & Distribution** business caters to various T&D utilities and developers, along with bulk power supply consumers like metros, airports, etc. in creating the following infrastructure:

Substation: Turnkey solutions for Extra-High Voltage (EHV) air-insulated / gas-insulated substations up to 1,200 kV, Flexible AC Transmission Systems (FACTS) devices such as Static Synchronous Compensator (STATCOMs) and Static VAR Compensator (SVCs), Digital Substation related solutions and EHV cable systems.



300 MVAr Zakher STATCOM, UAE

Transmission Line: Complete EPC solutions for overhead transmission lines. It is well integrated with the digitally driven, sustainability-focussed tower manufacturing units, with a combined capacity to produce more than 1 lakh tonnes of tower components per annum. The Kancheepuram manufacturing facility also houses a state-of-the-art Tower Testing and Research Station, which provides its design and testing services to clientele across 33 countries.

Power Distribution: A range of EPC services related to urban/rural electrification, augmenting, reforming and strengthening of high voltage and low voltage distribution networks, power quality improvement works and advanced distribution management solutions.

Geographically the major operating regions are India, Saudi Arabia, UAE and the rest of the Middle East. The business also has strong presence in Africa, ASEAN and the CIS regions.

The business has earned a strong reputation in the Middle East among the utilities and energy companies in Saudi Arabia, UAE, Oman, Qatar, Kuwait and Bahrain, having executed several marquee projects. It enjoys an enviable track record and garners a significant share of T&D projects awarded every year.

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

In the Africa region, the business has executed landmark projects in Algeria, Egypt, Morocco, Kenya, Ethiopia, Tanzania, Uganda, Botswana, Mozambique and Malawi. It has made further inroads into Western and Northern Africa with ongoing projects in Guinea, Cameroon and Tunisia.

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

The Digital Energy Solutions arm provides electricity related consulting and digital solutions globally through its unique platform and a multitude of software products and solutions. Its cutting-edge offerings include hybrid energy management systems, control room and substation automation solutions, grid edge interconnections and power system cyber security needs, amongst other solutions. Driven by powerful algorithms and simulations, the solutions offered by this business unit enable customers across India, the Middle East and the USA to build resilient future-ready systems.

The focus of the PT&D business vertical is to create a path for a transition to sources of clean energy in India and abroad, while enabling the customers/prosumers with the highest standards of reliability, availability and efficiency of power T&D networks.

Business Environment

The pursuit of grid strengthening in the Middle East countries, the pace of renewable capacity addition and projected demand growth have provided ample opportunities for growth in the substation and transmission line businesses.

A Transposition Tower along the 765 kV Fatehgarh–Bhadla Transmission Line in Rajasthan

In India, certain trendsetting orders related to grid digitalisation have been awarded. This is expected to pave the way for modernisation of distribution and for better management and control of the electricity network as renewable energy penetration increases.

The revival of order finalisation of 765 kV transmission line packages associated with emergent renewable energy zones has provided further opportunities in India.

Major Achievements

Major Orders Won:

- 5 packages of 765 kV transmission lines and 2 numbers of 765 kV substations for energy transfer from RE Zones in Western India to multiple load dispatch centres
- ±800 kV Bipole High Voltage Direct Current (HVDC) transmission link in Western India
- Advanced Distribution Management System in West Bengal
- Upgrading Energy Management System in Southern Region load dispatch centre in India
- 2 packages of ±500 kV Bipole HVDC transmission lines in Saudi Arabia for regional interconnections
- 4 numbers of 380 kV substations and 5 transmission line packages for grid expansion in Saudi Arabia
- 14 substations of various voltage levels in UAE and 3 substations in Qatar
- 400 kV substations and a transmission line in Kuwait
- 3 packages of 400 kV transmission lines and associated grid stations in Oman
- Setting up of a new National System Control Centre in Kenya which will serve as a transmission hub for facilitating integration of variable RE and enabling merit order power dispatch

Projects Completed and Commissioned:

- Tunnel electrical and mechanical works packages associated with Udhampur Baramulla Srinagar Rail Link project, Jammu & Kashmir
- 765 kV transmission link in Rajasthan
- 400 kV gas-insulated substations in Andhra Pradesh and Rajasthan
- 2 substations in Nepal
- 2 transmission line projects in Bangladesh
- 5 substations and 312 km of overhead transmission lines in Saudi Arabia
- 18 substations and 168 km of underground cables across UAE, Kuwait and Qatar including STATCOM and offshore substation projects
- 3 substations and 117 ckm of transmission lines in Africa
- 4 substations in ASEAN region

Significant Initiatives

- Launched Liquified Natural Gas (LNG)-powered truck for transporting transmission line tower parts from Kancheepuram factory to project sites as a supply chain decarbonisation initiative.
- Developed a unique software-defined Phasor Data Concentrator and Substation Gateway which is a

400/220 kV Gas Insulated Substation at Mylasandra near Electronic City in Bengaluru, Karnataka

remarkable milestone in digital management and control of vast grid networks.

Outlook

International

The multifold expansion of transmission grid infrastructure in the Middle East region is expected to continue as several in-country and country-to-country interconnections are planned. The need for grid strengthening to sustain capacity addition is also well understood across these countries. HVDC corridors and Flexible AC Transmission System (FACTS) components are also being added to the network.

In addition, ancillary opportunities are expected to open up as substantial investments take place in the real estate, industrial and technology projects in the GCC region that create new sources of electricity demand. For instance, Saudi Arabia has embarked on the creation of a dozen vibrant urban downtowns while several housing projects and theme parks are being developed in other GCC countries. In the artificial intelligence mission, electricity generation capacity and a strong grid are considered as critical enablers.

Even as projects in the renewable space come onstream, the revival of optimism in conventional areas with carbon reduction strategies may offer opportunities.

Selective pursuit in specific countries in Africa and ASEAN - especially in renewables-linked projects – is expected to fuel growth in the near future.

Domestic

The domestic opportunities are expected to regain momentum with inroads into select Tariff Based Competitive Bidding (TBCB) projects, digital solutions and distribution projects. 765 kV transmission line and substation opportunities, primarily for the purpose of renewable energy evacuation, are expected to provide a stable order inflow in the medium-term. Further, opportunities in HVDC corridors and metro rail projects are also expected to bolster prospects. The next phase of distribution modernisation is expected to gain momentum and should provide further opportunities from select distribution companies (DISCOMs).

The impact on supply chain due to the unfolding 'trade war' scenario is a risk factor. Strategies to navigate challenges with respect to fluctuating commodity prices, increasing localisation requirements in certain geographies and equipment delivery constraints are in place. Further, strengthening of teams to enable timely execution of the fast-track jobs in early stages is being worked upon.

A strong order book and visibility of prospects offers a constructive outlook. Armed with core engineering skills and in-house software development capabilities, the ability to provide a range of advanced physical and digital solutions including advanced network-wide energy management systems, intelligent power distribution systems and dynamic reactive power compensation, at scale, gives the PT&D business an edge over competition. Further, the business continues to focus on managing its working capital efficiently which should enable further improvement in the return ratios in the near to medium-term.

2 GWp Ar Rass 2 PV Solar project in Kingdom of Saudi Arabia

Renewables

Overview

The Renewables business vertical is a single-stop EPC service provider for GW-scale solar PV, energy storage, microgrid and hybrid renewable projects. L&T is amongst a few players with experience and expertise in handling different module technologies, module mounting structures, contour-based solutions for challenging terrains and storage types. It serves renewable energy developers, utilities, industrial, and infrastructure customers across India, Middle East, the SAARC, ASEAN, Africa and CIS regions.

The business group has accumulated in-depth engineering and construction know-how to execute a vast range of renewable projects, be it hybrid, floating or linear, with best-suited technologies for terrain type and tracking. The round-the-clock (RTC) renewable energy required by emerging load centres such as data centers and green hydrogen plants can be effectively provided by the business, with its wide-ranging capabilities in solar PV plants, battery energy storage systems (BESS), energy management systems / SCADA, wind balance of plant, and grid elements.

The container integration facility at Kancheepuram augments the capabilities of the business with an annual capacity to integrate ~1.2 GWh of BESS with associated intelligent management and control system.

Business Environment

A vibrant renewable energy market in India, Middle East and CIS provides ample opportunities for growth. These opportunities come with significantly higher package sizes, thereby aiding effective resource utilisation and facilitating volume growth.

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

Major Achievements

Major Orders Won:

- 2.5 GWp solar PV and 10 GWh BESS EPC order in UAE
- 1.2 GWp solar PV and 1 GWh BESS EPC order in CIS
- 3.5 GWp solar PV plant EPC order in KSA
- 0.7 GWp solar PV, 45 MWh BESS and 156 MW floating solar plants in India

Projects Completed and Commissioned:

- Completed - 3.7 GWp solar PV plants in KSA
- Commissioned
  - 0.7 GWp solar PV plants + 57 MWh BESS across India
  - 1 GWp of solar PV plants in UAE
  - 2.6 GWp of solar PV plants in KSA

112.5 MW Solar PV for WBSEDCL, West Bengal

Significant Initiatives

- Established a new wind vertical in response to the prospects in wind projects
- Enhanced capacity of container integration facility at Kancheepuram through technology tie-up and localisation approach for BESS Liquid Cooling Container Integration from 400 MWh to 1.2 GWh per annum

Outlook

Renewable electricity has emerged as the preferred source of energy in varied applications and industries. Significant investments for enhancing renewable energy capacity are being witnessed in both developed and emerging economies.

Novel solutions involving a spectrum of renewable technologies, including energy storage and wind, are being integrated for solar generation. This expansion of renewable energy production will go hand in hand with a multi-fold expansion of the transmission grid infrastructure.

The GCC countries have set ambitious renewable energy plans for 2030, which are backed by action on the ground. Besides diversification of fuel mix, renewable energy for green hydrogen is another major driver. Our reputation and relationships with the major developers in the region are expected to fuel the growth of the business in the other regions as well.

The Renewables vertical will look to focus on certain countries in Africa and ASEAN where it can leverage its proven track record, established relationships with various stakeholders and ability to access the project finance market to pursue select opportunities arising from just transition initiatives to grid interconnection requirements and renewable proliferation.

In India, the manufacturing capacity of solar PV cells is expected to increase substantially in the coming years. In this regard, the Ministry of New and Renewable Energy has recently amended the Approved List of Models and Manufacturers (ALMM) Order for implementation of ALMM for solar PV cells. It is crucial for India to achieve self-sufficiency in PV cell manufacturing to meet the ambitious RE targets by 2030.

The influx of orders coupled with ramped-up execution, automation and mechanisation of the execution processes and efficient working capital management provides strong ground for improved return ratios in the near to medium-term.

HPCL Rajasthan Refinery Limited (HRRL) Water Block Package

Water & Effluent Treatment

Overview

The Water & Effluent Treatment business delivers end-to-end water management solutions for both government and private sector clients. The business expertise covers the entire water life-cycle, including potable water treatment, storage and conveyance, wastewater management, industrial water solutions, irrigation, desalination and smart water infrastructure. Through its in-house Water Technology Centre, the business continuously integrates cutting-edge technological advancements and world-class processes to enhance efficiency and innovation in water management.

With a strong footprint across India and operations spanning five international markets, the business delivers large-scale, high-impact projects aimed at improving clean water access, optimising treatment processes and modernising distribution networks. Adhering to rigorous quality and safety standards, the business has earned a recognition for excellence, sustainability and technological innovation. As it expands into high-growth sectors, the business remains committed to operational efficiency and ESG principles, further solidifying its position as a trusted leader in the water management industry.

The WET business is structured into three verticals:

- Water & Wastewater
- Irrigation, Industrial & Infrastructure
- Water International

The **Water & Wastewater** business vertical delivers comprehensive water solutions for the municipal and rural water sectors. In the potable water domain, it manages projects end-to-end covering sourcing, treatment, transmission, storage and distribution. In the municipal wastewater segment, project bids cover collection and conveyance of sewage, construction of pumping stations and advanced wastewater treatment plants, including high-standard sludge treatment and power generation.

The **Irrigation, Industrial & Infrastructure** business vertical caters to the irrigation and industrial sectors by offering a diverse range of water solutions, including mega and micro irrigation systems, industrial effluent treatment, plant water systems and water infrastructure for smart cities. This vertical also undertakes desalination projects in India and abroad to support sustainable water management.

The **Water International** business focusses on providing complete water solutions in markets in Middle East and East Africa.

Business Environment

Government policies are set to reshape India's water management landscape, with initiatives from both the central and state governments playing a crucial role in driving demand across potable water, wastewater treatment and irrigation segments. The union budget underscores a strong commitment to India's water future through measures such as extending the *Jal Jeevan* Mission until 2028, targeting investments to bolster irrigation

Water Treatment Plant (WTP) in Buxwaha is part of the Buxwaha Multi Village Rural Water Supply Scheme (MVRWSS), Madhya Pradesh

by launching river interlinking programmes, large-scale irrigation projects, and accelerated upgrades in urban water systems under AMRUT 2.0.

The business faces industry-specific challenges, including intense competition from established players and new entrants, workforce shortages and cost escalations. To address these challenges, the business capitalises on the in-house Water Technology Centre to provide for low-cost innovative solutions that are sustainable and future-ready.

The Middle East saw robust growth driven by extensive investments in desalination projects and the adoption of smart water technologies, as governments and private entities focus on addressing water scarcity and enhancing water security. Strategic partnerships and large-scale initiatives emerged to modernise infrastructure and improve the efficiency of water distribution systems amidst heightened environmental challenges.

Major Achievements

Major Orders Won:

The business bagged multiple orders in India and abroad:

- Ras Mohaisen Desalination Plant, KSA – 300 MLD capacity
- Amravati Capital City Development, Zone 7, Andhra Pradesh – Utility Network
- Dholpur Water Supply Scheme, Rajasthan – 190 km pipeline network
- Pirana STP, Gujarat – 424 MLD Sewage Treatment Plant

Major Projects Commissioned:

More than two million people benefitted with the commissioning of 10 projects during FY 2024-25. Some of the major projects commissioned during the year are:

- Athikadavu – Avinashi LIS, Tamil Nadu
- Narmada Kshipra Lift Irrigation, Madhya Pradesh
- Water Transmission Project in Ad Dakhiliyah, Oman
- HPCL Rajasthan Refinery Ltd. (HRRL) Water Block Package, Gujarat
- Buxwaha Water Supply Scheme, Madhya Pradesh
- Tapi Lift Irrigation Scheme, Gujarat
- Rajkot Smart City, Gujarat

Significant Initiatives

Multiple initiatives were undertaken with a focus on operational efficiency, technological advancements, financial prudence and market expansion to strengthen business resilience, address key challenges and capitalise on future growth opportunities.

- Real-time risk monitoring and implementation of control measures are being implemented across project sites along with operational control procedures across risk profiles to achieve operational excellence and safety awareness.

Athikadavu Avinashi Lift Irrigation Scheme, Tamil Nadu

- An in-house unit has been constructed in Madhya Pradesh for micro-irrigation projects where a technology driven system is being developed for applications in Large Water Management Systems (LWMS). This system optimises water delivery to crops, reduces wastage and increases agricultural yield.
- Timely completion of project and smooth handover to O&M customers are crucial activities within the project life-cycle. The business has formed a 'Commissioning Cell' to work closely with project teams for faster completion of jobs.

Outlook

The business predominantly operates as a B2G vertical with dependency on Central and State policies, with ongoing initiatives playing a pivotal role in shaping business opportunities. India's water and wastewater sector is poised to grow at a CAGR of 12%, targeting USD 17.9 billion by FY 2028-29, primarily driven by the need for improved wastewater treatment and water security. Government-led initiatives, of establishing over 500 wastewater treatment plants by 2027 and the extension of the Jal Jeevan Mission programme until 2028, present significant growth prospects in both potable as well as treated water infrastructure. Additionally, large-scale river interlinking projects in Haryana, Rajasthan and Madhya Pradesh, along with irrigation expansion in Karnataka and Bihar, continue to drive sectoral investments.

Urban water infrastructure is witnessing substantial upgrades, with major cities such as Delhi, Chennai, Bengaluru and Pune developing modern sewage treatment plants, while Maharashtra advances on a desalination project in Mumbai. States like Punjab and Karnataka are also strengthening wastewater management and urban water systems under AMRUT 2.0, enhancing the overall demand for advanced water solutions.

In the Middle East and Africa, countries are increasingly investing in desalination and water distribution projects to meet the rising demand for clean water. Strategic partnerships and regional economic growth initiatives will be crucial in leveraging these opportunities.

Going forward, the business will focus on expanding opportunities in irrigation, wastewater treatment, desalination and urban water management while strengthening its international footprint.

While the industry presents strong growth potential, challenges such as escalating operational costs, competition from new entrants and commodity price volatility persist. The business remains focused on technological innovation and process efficiencies to enhance competitiveness and sustain market leadership. Robust strategic planning and risk management will be the key in navigating the evolving market dynamics and ensuring long-term business resilience.

Freight Handling Facility for Etihad Rail, UAE

Minerals & Metals

Overview

The Minerals & Metals business offers complete EPC solutions for the mineral and metal sectors across the globe. The business undertakes end-to-end engineering, procurement, manufacturing, supply, construction, erection and commissioning of projects covering the complete spectrum from mineral processing to finished metals.

The business also offers comprehensive product solutions with an array of customised mineral crushing equipment and plants for varied applications; surface miners; material handling equipment; high-speed railway construction equipment; steel plant machinery; port and shipyard cranes, and other custom-made critical equipment and complex assemblies catering to core industrial sectors including mining, steel, ports, fertilisers, cement, chemical plants, etc.

The complete range of product solutions is backed by six decades of experience and knowledge, in-house design resources, state-of-the-art manufacturing capabilities and after-sales product support with value-added and cost-effective services to ensure higher uptime.

M&M has manufacturing centres located at Kansbahal, Odisha and Kancheepuram, Tamil Nadu. The Kansbahal centre is equipped with advanced engineering resources, computer-aided engineering and simulation facilities for its operations. This centre is also certified ISO 9001:2008. The business's Engineering Design & Research Centres (EDRCs) are in Kolkata, Chennai and Mumbai.

Business Environment

Domestic Business

India remains a dominant player in the iron and steel industry as world's second largest crude steel producer. The growth in domestic steel consumption continues to be robust, driven by key sectors such as infrastructure, automotive, construction and consumer goods. In FY 2024-25, crude steel production is expected to exceed 145 million tonne (MT), while domestic steel consumption is expected to reach around 135 MT.

The government's ongoing focus on infrastructure development continues to play a pivotal role in driving demand for steel and other metals. These policies, coupled with favourable market conditions, have helped the metal industry improve production volumes and achieve stronger realisations.

Launching Girder manufactured by Minerals & Metals - Product Business Unit, in action at the High-Speed Rail Project in Anand, Gujarat

Recently, India has made significant discoveries of lithium reserves, particularly in Jammu & Kashmir and Rajasthan. Besides its immense use and relevance in future-focused industries like EVs and energy storage, discovery of this critical resource can reduce India's dependence on imports and support transition to green mobility.

International Business

Planned investments in the metallurgy sector in the Middle East are a key focus area for the M&M business. The region enjoys the advantages of land availability, low energy costs, high solar irradiation potential and proximity to the European market. In addition, the continuous push to diversify the economy has given a much-needed push to the minerals industry for value creation within the GCC region.

GCC countries have a planned roadmap to tap the extensive minerals resources within their respective territories. Apart from minerals reserves within the region, GCC countries are working to secure their supply chain for raw materials for the domestic industry in general and new age and transition metals in particular.

Opportunities in setting up process plants for iron and steel, aluminum, gold, phosphate, copper and new age metals in the region are extensive. These opportunities allow for a higher degree of visibility for the business in the near to medium-term.

Product Business

The outlook for the product business, driven by continued investments in infrastructure, urbanisation and industrial expansion, remains positive. The government's push for large-scale infrastructure projects, including smart cities, roads, highways and ports, presents significant opportunities for growth in the domestic market.

This business is actively pursuing opportunities in select international markets and has secured its first order from a European client for a stacker reclaimer. The business has also received repeat orders for surface miners from Africa.

The growth of core products such as crushing systems, surface miners, material handling equipment, port and shipyard cranes and steel plant equipment is primarily driven by higher investments in the following industrial sectors:

Cement Sector: The cement segment in India is expected to grow at a CAGR of 6% to 7% over the next five years, with significant investments in greenfield and brownfield projects. Major domestic players are undertaking ambitious expansion plans to capitalise on this growth potential.

The business unit witnessed large order inflows from the cement sector in FY 2024-25. The strong order pipeline is expected to continue on the back of the current momentum in the infrastructure economy. It is estimated that the Indian cement industry is likely to add ~ 40-45 MT capacity in FY 2025-26.

Blast Furnace for JSW Dolvi, Maharashtra

Mining, Power & Steel Sectors: The surge in steel plant capacity, along with the continued growth in coal and iron ore production to meet rising demand in the steel and power sectors, has significantly boosted business opportunities for a range of business's equipment, including coal crushers, surface miners, stacker reclaimers and wagon tipplers.

Backed by the National Steel Policy targeting 300 MTPA capacity by 2030, the sector is witnessing significant investments by major players. Additionally, the Government of India has envisaged 80 GW coal-based thermal power capacity addition by 2030 with major public and private players driving expansion.

The year also witnessed increased order inflow for surface miners, apron feeders, stacker reclaimers, wagon tipplers, coal crushing equipment from the above sectors. The growth momentum is expected to continue in the coming years in line with expansion plans of mining, power and steel enterprises.

Construction Sector: The growth in the infrastructure space is the primary demand driver for aggregate crushing solutions equipment. With an increased budget allocation for roads and highway development in FY 2025-26, the sector is poised for significant growth. Following the successful supply of new generation high-capacity aggregate crushing solutions, FY 2025-26 presents promising opportunities, driven by the momentum in infrastructure development.

Port Sector: The port sector in India is set for significant growth, driven by government initiatives such as the *Sagarmala* Programme and Maritime India Vision 2030. Container traffic is projected to grow steadily at 8% y-o-y, leading to an expected capacity addition of 21 MTEUs in container terminals and 455 MTPA in bulk terminals by 2031. Additionally, GoI's renewed focus on enhancing shipbuilding capacity and upgrading/expanding naval dockyards is expected to drive demand for shipyard cranes.

Major Achievements

Major Orders Won:

- DRI plant and pellet plant in the UAE
- Freight handling facilities in the UAE
- First ever EPC order for 2*8 MTPA pellet plant from a large global steel producer
- Coke oven battery for a large domestic public sector steel producer
- Alumina refinery in Odisha for a large domestic non-ferrous metals company
- Tail gas treatment plant for a large domestic non-ferrous metals company at Chanderiya and Debari
- Largest order received for material handling equipment from a large domestic infrastructure company for 12 sets of stacker reclaimers and 4 sets of wagon tipplers

Mansourah-Massarah Gold Project - Gold Processing Plant in Kingdom of Saudi Arabia

- Largest order received for port crane equipment from a domestic shipbuilding company for 8 numbers of electric level luffing cranes
- Largest order for 14 numbers of 380 tonne torpedo ladle cars from a domestic private sector steel producer

Marquee Projects Commissioned:

- 3 MTPA alumina refinery in Lanjigarh, Odisha, commissioning Train #1 of the refinery on March 31, 2024
- Hot commissioning of twin slab caster at a major domestic private sector steel plant
- Load commissioning of domestic coal handling projects
- Commissioning and performance guarantee test completion for domestic coal handling projects
- Commissioning of a large domestic non-ferrous metal company's roaster plant
- Commissioning of stacker reclaimers / wagon tipplers for a major domestic industrial company's project at Yadadri, Telangana
- Designed and manufactured hybrid tandem wagon tippler for a major domestic private sector steel producer

Significant Initiatives

- 2.5 MWp solar plant commissioned at Kansbahal Works to replace 45% of energy usage with renewable energy, expected to reduce 3,200 MT of CO_2 emissions by lowering dependency on thermal power
- First robotic welding machine for crusher rotors successfully installed at Kansbahal Works, which will enhance weld quality and reduce welding man-hours by 75% thereby ensuring safer operations
- Kansbahal Works is certified ISO 3834-2:2021 and EN 1090-2:2008

Outlook

More than 70% of the world's steel production is in Asia. While Japan and South Korea, historically major producers of steel, are experiencing decline in their global shares as they move towards reducing domestic production for environmental and economic reasons, India, with its vast iron ore reserves and expanding domestic consumption, is increasingly emerging as a major beneficiary of this shift. India is well-positioned to meet its steel production targets by 2030, further strengthening its role as a leading global supplier.

Laminar Cooling System for 3 MTPA Hot Strip Mill (HSM) at Rourkela Steel Plant, Odisha

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

The non-ferrous sector, particularly in aluminum and zinc, continues to see capacity expansion. Major players are investing in new projects to meet rising demand and to capitalise on technological advancements in production.

In the Middle East, the minerals and metals sector is becoming an increasingly attractive investment destination. The region benefits from low energy costs, investor-friendly policies and accessible financing options. This aligns with the Middle East's vision to diversify its economy beyond oil with a focus on growing industries such as metals and minerals. Significant investments are being made in logistics and infrastructure projects in the UAE and Oman, particularly in expanding port facilities, transportation networks and storage capabilities. Several of these key projects are nearing completion, which will further enhance the region's ability to handle growing trade in metals and minerals.

Overall, the outlook for FY 2025-26 remains positive, with sustained growth driven by ongoing capacity expansions, technological innovations and strategic investments across key regions and sectors in the global minerals and metals industry.

ENERGY PROJECTS SEGMENT

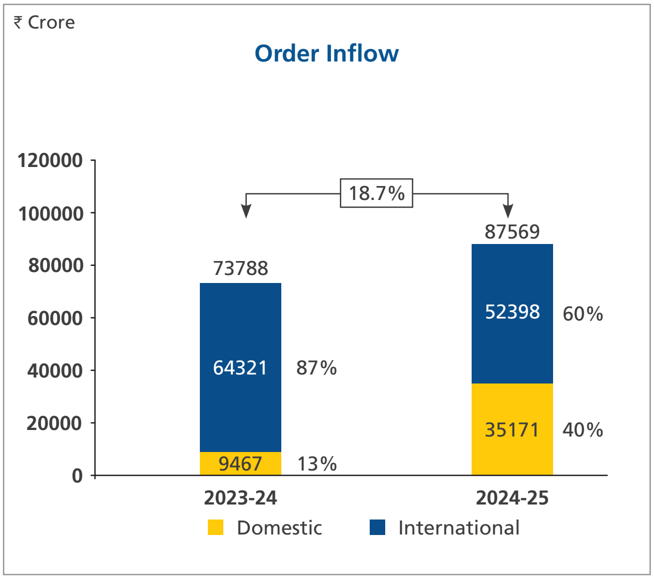
LTS 3000 Heavylift cum Pipelay Vessel in Saudi Waters

The Energy Projects segment comprises of:

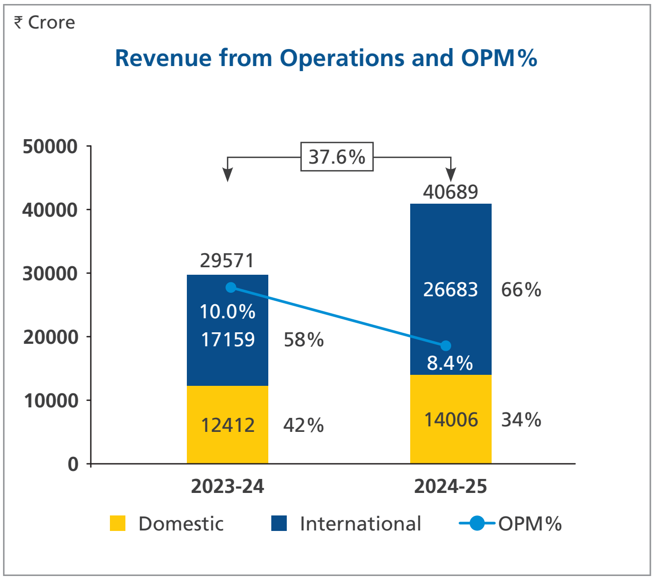
a) Hydrocarbon Business
b) CarbonLite Solutions Business
c) Green & Clean Energy Business

As businesses across the globe move towards decarbonisation, and, as a part of the strategy to become a major player in the energy transition space, the Company has repurposed its Energy-Power business to CarbonLite Solutions business from the current year.

Financial performance of the segment



The Energy segment achieved order inflows of ₹ 87,569 crore in FY 2024-25, registering a growth of 18.7% over the previous year on receipt of an ultra-mega order in the Hydrocarbon business and BTG (boiler-turbine-generator) orders in CarbonLite Solutions business. The share of international orders declined to 60% from 87% in FY 2023-24.



The Energy segment's revenue at ₹ 40,689 crore for the year grew by 37.6% y-o-y due to a strong pick-up in the execution momentum, mainly in the Hydrocarbon business. The Power business, on the other hand, registered a decline due to

Expansion of Marine Terminal for Juaymah NGL Facilities, Kingdom of Saudi Arabia

a lower opening order book. The share of international revenue in FY 2024-25 at the segment level was higher at 66% compared to 58% in the previous year on the execution of large international projects in the Hydrocarbon business.

The segment's operating margin declined to 8.4% from 10.0%, mainly due to new orders being in the early stage of execution in Hydrocarbon business.

Funds employed by the segment as on March 31, 2025, at ₹ 2,482 crore, decreased by 57.1% y-o-y mainly due to reduction in contract assets in some large value Hydrocarbon projects.

Hydrocarbon Business

Overview

The Hydrocarbon business provides integrated 'design and build' turnkey solutions across multiple geographies. The business executes projects encompassing engineering, procurement, fabrication, construction, installation, project management and asset life services.

Backed by digitalisation and cutting-edge innovation, the business has integrated capabilities across the value chain, including in-house front-end design and detailed engineering, project management, procurement, modular fabrication facilities, onshore and offshore construction, installation, and commissioning.

Major fabrication facilities are located in India and in the Middle East. In India, the Engineering, Procurement & Project Management Centres are located at Mumbai, Vadodara and Chennai, and modular fabrication facilities are at Hazira (near Surat) and Kattupalli (near Chennai). The overseas presence of the business is predominantly in the Middle East, i.e. in KSA, UAE, Qatar, Kuwait, Oman and Algeria. A project management office with a training facility, a heavy wall pressure vessel manufacturing unit and a piping factory have been established in the Kingdom of Saudi Arabia (KSA). The business has also invested in a state-of-the-art modular fabrication facility at Sohar in Oman.

The business caters to clients across the hydrocarbon value chain through the following business verticals and units:

Offshore

The Offshore business offers lumpsum turnkey EPCIC (Engineering, Procurement, Construction, Installation and Commissioning) solutions for wellhead platforms, riser platforms, process platforms, accommodation platforms, subsea pipelines, brownfield developments, decommissioning projects, deepwater structures, manifolds, as well as transportation and installation services to the global offshore oil & gas industry.

The Offshore business has dedicated comprehensive in-house engineering capabilities that offer 'Fit for Purpose' engineering solutions, which cover the complete project life-cycle, from concept to commissioning. As a one-stop solution

Full Conversion Hydrocracker Unit for Hindustan Petroleum Corporation Ltd. (HPCL), Visakhapatnam, Andhra Pradesh

EPCIC player, the business has in-house fabrication facilities focussed on quality and timely dispatches. The Company's marine assets include a self-propelled heavy-lift-cum-pipe-lay vessel, LTS 3000, held through a joint venture, and a wholly owned pipe-lay barge, LTB 300. These assets facilitate faster offshore installation and support timely project completion.

As an engineering partner of choice for both domestic and international markets, the Offshore project management team aims to deliver complex offshore projects in a time-bound manner with the highest quality standards in a safe and incident-free environment.

Onshore EPC

The Onshore business provides end-to-end 'Design to Build' LumpSum Turnkey (LSTK) EPC solutions across the midstream and downstream segments of the hydrocarbon value chain. Its expertise spans oil & gas processing and treatment facilities, oil & gas field development, petroleum refining, petrochemicals, fertiliser, cross-country pipelines, crude oil and product storage tanks & terminals, cryogenic storage/LNG tanks & terminals, coal / pet-coke gasification, complex composite work, CMEI (Civil Mechanical Electrical Instrumentation) on an LSTK basis.

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

Modular Fabrication

The Modular Fabrication business specialises in supplying plants and modular systems built as solutions for the offshore, onshore oil & gas, and offshore wind farm industries, with the capability to deliver modules up to 6,600 MT.

Its dedicated engineering and project management expertise is extensive and draws on the strengths of the EPC businesses for both offshore and onshore projects. Offshore solutions encompass structures and modules for oil & gas and wind farm projects, including deepwater subsea structures, oil & gas manifolds, jack-up rigs and mobile offshore production units (MOPU). Onshore offerings cover process and pipe rack modules, skids, structures, static equipment / pressure vessels and columns, modular specialty furnaces and prefabricated control rooms / substation buildings (E-houses).

World-class modular fabrication facilities are strategically located at Hazira (India's west coast), Kattupalli (India's east coast), Sohar (Oman) and Jubail (KSA). The combined annual capacity for fabrication is estimated at about 60 million manhours or 200,000 MT. The heavy wall pressure vessel manufacturing facility in KSA primarily caters to the local requirement of offshore and onshore projects in the Kingdom.

Modular engineering capability also includes tailored 'Print to Build' solutions for technology companies, particularly in renewables and decarbonisation space. The business delivers modules to clients in North America, Europe, Africa, the Middle East, Asia and Australia.

Ready-to-install Modules fabricated at Kattupalli facility, for the world's largest Green Hydrogen plant in Kingdom of Saudi Arabia

Advanced Value Engineering & Technology Services (AdVENT)

Leveraging its expertise in high-end engineering and the execution of technically complex EPC projects, the AdVENT business unit delivers customer-centric solutions for various elements of hydrocarbon industry value chain.

AdVENT's technical capabilities enable it to offer tailored engineering solutions from concept to commissioning. The business offers EPC project solutions, integrated modular solutions, refinery technology solutions and sustainable waste-to-energy solutions.

The business also focusses on technology-backed petrochemicals and downstream chemical industries that are the building blocks of high-value industrial end-products.

Asset Management

The Asset Management business delivers differentiated and value-added services across a wide spectrum of solutions to hydrocarbon and allied process Industries.

These comprehensive asset management solutions cover operations, maintenance, performance enhancement and health assessment of critical assets. The business complements the organisation's EPC project offerings for a mutually beneficial engagement over the life-cycle of assets.

The comprehensive operations and maintenance outsourcing model covers consulting, asset integrity, asset performance improvement and specialised services based on the client requirements.

Offshore Wind

The Offshore Wind business is dedicated to advancing clean and sustainable energy solutions. This business provides turnkey EPCI (Engineering, Procurement, Construction, Transportation, and Installation) services, specialising in both offshore HVAC/HVDC substations and Wind Turbine Generator (WTG) foundations encompassing both fixed and floating structures. The business is supported by strong multidisciplinary teams, strategic partnerships with key industry stakeholders and a robust supplier network. The Company's factory establishments include three state-of-the-art fabrication facilities in Oman and India, operating under the principle of 'Think Global, Act Local'. The business operates in the Far East, Europe and the United States.

Business Environment

As the transition to sustainable energy accelerates, both energy-producing and energy-consuming nations are striving to balance the need for continued investments to support domestic growth with the long-term emission reduction goals aligned with their respective Net Zero commitments.

The renewable energy sector continues to gain traction, fuelled by clean energy demand, policy support and rapid technological advancements. In addition, the growing emphasis on energy efficiency and carbon reduction is boosting demand for CCUS (Carbon Capture, Utilisation & Storage) projects.

HVAC Offshore Substation and WTG's Monopile

Expansion of offshore projects continued to gain momentum in the Middle East. Qatar's increasing focus on LNG investments could see production increase from 77 MTPA in 2024 to 142 MTPA by 2030. These present significant growth opportunities for the business.

The business faces risks from currency and commodity price fluctuation, supply chain disruptions and talent shortage. Geopolitical tensions, including the Red Sea and Russia-Ukraine crises, have intensified commodity price volatility and logistic bottlenecks.

To counter these risks, the business has been steadily diversifying its supply chain, hedging currency and commodity exposures, and increasing its focus on implementing modular solutions.

In the US, suspended oil & gas projects are being revived, with awards expected by FY 2025-26, alongside opportunities in blue hydrogen, ammonia and petrochemicals. In India, upstream firms are increasing O&M outsourcing, while downstream players focus on utility maintenance.

Growing emphasis on energy efficiency and carbon reduction is boosting demand for modular fabrication in CCUS (Carbon Capture, Utilisation & Storage) projects.

To maintain its competitive edge, the business continues to expand collaboration efforts with industrial and energy technology companies. The business continues to strengthen its footprint in the Middle East for specialised services. With a focus on innovation, digitalisation and sustainability, the business remains well-positioned for long-term growth.

Major Achievements

Major Orders Won:

- Ultra-mega offshore contract from Qatar Energy LNG for the North Field Production Sustainability Offshore Compression Project (NFPS COMP 4)
- Order from Oil & Natural Gas Corporation (ONGC) for Daman Upside Development Project-Wellhead Platforms & Pipelines (DUDP-WP), off India's west coast
- Order from ONGC for the eighth phase of Pipeline Replacement Project (PRPVIII Group B) off India's west coast
- Order from Rashtriya Chemicals and Fertilizers Limited (RCF) (a GoI undertaking with Navaratna status), a leading fertilisers and chemicals manufacturing company for License, Engineering, Procurement and Construction (L-EPC) of a 1,200 MTPD (DAP basis) NPK fertiliser plant along with associated utilities and off-site facilities at their Thal unit in Raigad district

Projects Completed:

- Successful decommissioning of offshore facilities for BG Exploration and Production India in the Tapti field, located off India's west coast
- Mechanical completion and Performance Guarantee Test Run (PGTR) of Phase-IIIB LNG Storage Tanks for Petronet LNG Ltd. Dahej LNG Terminal Expansion
- Mechanical completion of 30 jackets, i.e. 10 jackets in Safaniyah, 9 jackets in Safaniyah and Ribyan, and 11 jackets in Safaniyah and Zuluf fields (Saudi Aramco)

Overall view of Cairn Oil & Gas: Upstream Onshore – Gas Processing for Vedanta Limited, Rajasthan

- Mechanical completion achieved in ARBI8 refurbishment project (Saudi Aramco - CRPO-75)
- Offshore jacket fabrication and load-out of (Mcdermott Middle East Inc.) Marjan Increment Program Package-I

Significant Initiatives

Productivity Enhancement

The business continues to implement initiatives aimed at enhancing productivity across operations. The business has reinforced process improvements and lean execution strategies by focusing on streamlining workflows, eliminating redundancies and empowering its workforce. These measures have resulted in reduced turnaround times, improved resource efficiency, a higher overall output and ensuring that projects are delivered within stringent timelines and budgets.

Value Engineering

Value engineering remains a cornerstone of the business strategy, driving cost efficiencies while at the same time maintaining high quality and safety standards. By standardising designs, adopting templatisation, minimising rework and implementing robust surplus management, the business has significantly optimised resource consumption. These practices have facilitated enhanced execution efficiencies, ensured on-time project completion and improved bottom-line performance.

Digitalisation and Automation

The business is investing in advanced digital tools to enhance project execution. 4D visualisation, AI/ML-driven analytics, VR simulations and predictive tools are optimising planning, safety and efficiency. Increased automation across fabrication yards is minimising manual intervention, while Generative AI is set to further improve decision-making and resource allocation.

Smart Procurement

The business is advancing its procurement strategies by integrating smart, data-driven methodologies to enhance cost-effectiveness and supply chain efficiency. The adoption of e-procurement platforms, data analytics for spend optimisation and vendor consolidation initiatives have strengthened supplier relationships and improved cost control. By fostering partnerships and implementing intelligent sourcing mechanisms, the business is ensuring resilient procurement processes that align with project needs and market dynamics.

Outlook

Oil prices remain the key to capital investments in the hydrocarbon sector. OPEC+ production strategies continue to influence market stability and thus investment cycles. Despite near-term price volatility, KSA, the UAE and Qatar continue to invest in offshore oil & gas development.

3D Model of Numaligarh Refinery Limited (NRL), Assam

Significant EPC opportunities are expected to open up in India with ~68 MMTPA of additional refining capacity planned. The government's push to increase the share of natural gas to 15% of the energy mix by 2030 is also expected to drive investments in pipeline infrastructure, LNG terminals and gas-based projects.

The offshore wind industry has grown rapidly, reaching ~80 GW by the end of 2024, clocking 28% CAGR over the past five years. While Europe dominates - led by the UK, Germany, Netherlands and Denmark, Asian markets like India, Taiwan, Vietnam, Japan and South Korea also present growth opportunities for the business.

India's offshore wind energy market has been progressing steadily. Viability Gap Funding (VGF) has been approved to the tune of ₹ 7,450 crore for 1 GW projects in Gujarat and Tamil Nadu. With 4 GW of projects in the pipeline, India's share of the global offshore wind market could reach ~3% by the early 2030s.

Sustainability-driven investments in CCUS (Carbon Capture, Utilisation & Storage) and energy-efficient designs are shaping industry trends. The business is adapting to refinery-petrochemical integration and decarbonisation solutions to maintain competitiveness.

In the Middle East, localisation policies like IKTVA (Saudi Arabia) and ICV (UAE) continue to shape project awards, emphasising local partnerships and regional execution capabilities.

The business remains highly competitive, with participation from European, Korean and Chinese EPC players in bids across the hydrocarbon value chain.

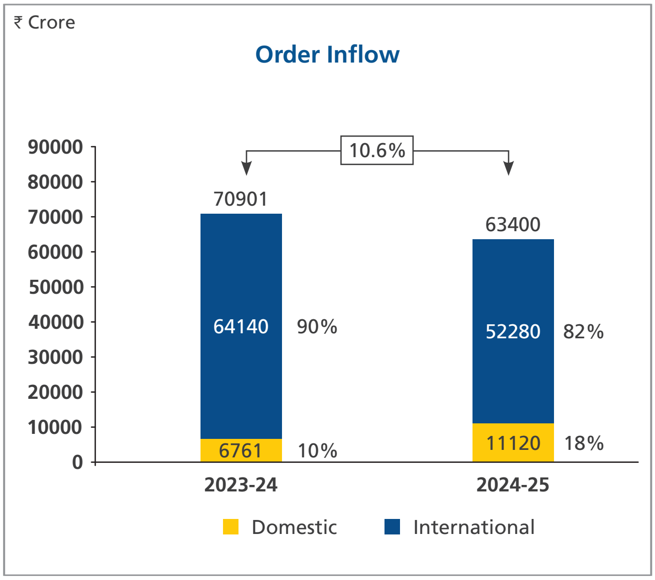
Labour shortage, increasing raw material costs and inflation in general can present challenges to project cost structures. Demand for skilled labour in the Middle East and Southeast Asia has impacted workforce availability. The business has countered these challenges through procurement optimisation, automation and strategic partnerships to ensure cost competitiveness. The business has also enhanced execution efficiency through real-time project monitoring, automation and Advanced Work Packaging (AWP).

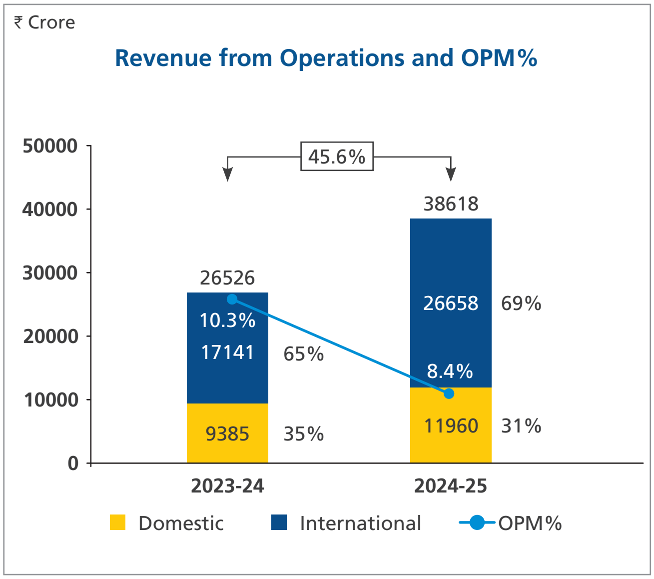
Despite a strong order backlog in FY 2024-25, the business secured a near record-high value of order inflows - in Saudi Arabia and Qatar - thus reinforcing its status as a trusted partner. In India, while ongoing projects set new benchmarks, capacity expansion in refining, petro-chemical and LNG infrastructure present long-term growth opportunities for the business.

Despite prevailing uncertainties, the business maintains a positive outlook on the future of the hydrocarbon sector. With strategic partnerships, digital transformation and sustainability initiatives, the business remains well equipped to navigate industry shifts and drive long-term growth across upstream, midstream and downstream segments.

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

Financial performance of the business





The Hydrocarbon business achieved order inflows of ₹ 63,400 crore in FY 2024-25, registering a decline of 10.6% over the previous year, due to base effect. During the year, business secured its largest ever single value order in Qatar. The share of international orders is 82% in FY 2024-25 compared to 90% in the previous year.

The Hydrocarbon business recorded revenue of ₹ 38,618 crore for the year, registering a growth of 45.6% y-o-y, due to a robust pick-up in execution momentum of a large order book. The share of international revenue in FY 2024-25 was higher at 69% of the total revenue as compared to 65% in the previous year, largely reflective of a robust opening international order book.

The operating margin of the business declined to 8.4% from 10.3%, mainly reflective of stage of execution of the order book.

2x660 MW Tanda Thermal Power Plant, Uttar Pradesh

CarbonLite Solutions Business

Overview

L&T Energy - CarbonLite Solutions (LTECLS), erstwhile L&T Energy - Power, has established itself as a leading EPC player offering turnkey solutions for the BTG (boiler-turbine-generator) island components of coal-based power plants - encompassing design, engineering, procurement, manufacturing, construction and commissioning.

L&T Energy - Power was rechristened to LTECLS in FY 2024-25 as part of L&T's broader shift towards sustainability. The business aims to leverage its existing expertise to develop and deliver solutions for carbon-capture projects, nuclear projects (turbine island) and pumped storage plant turbines. The business shall continue to offer BTG solutions for coal-based power plants within the country to support energy security of India.

The business operates from L&T Knowledge City, Vadodara and has access to integrated state-of-the-art manufacturing facilities at Hazira for ultra-supercritical and supercritical boilers, turbines and generators, pulverisers, axial fans, air preheaters and electrostatic precipitators. The facilities are equipped to deliver equipment aggregating to 4,000 MW.

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

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

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

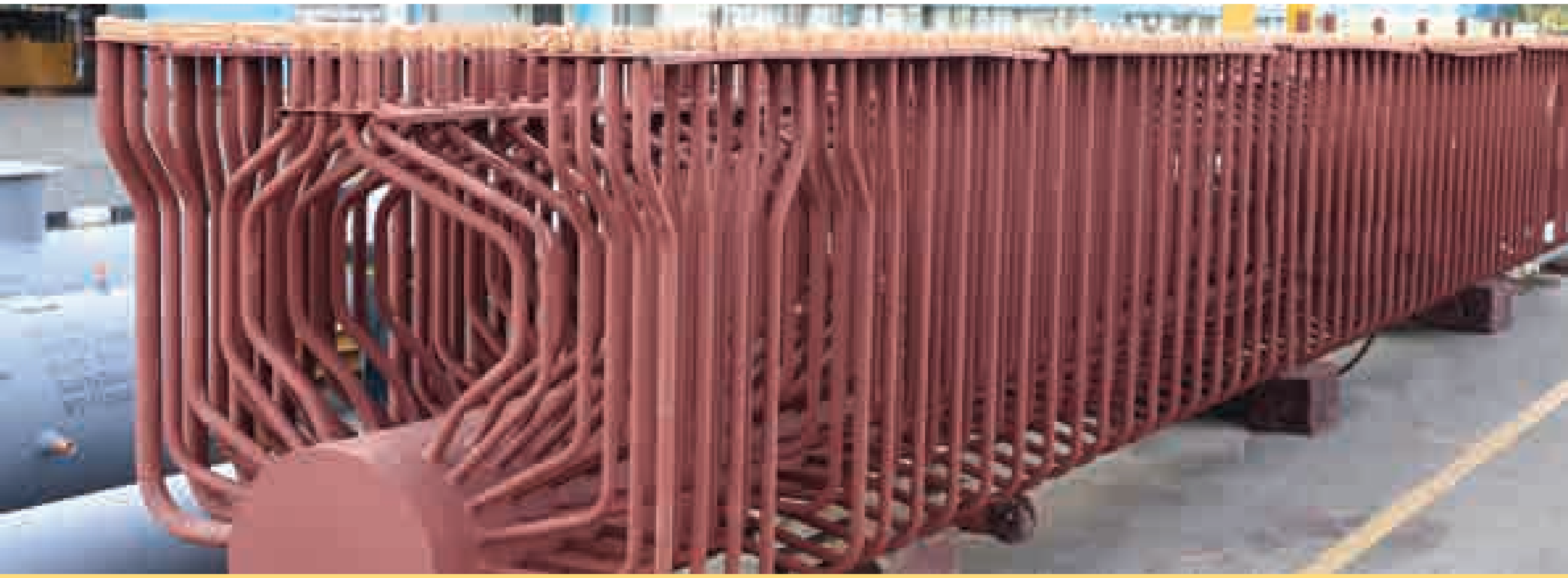
L&T Howden Private Limited, a JV with Howden Holdings B.V, is in the business of regenerative air preheaters and variable pitch axial fans for power plants.

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

Business Environment

In FY 2024-25, India's peak power demand reached a record high of 250 GW and is projected to reach 458 GW by FY 2031-32.

After a prolonged period of subdued capacity addition, India's coal-based thermal power sector regained momentum in FY 2024-25. During the year, ~20 GW of coal-based power projects were awarded. The Government of India (GoI) has set a target of minimum 80 GW additional coal-based capacity by FY 2031-32.



Boiler manufacturing facility at Hazira, Gujarat

Nuclear power is expected to play a pivotal role in achieving India's energy transition goal of becoming net zero by 2070. To reach this goal, the GoI has set an aspirational plan of setting up 100 GW of nuclear power capacity by 2047 under the *Viksit Bharat* Initiative.

To meet the target of net zero emissions by 2070, the GoI is developing a policy framework for carbon capture projects to curb CO_2 emissions from thermal power plants.

There is a growing need to balance the cyclical nature of renewable power supply to the national grid with enhanced storage capacities. To this end, the GoI, through both the public and private sectors, aims to add ~20 GW of pumped storage hydro power plant capacity over the medium-term.

Major Achievements

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

- Notification of Award (NOA) received for BTG Package from a central utility for a 3x800 MW power project in Bihar
- Limited Notice to Proceed (LNTP) received for BTG package from a central utility for a 2x800 MW power project in Madhya Pradesh
- Commercial operation declared for one unit each in a 2x660 MW and a 3x660 MW power projects in Uttar Pradesh
- Boiler light-up achieved for one unit each in 2x660 MW and 3x660 MW power projects in Bihar and Uttar Pradesh, respectively
- Performance guarantee test completed for two flue gas desulphurisation (FGD) units for central utility projects in Madhya Pradesh and West Bengal
- Completion of facilities for two FGD units for central utility projects in Odisha
- Reliability test run completed for four FGD units for central utility projects in Chhattisgarh, Madhya Pradesh and West Bengal

Significant Initiatives

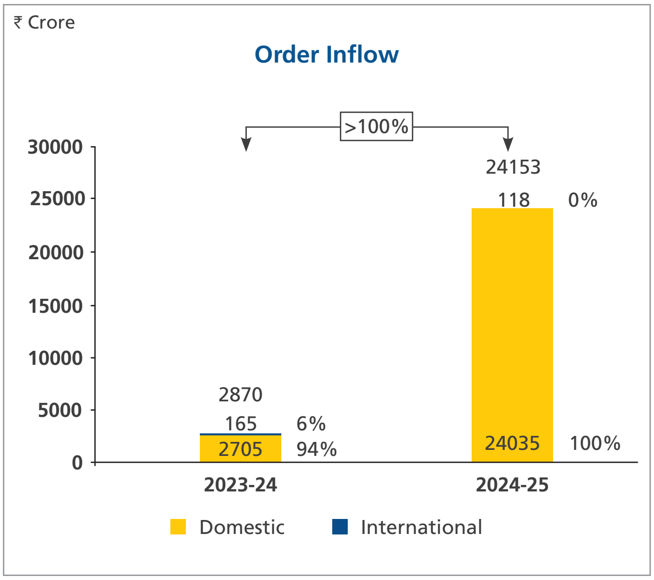
To improve profitability and on-time execution, the business has introduced various operational excellence initiatives. Digital and analytical levers such as Artificial Intelligence (including Machine Learning), IoT-isation, Immersive Technologies like Virtual Reality, BIM and Drones, Process Automation, Business Intelligence and Analytics are now a part of the day-to-day operations of the business. The goal to achieve excellence in QEHS - Quality, Environment, Health and Safety - remains a core focus area for all businesses under LTECLS umbrella.

Outlook

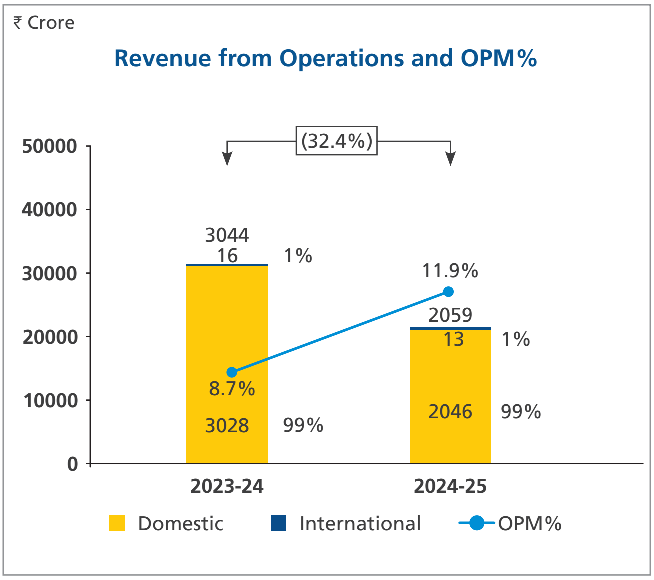
India's GDP is expected to grow at a steady pace of ~6.25-6.50% p.a. over the near to medium-term. To sustain this growth momentum, it is imperative to ensure the country's energy security. In order to mitigate the risk of relying solely on renewable sources of energy, India is increasing its coal-based power capacity to ensure a stable and cost-effective source of electricity. It is therefore likely that coal-based power will continue to coexist with other sources of renewable energy for the foreseeable future in India.

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

Financial performance of the business



The CarbonLite Solutions business recorded an order inflow of ₹ 24,153 crore for the year ended March 31, 2025, registering a growth of more than 100% as compared to the previous year, largely aided by the receipt of two BTG orders from a leading thermal power generation company in India.



The CarbonLite Solutions business revenue at ₹ 2,059 crore declined by 32.4% on a y-o-y basis, with tapering of execution of jobs in the portfolio and a lower opening order book.

The operating margin improved to 11.9% from 8.7%, mainly due to a change in job mix.

Green Hydrogen Plant at L&T's A. M. Naik Heavy Engineering Complex in Hazira, Gujarat

L&T Green & Clean Energy Business

Overview

The Green & Clean Energy business reinforces the Group's commitment to a more sustainable future by aligning its business goals, with global decarbonisation efforts. Through the business, the Company is committed to developing a clean energy ecosystem that is integrated, scalable, sustainable and aligned with international energy transition efforts. The Company's Green Energy vision is centred on three business pillars encompassing the Green Energy value chain – EPC, Manufacturing and Development.

Business Model

The business operates across **three principal segments**:

1. **EPC (L&T Energy Green Tech Limited – LTEGL)**

   The EPC division leverages L&T's experience in complex energy infrastructure projects, including gas-to-power (G2P) and combined cycle power plants, based on LNG, NG, liquid fuels. The business is actively pursuing green hydrogen, ammonia (NH3) and methanol (CH4) projects by integrating renewable power with hydrogen production, thereby offering turnkey clean energy solutions for domestic and international markets.

2. **Manufacturing (L&T Electrolysers Limited – LTEL, a wholly owned subsidiary of LTEGL)**

   At the core of the Manufacturing vertical is LTEL, a wholly owned subsidiary of LTEGL. LTEL manufactures modular, high-efficiency pressurised alkaline electrolysers at its state-of-the-art, robotic-enabled factory in Hazira, Gujarat. With an initial capacity of 400 MW, the facility has already achieved over 80% indigenisation, reinforcing the *Aatmanirbhar Bharat* initiative.

3. **Development**

   The Development segment is spearheading the creation of large-scale green hydrogen and derivative assets across India, with plans to develop, own and operate clean energy plants. It integrates upstream renewable sources with downstream hydrogen-based solutions, targeting offtake agreements, partnerships and export opportunities. The business has recently set up a special purpose vehicle company (L&T Green Energy Kandla Private Limited – LTEGK, a wholly owned subsidiary of LTEGL) to pursue the initiatives proposed in the segment.

Business Environment

The green hydrogen ecosystem continues to gain momentum due to its ability to decarbonise hard-to-abate sectors like fertilisers, steel, refining, chemicals and heavy mobility. Despite short-term challenges around cost parity, policy frameworks and infrastructure, the sector saw accelerated investment in 2024 — particularly in Europe and Asia — with strong backing from regulatory programmes like the EU Hydrogen Strategy and Japan / South Korea's transition roadmaps.

In India, the National Green Hydrogen Mission with an outlay of ₹ 20,000 crore aims for 5 MMTPA of annual green hydrogen production capacity by 2030. Programmes like SIGHT are catalysing demand through long-term procurement bids by

India's 1st indigenously developed Electrolyser at A. M. Naik Heavy Engineering Complex, Hazira, Gujarat

public sector oil companies. India's cost-competitive solar and wind potential makes it an attractive hydrogen export hub.

L&T's comprehensive strategy — spanning renewable generation, electrolyser manufacturing, hydrogen production and derivatives — places it in a unique position to unlock value across the entire green energy value chain.

Key Milestones and Achievements

EPC & Development

- PLI award received under the SIGHT programme for 90 kTPA green hydrogen production with maximum allocated incentive of ₹ 300 crore
- First front-end engineering and design (FEED) order for a green ammonia facility executed for a global client
- 500 acres of land acquired in Kandla through auction for project development for setting up of a green hydrogen and its derivative production plant

Electrolyser Manufacturing

- 400 MW annual electrolyser capacity set up at Hazira
- First indigenously manufactured electrolyser dispatched to Deendayal Port Authority (DPA), Kandla
- Fully robotic electrolyser stack assembly line commissioned
- Advanced gas purification systems to achieve 99.999% purity hydrogen

Strategic Initiatives

L&T is undertaking forward and backward integration across the hydrogen value chain:

- Technology partnerships for renewable energy, hydrogen storage, ammonia synthesis, shipping, and port logistics
- Global collaborations to access markets, offtake agreements and secure EPC-technology pipeline with global developers
- Expansion plans to scale electrolyser capacity to gigawatt-level
- R&D through the 'New Energy Technology Lab' focusing on next-generation green technologies

Outlook

The clean energy business expects measured but sustained growth in the green hydrogen and its derivatives space. While the long-term fundamentals remain strong, near-term priorities include:

- Achieving cost competitiveness through scale, technology localisation and backward integration
- Securing bankable offtake contracts to de-risk investments
- Driving policy advocacy for an enabling regulatory environment and low-cost financing mechanisms
- Building scalable manufacturing and integrated development capabilities to address both domestic and global demand

By blending innovation with execution strength, the Green & Clean Energy business is poised to become a leading player in India's energy transformation and an active contributor to the global net zero movement.

HI-TECH MANUFACTURING SEGMENT

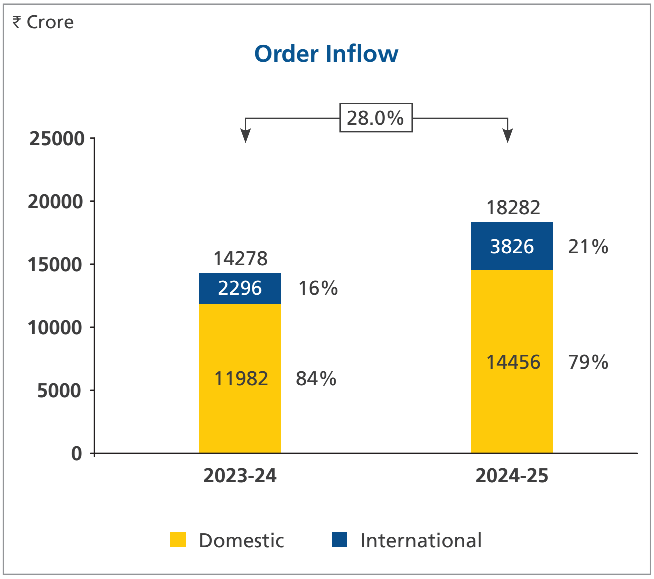
Screw plug Heat Exchanger for ICA FLUOR Daniel, Mexico

The Hi-Tech Manufacturing segment comprises of:

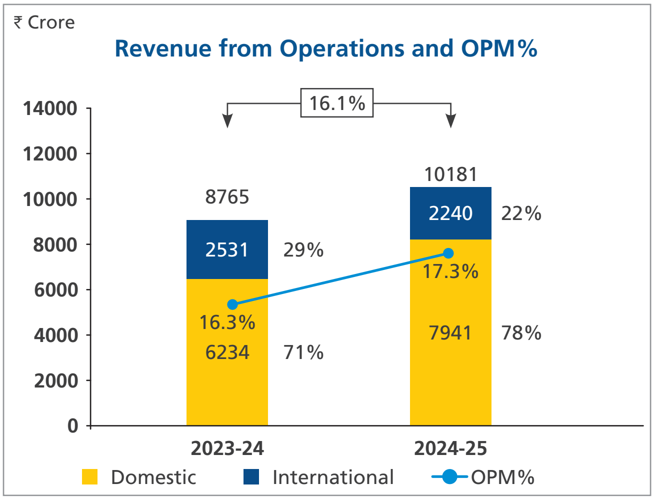
a) Heavy Engineering Business

b) Precision Engineering & Systems Business

Financial performance of the segment



The Hi-Tech Manufacturing segment achieved order inflows of ₹ 18,282 crore during FY 2024-25, registering growth of 28.0% over the previous year, mainly on receipt of key orders in Precision Engineering & Systems and Heavy Engineering businesses. The share of international orders increased to 21% in the current year from 16% in FY 2023-24.



The Hi-Tech Manufacturing segment achieved revenue of ₹ 10,181 crore for the year, registering a growth of 16.1% y-o-y due to a pick-up in execution momentum. The share of international revenue in FY 2024-25 was at 22% of the total revenue of the segment as compared to 29% in the previous year, due to tapering of execution in key international jobs nearing completion.

The segment's operating margin improved to 17.3% from 16.3%, mainly due to execution cost savings.

Funds employed by the segment as on March 31, 2025, at ₹ 2,250 crore increased by 66.3% y-o-y, mainly due to acquisition of remaining 26% stake in L&T Special Steels and Heavy Forgings Private Limited (LTSSHF) from the Nuclear Power Corporation of India Limited (NPCIL).

Molten Salt Bath Reactor System with MCC Japan Technology, IOCL, Dumad, Gujarat

FCCU Revamp at Nayara Energy, Vadinar, Gujarat

Heavy Engineering Business

Overview

The Heavy Engineering business is a global leader in the manufacturing of engineered-to-order hi-tech reactors and high pressure (HP) and high temperature (HT) heat exchangers for refinery, petrochemicals, fertiliser, oil & gas and nuclear power plant sectors. The business has implemented extensive Industry 4.0 technologies in its manufacturing and operations.

The A. M. Naik Heavy Engineering complex at Hazira is a globally benchmarked state-of-the-art fully integrated, digitally enabled manufacturing complex. The complex consists of in-house engineering and technology centres, manned by highly skilled teams, committed to a safe and sustainable work culture.

The business is organised into the following product business units (PBUs) -

- The **Reactor & Pressure Vessels (RPV)** unit specialises in fabrication of hydro-processing reactors, tubular reactors, gasifiers, ammonia converters, urea reactors, coke drums, fluid catalytic cracking (FCC) reactor – regenerator system, oxidation reactor, titanium cladded equipment, LNG / gas processing pressure vessels and heavy columns.
- The **Heat Transfer Equipment (HTE)** unit specialises in molten salt reactor system, ammonia and urea exchangers, HP screw plug heat exchangers, methanol converters, propylene (PO) reactors, vinyl acetate monomer (VAM) reactors and fired-tube waste heat boiler packages.
- The **Process Plant Internals (PPI)** unit specialises in proprietary internals for reactors and ammonia converter baskets, chemical vapour deposition (CVD) reactors for polysilicon plants involving exotic metallurgy like stainless steel, duplex / super duplex stainless steel, inconel, monel, hastelloy, titanium, zirconium, etc.
- The **Modification, Revamp & Upgrade (MRU)** unit offers value-added end-to-end solutions for multi-disciplinary lumpsum turnkey (LSTK) brownfield revamps such as urea energy saving projects, debottlenecking / capacity enhancement of oil & gas units including multi-shutdown facility revamp, FCC revamps, crude distillation unit / vacuum distillation unit revamps, urea reactor life extension, coke drum critical repairs/replacement, heat exchanger revamp, and emergency repairs for the process plant industry.
- The **Nuclear** business unit specialises in steam generator assemblies (SGA), end shields, pressuriser, calandria, reactor roof slabs, end-fittings, control rod drive mechanisms (CRDMs), SS thermal insulation panels, heat transport systems, fuel transfer equipment, steam separators / mist eliminators, heavy water upgrading columns, exchange unit towers and internals, heat exchangers, high and low level waste storage tanks and special equipment for in-service inspection. It supplies critical components for fusion reactors (ITER), fast breeder reactors and casks / canisters for handling spent fuel and critical equipment for various programmes.

Hydrotreating Reactor for the Antonio Dovali Jaime Refinery at Salina Cruz in Mexico

- The **Special Fabrication Unit (SFU)** fabricates critical titanium piping spools, complex internals for gasification plants, loop reactors, primary quench exchangers (PQE), double pipe heat exchangers for the polysilicon industry, filter vessels and refractory lined reactor regenerator internals for the petrochemicals sector.
- **L&T Special Steels & Heavy Forgings Pvt. Ltd. (LTSSHF)**, a wholly owned subsidiary of L&T from February 2025, operates a state-of-the-art integrated manufacturing facility that provides end-to-end solutions from scrap to finished forgings, all under one roof. The plant utilises advanced technology to produce high-quality heavy forgings for various industries, thereby contributing to India's manufacturing push.

Business Environment

FY 2024-25 presented significant challenges as geopolitical uncertainties and ongoing military conflicts impacted supply chains leading to increased freight costs and longer delivery times. However, the domestic market was robust with strong demand, supportive policies and growth opportunities in select sectors.

New policy initiatives are expected to transform India's nuclear energy sector. The government aims to achieve 100 GW of nuclear power capacity by 2047, with the development of Bharat Small Reactors (BSRs) and Bharat Small Modular Reactors (BSMRs). Proposed amendments to the Atomic Energy Act and the Civil Liability for Nuclear Damage Act aim to facilitate private sector participation, enabling industries to establish BSRs as captive power plants. This policy shift is expected to stimulate demand for reactor components, specialised materials and skilled labour, thereby bolstering the entire supply chain.

Major Achievements

During the year, the business delivered multiple critical equipment on time, including the world's heaviest ethylene oxide (EO), hydrotreating and high pressure heat exchangers (HP HX) reactors.

Major international orders won:

- 68 equipment for Woodside Louisiana LNG Project, USA
- DHT reactors for Marathon Galveston Bay Refinery, USA
- Imperial Oil Refinery, Canada – first FCC from Canada
- Ceyhan, Turkey – first international loop reactor order

SFU successfully executed filter vessels in KSA and achieved a milestone by securing a record-breaking order to manufacture more than 100 numbers filter vessels within a year. Additionally, SFU has developed expertise in titanium spool fabrication and completed its first bio-refinery site project.

On the domestic business front:

- Secured 17th consecutive urea reactor, reinforcing its position as the industry leader
- Received an order for a urea revamp project, which includes India's longest urea reactor

Steam Generator (SG) for Indigenously developed 10 X 700 MWe Pressurised Heavy Water Reactor, NPCIL

- Made inroads into the specialty chemical market with first ever order from a domestic paints major
- Nuclear business unit has successfully delivered four steam generators for NPCIL's Kaiga 5 & 6 units

Significant Initiatives

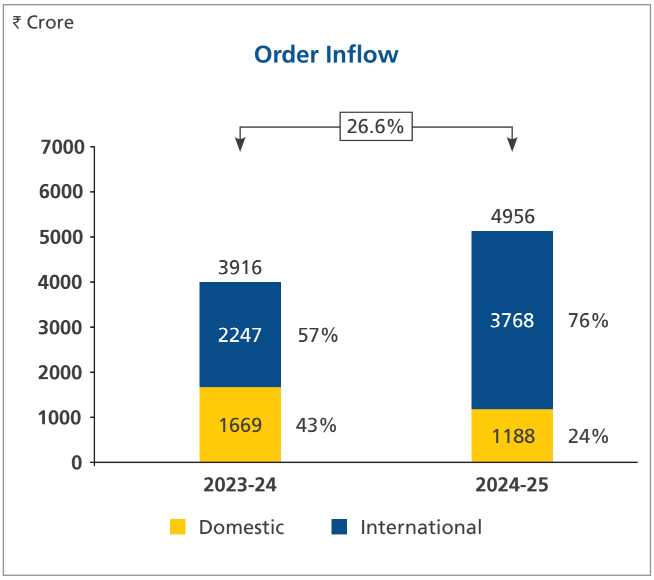
Implemented an end-to-end digital transformation programme - iRUDRA. The programme requires the deployment of five platform solutions namely CRM, IEMQS, Brah-m, IIoT and WFM. These platforms are currently in the adoption and value realisation phase and, when implemented, are expected to improve operational excellence and product quality.

Outlook

The business remains positive in its outlook for order prospects. The growth in demand for renewable diesel, biodiesel and sustainable aviation fuel is expected to throw up project related opportunities in the near to medium-term. Oil to chemicals projects in Asia and LNG sector projects in the USA and the Middle East could provide future avenues for growth.

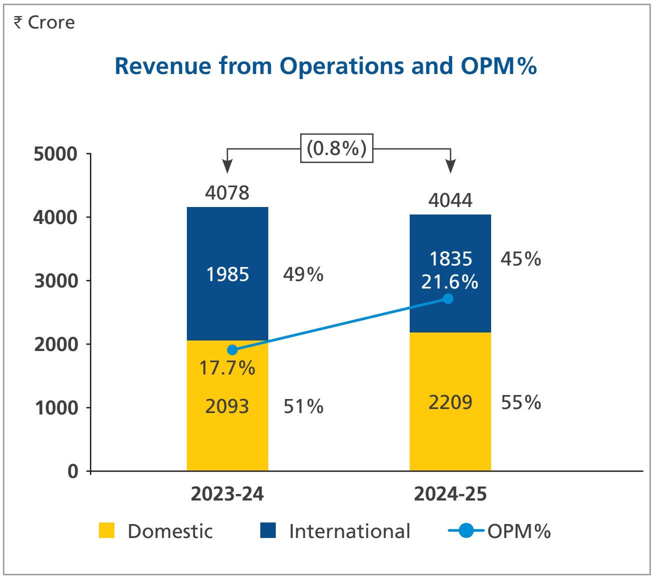
The MRU business has established itself as a reliable brownfield contractor in India and the GCC region. Opex spending, oil-to-chemicals, gas-to-chemicals, coal gasification, revamp of ageing fertiliser plants and energy efficiency projects would continue to drive growth for the business.

Financial performance of the business



The Heavy Engineering business recorded an order inflow of ₹ 4,956 crore for the year ended March 31, 2025, higher by 26.6% as compared to the previous year, mainly due to the receipt of a high-value international order in the nuclear equipment business. The share of international orders increased to 76% in the current year from 57% in the previous year.

Modular Bridging System



The Heavy Engineering business's revenue of ₹ 4,044 crore has remained steady on a y-o-y basis, given the stage of execution of orders in its order book. The MRU business, however, reported improved execution of orders. The share of revenue from international operations has decreased to 45% compared to 49% in FY 2023-24.

The operating margin of the business improved from 17.7% to 21.6% due to execution cost savings.

Precision Engineering and Systems Business

Overview

L&T made its foray into various strategic sectors, namely nuclear power, aerospace and defence in the sixties, early seventies and mid-eighties, respectively, as part of the Company's focus on building a strong and self-reliant India by leveraging its precision and systems engineering capabilities. This was well ahead of the opening up of these sectors for private industry participation, beginning with defence in 2001 and aerospace in 2020.

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

In the land systems domain, the business is engaged in design-to-delivery solutions across a host of artillery programmes, air defence programmes, armoured platforms, weapon delivery platforms and combat engineering systems. L&T is a strategic industry partner to the Indian Ministry of Defence. In the space sector, the business continues to

India's indigenous Light Tank 'Zorawar' prototype

be a trusted partner to ISRO across technology streams, i.e. in manufacturing of boosters; manufacturing of a range of metallic and composite hardware for launch vehicles and satellites; establishing ground test facilities on turnkey basis; partnering in developing new manufacturing technologies with various advanced materials; and establishing complete satellite communication infrastructure and other deep space communication systems.

Having built a portfolio of products, systems, platforms and solutions, and correspondingly a basket of technologies, the business provides concept-to-design-to-delivery solutions across chosen segments with a focus on indigenous design and emphasis on creating Indian Intellectual Property (IP).

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

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

Given L&T's capability in defence electronics and leveraging its foray into semiconductor design, the business is further seeking to expand its offerings to cover industrial electronic modules, products and systems in critical sectors like mobility, automation and robotics, power systems and communications.

The business is headquartered at Powai, Mumbai and its operations which extend across India, also include a Technology & Innovation Centre for development of futuristic technologies, Centre of Excellence for Artificial Intelligence, multiple segment-focused Design & Development Centres and the following dedicated Production Centres:

- A. M. Naik Heavy Engineering Complex at Hazira (near Surat) for manufacturing, integration and testing of armoured and allied land platforms, hulls as well as pressure-proof structures for underwater platforms
- Shipyard at Kattupalli (near Chennai) catering to new builds and repair of marine platforms
- Strategic Systems Complex for manufacturing, integration and testing of launch systems, radars, engineering equipment and control systems at Talegaon (near Pune)
- Precision Manufacturing and Systems Complex (PMSC) for aerospace systems and precision products manufacturing, equipped with Centres of Excellence for advanced composites and additive manufacturing at Coimbatore
- Strategic Electronics Centre at Bengaluru

Since its inception, the business has built a portfolio of wide ranging indigenously designed and developed products, systems, solutions, platforms and technologies. The business has indigenously conceptualised, engineered, built and supplied over 250 systems and products, with more than

USNS Charles Drew visit to L&T Shipbuilding's shipyard at Kattupalli, Chennai for Mid-Term Availability (MTA) repairs

50 of them having been delivered in serial production mode. The business model is uniquely differentiated through its focus on in-house technology and product development, innovation for serial production, mature and equated partnerships with domestic as well as global majors, both in the government and in private sector. Besides the supplies, the business offerings also include providing support during installation, commissioning, field evaluation trials, through-life support and obsolescence management. These capabilities enable the business to maintain its market leadership position in the private sector defence industry and be future-ready given the government's push for higher indigenisation and autonomy through the *Aatmanirbhar Bharat Abhiyan*.

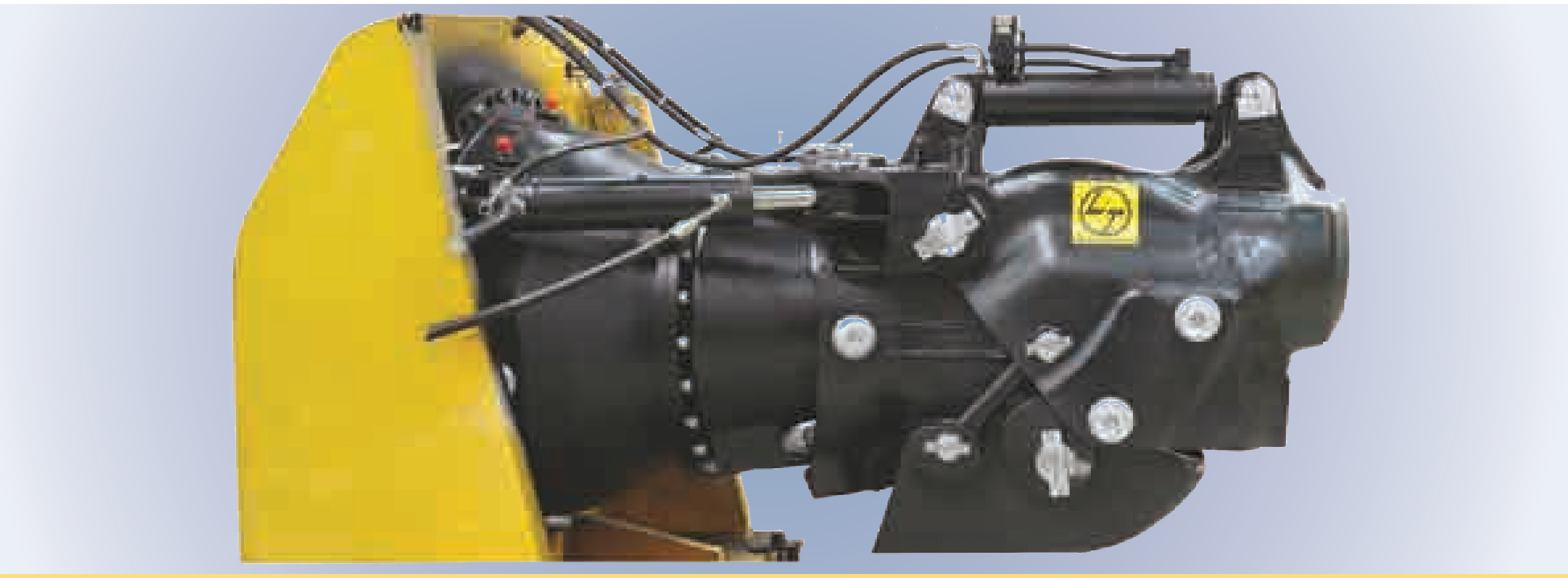
L&T's participation in the defence sector stems from its ethos of being a 'Builder to the Nation'. Various sustainability and risk assessors of defence-related businesses do recognise the right of countries to defend themselves and the need to develop and produce defence-related products to fulfil security, peacekeeping and humanitarian needs. This is well acknowledged in the current era of multiple regional conflicts where nations have increased their spending on defence to ensure national security.

It is noteworthy that the business's prime customer and regulator, i.e. the Indian Government, is committed to non-proliferation under the "Weapons of Mass Destruction and their Delivery Systems (Prohibition of Unlawful Activities) Act, 2005". India is also a signatory to the Missile Technology Control Regime (MTCR), a multilateral export control regime, and a party to the Wassenaar Arrangement – a voluntary export control regime that limits the destabilising proliferation of sensitive technologies. Further, India has voluntarily adopted a 'No First Use' (NFU) Policy (PIB notification dated January 4, 2003) that is enshrined in the commitments of the Cabinet Committee on Security (CCS). Further, India's application to join the Nuclear Suppliers Group (NSG) in 2016 is also under discussion. The Company recognises the need to act responsibly in carrying out its business related to the defence sector, implement internal controls and stay committed to respecting human rights.

While maintaining its position as a leading player in the Indian defence sector, **the business does not manufacture any explosives or ammunition of any kind, including cluster munitions or antipersonnel landmines or nuclear weapons or components for such munitions. The business also does not customise any delivery systems for such munitions.**

Business Environment

Traditionally defence production has been dominated by defence public sector undertakings (DPSUs). The sector is now slowly witnessing a gradual shift with increased participation and indigenous capability development by private players, public-private partnerships, start-ups and academia.



Indigenous Water Jet Propulsion (WJP)

Ministry of Defence has declared 2025 as the 'Year of Reforms'. The focus is to lay the foundation for unprecedented advancements in defence preparedness and transforming the Armed Forces into a technologically advanced combat-ready force capable of multi-domain integrated operations. There shall also be a focused intervention in simplifying and fast-tracking acquisition procedures. Towards this, the Defence Acquisition Council (DAC) has also approved guidelines for reducing timelines at various stages of the capital acquisition process to make it faster, more effective and efficient.

From the beginning of 2024 till date, the DAC has accorded approvals for capital acquisition proposals for more than 50 programmes worth close to ₹ 5 trillion, of which more than 90% of the acquisition would be from domestic sources. Few of the key programmes include Future Ready Combat Vehicles (FRCV), Next Gen Fast Patrol Vessels, Offshore Patrol Vessels and Interceptor Boats.

Focusing on new domains, simplification of acquisition procedures, promoting PPP model, a focus on collaboration and fostering of R&D partnerships between Indian industry and foreign OEMs are some of the key steps taken by government to enhance the capabilities of the domestic defence industry. The Government of India has set an ambitious target for defence exports at ₹ 30,000 crore for FY 2025-26 and ₹ 50,000 crore by 2029. The Government has also set a target for domestic defence production at ₹ 1,60,000 crore for FY 2025-26 and ₹ 3,00,000 crore by FY 2028-29.

Global defence supply chains are under significant strain due to ongoing geopolitical conflicts. The Russia-Ukraine conflict has disrupted critical supply routes, particularly in Eastern Europe, affecting the availability of essential materials and components. Additionally, the US's planned tariff imposition is expected to further strain the supply chain. These actions have increased costs for defence contractors and caused delays in production and maintenance.

L&T has focussed on developing a robust and resilient supply chain over the years with self-reliance and in-house design capabilities as the primary focus areas. The business is also in the process of developing and diversifying its supply chain with an emphasis on indigenisation.

On the space front, the opening of the sector in 2020 and the Indian Space Policy 2023 provide opportunities to the private sector for participation in end-to-end space activities from building launch vehicles and satellites to downstream programmes such as space data collection and dissemination. The business is today involved in manufacturing, assembly and integration of launch vehicles for Indian Space Research Organisation (ISRO) and NewSpace India Limited (NSIL).

Major Achievements

During the year, the business has achieved multiple successes, uniquely reaffirming L&T's positioning as a 'Nation-Builder' through a series of Make-in-India programmes. These include:

- Award of repeat order for K9 Vajra – T for 100 numbers of guns

K9 Vajra-T, 155 mm, 52-calibre tracked self-propelled artillery platform, codeveloped by L&T and Hanwha Aerospace

- Award of contract for fleet support ships from Hindustan Shipyard Limited
- Award of first supply contract for indigenous designed and developed Next Generation Helo Harnessing & Traversing System (NGHHTS) for 11 numbers of Next Generation Offshore Patrol Vessels (NGOPVs)
- Realisation of first Light Tank prototype at L&T Hazira's Armoured Systems Complex. Having carried out the design and development of this advanced platform jointly with DRDO, the Light Tank has been realised in 18 months despite global supply chain challenges
- Successful realisation of 2 sets of indigenous Water Jet Propulsion System (WJPS) under Technology Development Fund (TDF) Scheme and delivery to Mormugao Port Trust (MPT), Goa for user trials
- Breakthrough entry into the traditionally nomination-based Combat Management System (CMS) market and successful realisation of CMS for the Multi-Purpose Vessels in record time
- ISRO's 100th mission (GSLV F15) successfully launched from Sriharikota, Andhra Pradesh on January 29, 2025, with major contributions from L&T in S139 boosters, solar array deployment mechanism (SADM), honey comb deck, umbilical systems and system integration of launch vehicle and satellite
- Empanelment of L&T shipyard as supplier for Royal Australian Navy (RAN) under Defence Maritime Assurance Programme (DMAP) which allows L&T to participate in RAN vessel requirements (except frontline vessels) till August 2029
- New benchmarks established by all work centres in terms of accelerated realisation of systems and equipment (serial production category) by deploying Industry 4.0 techniques

Significant Initiatives

R&D and innovation have been the backbone of the PES business since its inception. Various R&D initiatives in the development of armoured systems, air defence guns, combat vehicles, unmanned medium calibre turrets, high precision radars, underwater and aerial targets, adaptive optics, unmanned and autonomous system technologies and deployment of AI-based solutions have been undertaken during the year.

The business has established its proficiency by leveraging Industry 4.0 practices across its operations. Focussed digital initiatives have accelerated productivity and business excellence.

Outlook

The capital acquisition budget for Defence witnessed an increase of ~4.5% y-o-y (~12.5% increase on revised estimates) for FY 2025-26, resulting in an overall budget of ₹ 1,80,000 crore. Of this, ₹ 1,49,000 crore is planned to be spent on capital acquisition, termed as the armed forces modernisation budget. The remaining ₹ 31,000 crore is for capital expenditure on R&D and creation of military infrastructure.

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

A sum of ₹ 1,12,000 crore is earmarked for domestic industry, with about 25% of the domestic share provisioned for domestic private industry. About ₹ 15,000 crore (~13% increase y-o-y) from capital procurement budget has been earmarked for R&D projects to strengthen DRDO in developing new technologies and hand holding of private industry through the development-cum-production partner (DcPP) route. This allocation will further facilitate Ministry of Defence's plan to venture into new domains such as cyber and space and emerging technologies such as AI, Machine Learning, Robotics, etc.

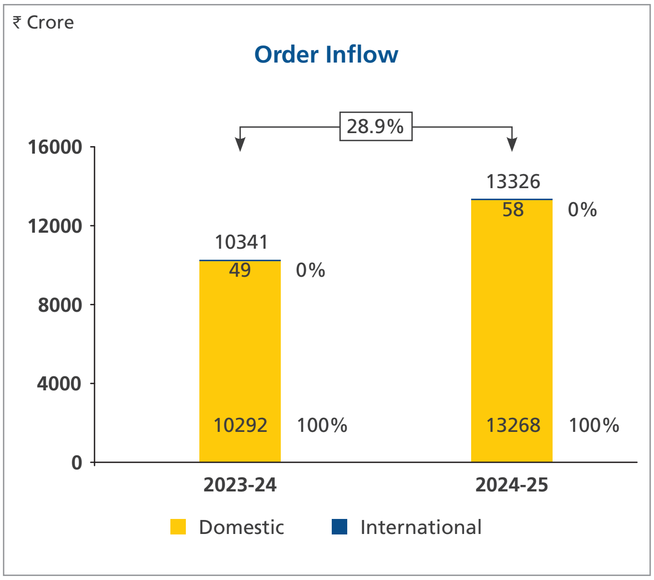
The government has budgeted a corpus of ₹ 18,000 crore for the revamped Shipbuilding Financial Assistance Policy (SBFAP 2.0) to optimise cost disadvantages, boost capacity of Indian shipyards and spur domestic shipbuilding production. The intent of SBFAP 2.0 is to provide direct financial subsidies to Indian shipyards.

In a pioneering move poised to reshape India's innovation landscape, the government in the Union Budget 2025-26 has allocated ₹ 20,000 crore to the Department of Science and Technology (DST) to initiate a private sector-driven R&D fund.

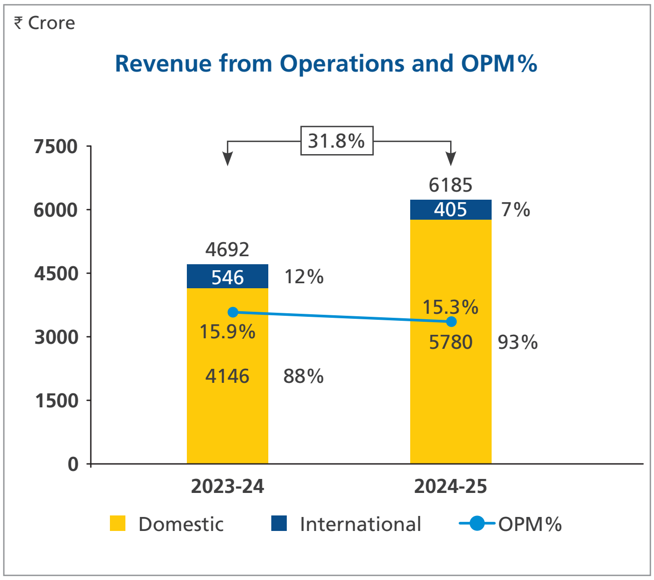
The business is well poised to leverage the government's thrust on *Aatmanirbharta* and capitalise on opportunities in shipbuilding, artillery equipment, combat engineering equipment, electronic and communication equipment and space technologies in India as well as in the select regional markets.

Manoeuvrable Recoverable Aerial Target (MRAT)

Financial performance of the business



The Precision Engineering & Systems business recorded an order inflow of ₹ 13,326 crore, registering a growth of 28.9% y-o-y, mainly due to receipt of K9 Vajra Tank repeat order. No major international orders were received during the year.



Benefitting from a higher opening order book, the Precision Engineering & Systems business earned revenue of ₹ 6,185 crore during FY 2024-25, higher by 31.8% compared to the previous year. The share of international revenues reduced to 7% from 12% in the previous year due to tapering of execution of export orders.

The operating margin is stable at 15.3%.

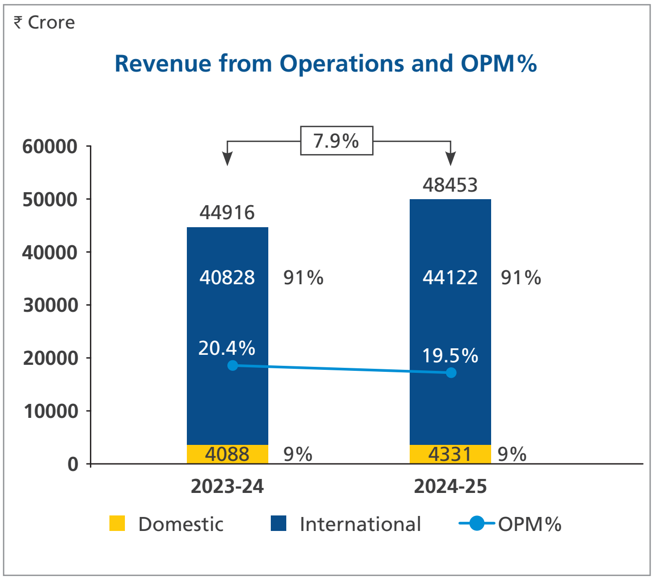
IT & TECHNOLOGY SERVICES SEGMENT

LTIMindtree, Solaris at Hebbal, Bengaluru, Karnataka

The IT & Technology Services segment comprises of:

a) LTIMindtree Limited and its subsidiaries
b) L&T Technology Services Limited and its subsidiaries
c) L&T Semiconductor Technologies Limited and its subsidiary
d) E-commerce / Digital Platforms and Data Centers

Financial performance of the segment



The segment recorded revenue of ₹ 48,453 crore for the year ended March 31, 2025, registering a growth of 7.9% over the previous year, largely reflective of the headwinds impacting IT&TS spends across the various markets. International revenue continues to be at 91% of the total revenue of the segment. The newly incubated businesses such as E-Commerce platform, Data Center and Semiconductor businesses are yet to meaningfully contribute to the revenues of the segment.

The segment's operating margin, at 19.5%, is lower compared to 20.4% in the previous year. The decline is due to cost under recovery.

The funds employed by the segment as on March 31, 2025, at ₹ 37,703 crore, increased by 14.1% compared to March 31, 2024, largely due to the acquisition of stake in E2E Networks Limited and higher cash and cash equivalents on the balance sheet.

LTIMindtree Limited

Overview

LTIMindtree Limited (LTIM) is a global technology consulting and digital solutions company that enables enterprises across industries to reimagine business models, accelerate innovation and maximise growth by harnessing digital technologies. As a digital transformation partner to more than 700 clients, LTIMindtree brings extensive domain and technology expertise to help drive superior competitive

LTIMindtree Headquarters, Powai, Mumbai, Maharashtra

differentiation, customer experiences and business outcomes in a converging world. Powered by 84,000+ talented and entrepreneurial professionals across 41 countries, LTIM assists in solving the most complex business challenges and delivers transformation at scale.

Business Verticals

LTIM has a strong presence in the following business verticals:

Travel, Transport, Hospitality, Logistics and Real Estate

LTIM enables the world's leading companies, from sectors like airline, hotel, restaurant, cruise line, car rental, travel technology, travel management, logistics and real estate, to accelerate their growth and drive operational excellence. LTIM develops modern mobile and web applications that enable digital marketing and sales, provide actionable insights to enhance customer experience, improve employee productivity and modernise legacy infrastructure and applications by leveraging strategic partnerships. With more than two decades of experience in working with marquee brands, LTIM delivers seamless and connected digital experiences for its clients.

Public Services

This vertical enables federal, state and municipal governments to unlock the true potential of technology and digital aids, helping them to transform their service delivery to meet the evolving needs of citizens.

Manufacturing

This vertical is the trusted partner, reimagining the future of manufacturing for over 150 manufacturers globally. LTIM caters to a wide range of manufacturing enterprises across industrial manufacturing, automotive, aerospace, EPC and process manufacturing verticals. It helps global brands to gain a competitive edge by leveraging digital transformation capabilities across the manufacturing value chain, front-end (sales, marketing, commerce and commercial) and back-office functions (procurement, manufacturing and supply chain).

Healthcare

LTIM has delivered transformative consulting services and technology solutions to global healthcare giants including life sciences, pharmaceuticals, medical devices and hospitals. Combining domain expertise with advanced digital, cloud, data and enterprise technology, LTIM brings a unique healthcare platform operations approach to assist clients to adopt processes and technologies quickly and efficiently.

Life Sciences

LTIM is transforming the life sciences industry, by fostering collaboration that enhances healthcare accessibility and affordability while propelling personalised medicine and patient-centric care journeys. LTIM's digital and technology-enabled solutions assist clients to drive precision medicine, achieve early diagnosis, innovate therapeutics and medical devices, across the life sciences spectrum.

Reception Lobby at LTIMindtree, Solaris, at Hebbal, Bengaluru, Karnataka

Energy

LTIM delivers a comprehensive set of next-generation solutions that are designed for the complete energy value chain across upstream, midstream and downstream, oil-field services and renewables segments. LTIM also helps to monitor, track, account and report carbon footprint, and assist in trading carbon credits through holistic emissions management, decarbonisation of operations and expansion into renewables.

Utilities

LTIM has experience in helping electric, gas and water utility firms to reinvent themselves by seamlessly connecting the physical and digital worlds through comprehensive IT/OT capabilities. LTIM's vision is aimed at addressing transformational challenges such as distributed energy resources, grid modernisation, production asset management, T&D network operations, EV infrastructure, customer experience and energy transition.

Retail and Consumer Packaged Goods

LTIM delivers personalised experiences at scale to the world's largest consumer packaged goods (CPG) companies and brands. LTIM also assists CPG and retail clients to navigate competition and margin pressures, global supply chain disruptions and shifting consumer loyalties. LTIM's 6,500+ global associates drive transformation by designing innovative 'phygital' experiences, modernising legacy applications and infrastructure through cloud adoption and accelerating automation to enhance decision making.

Insurance

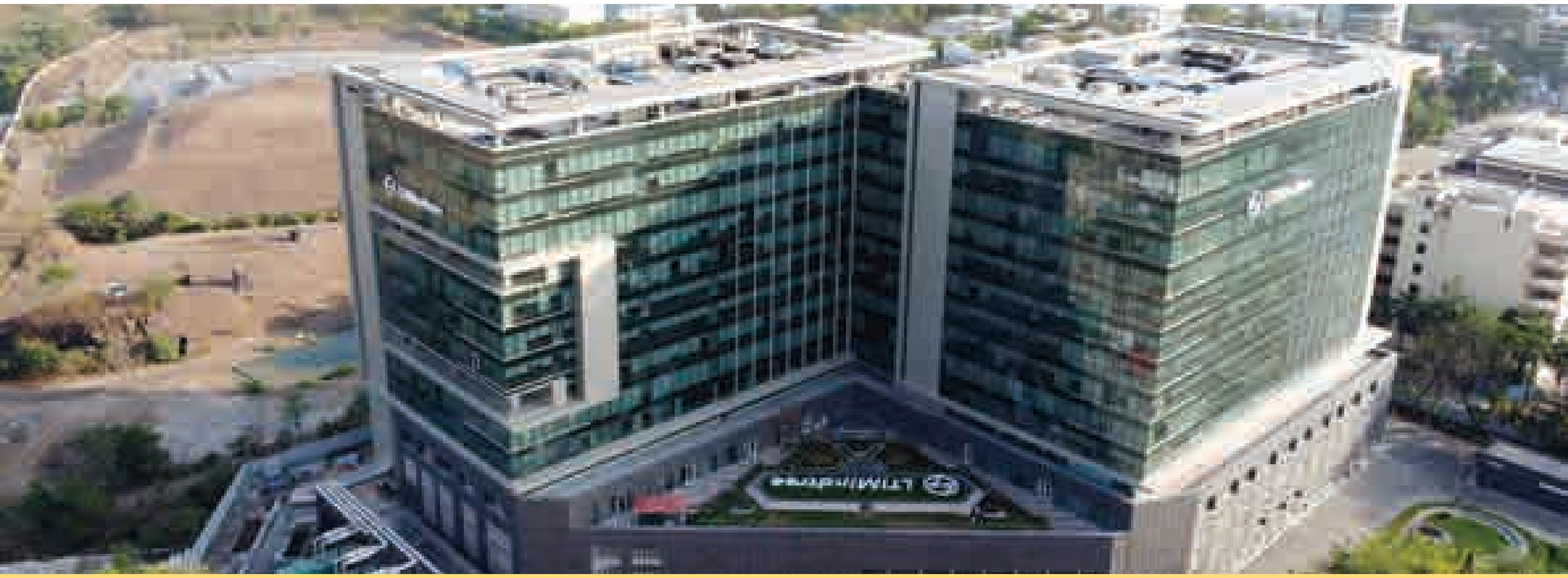
LTIM has been the partner of choice for the insurance industry, including 17 Fortune 500 insurers, supporting their digital and data transformation journeys. LTIM offers AI-Smart domain solutions that enable new business models, profitable growth, operational efficiencies and elevated experiences for agents and customers. With a strong ecosystem of partners, including hyperscalers, AI / data cloud platforms and leading insurance SaaS providers, the company has developed pre-built 'leapfrog' solutions to accelerate clients' journey towards modern, AI- and data-driven platforms and operations.

Banking and Financial Services

LTIM offers a comprehensive suite of services addressing the unique challenges faced by banks and financial institutions. Collectively called banking and financial services (BFS), the services offered by this vertical include solutions covering management and enhancement of customer experience, digital banking solutions and risk management. LTIM BFS empowers clients to stay ahead in a competitive landscape by leveraging analytics, AI, cloud computing and cybersecurity, which help to drive growth, optimise operations and deliver exceptional value to their customers.

Communications, Media and Entertainment

This vertical works with the world's leading broadcasters, studios, OTT/streaming companies, publishers, information service providers, education, music, gaming, AdTech, telcos and multiple-system operators. Rapid changes in



LTIMindtree's state-of-the-art campus at Mahape, Navi Mumbai, Maharashtra

these industries provide an opportunity to unlock multiple opportunities with digital initiatives and AI. LTIM is enabling its clients with product innovation to drive new revenue streams, modernise content supply chains and personalise viewer/audience experiences. LTIM's 5C (Content, Consumer, Commerce, Compliance and Core) framework, coupled with AI-powered platform 'Mediacube', is helping clients in their transformation initiatives.

Hi-Tech and Services

LTIM powers innovation to leading hi-tech and services enterprises across various sub-segments with an AI pivot: semiconductors, software and platforms, hardware and OEMs, and professional services. LTIM combines domain knowledge, customer experience and digital engineering prowess to deliver next-generation technology solutions and products catering to the industry's needs. LTIM's 'Operate to Transform' framework, built using AI-based automation and IPs, enables it to deliver next-gen IT solutions to clients within this space.

Service Lines

LTIM has offerings across the following service lines:

- Data and Analytics
- Cloud and Digital Infrastructure
- Cybersecurity
- SAP
- Interactive
- Salesforce
- Enterprise AI
- Digital Engineering
- Consulting
- Quality Engineering Services
- iNXT
- iNXT Geospatial Engineering
- Platform Operations
- Enterprise Automation
- Low Code Integration
- Enterprise Cloud Applications
- Oracle

Alliances and Partnerships

LTIM's strong partner ecosystem has enabled it to deliver substantial value for its clients by building and executing joint Go-to-Market strategies. The company partners a diverse set of global tech majors in Data Analytics & GenAI, Cloud & Infrastructure, Interactive, Digital Engineering, Low Code & Integration, Security, and more.

LTIM has signed exclusive Strategic Partnership Agreements (SPA) with all three hyperscalers: GCP, Microsoft and AWS. During the year, LTIM invested extensively in building cutting-edge solutions with partners tailored to evolving industry needs, while also differentiating itself by acquiring and retaining over 27 specialisations. LTIM continues to collaborate with partners to create value through execution of joint GTM strategies, co-innovation, co-selling and driving joint demand generation initiatives.

LTIMindtree Global Village, Bengaluru, Karnataka

Business Environment

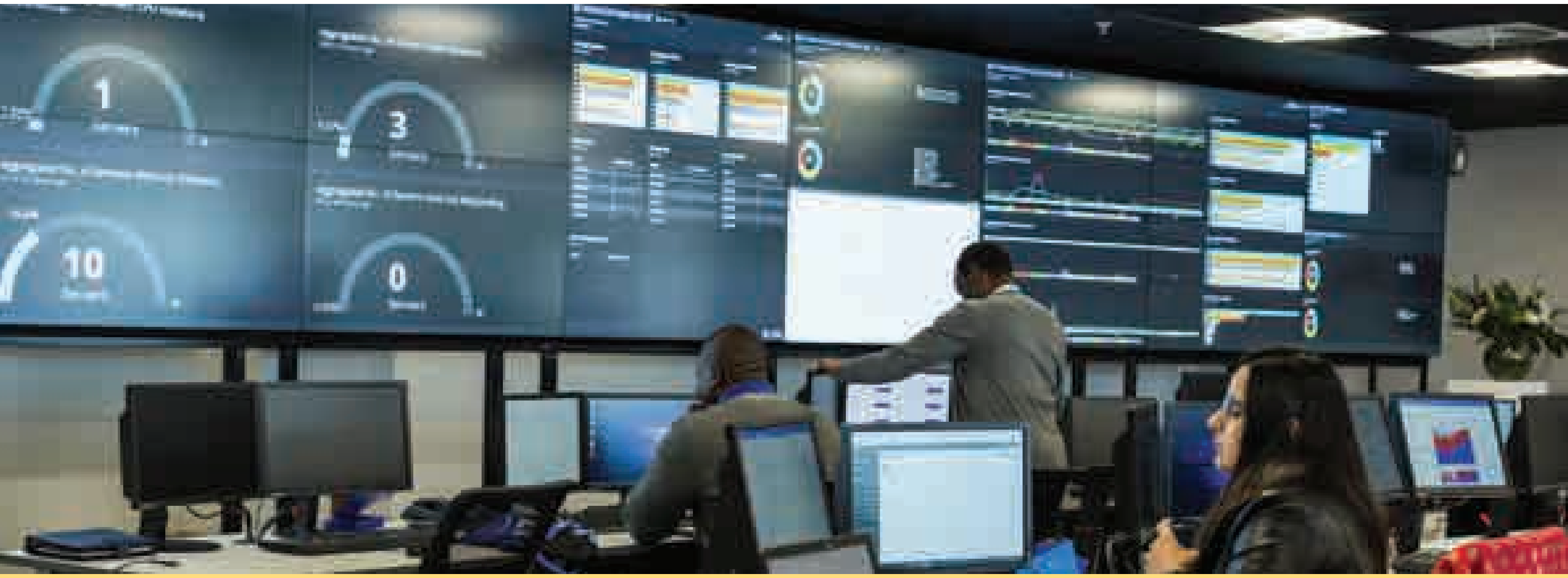
The global business environment is expected to be uncertain going into FY 2025-26. The full impact of the recent US tariff announcements, on trade flows in general and on businesses in particular, will be difficult to ascertain in the near term. The uncertainties around policies may impact corporate investment and consumer confidence.

India's economy continues to demonstrate growth momentum and remains one of the fastest growing major economies. Despite global economic headwinds, India's growth trajectory remains robust, driven by strong domestic demand, sustained public infrastructure investment and a resilient service sector.

In FY 2024-25, the Indian IT industry's revenues are expected to reach USD 283 billion (5.1% y-o-y), while exports are projected to be ~USD 224 billion (4.6% y-o-y).

Key Deals Won:

- A US-based insurance and retirement corporate has selected LTIM as their partner for development and support in the Life & New Business area. This includes accountability for managing 100+ apps in the new business portfolio.
- A US-based non-profit organisation has entrusted LTIM with an Infrastructure & Cybersecurity Managed Services contract. This involves migration of Data Center to Cloud along with implementation and management of security and infrastructure tools.
- A large global financial institution has partnered with LTIM to modernise its wealth data platform.
- A leading US-based energy utility company has selected LTIM as a long-term strategic partner for Infrastructure & Cloud Managed Services across multiple towers - Enterprise Systems, End User Computing, Offshore Network Operations Centre (NOC) and Off-hours Service Desk.



LTIMindtree's state-of-the-art Delivery Centre in Johannesburg, South Africa

- A leading European automobile major has selected LTIM for supporting its end-to-end Enterprise Application Operations through delivery teams across Poland and Germany.
- A global manufacturer has selected LTIM to manage its end-to-end IT landscape using LTIMindtree's 'AI in Operations' platform.
- A leading global designer and manufacturer of electric domestic appliances has selected LTIM as their anchor partner to deliver Quality Assurance Services.
- A major US airline selected LTIM to provide Platform Engineering & Operations Services, leveraging its global delivery footprint in the US, UK, Poland and Australia.

Significant Initiatives

- Across internal business functions, LTIM kickstarted the Generative AI transformation initiative and implemented 25+ key use cases that improved employee experience, enhanced functional efficiency and drove employee productivity.
- The company has implemented SAP Business Technology Platform (BTP) solutions to significantly reduce manual efforts in key HR processes.

Outlook

The NASSCOM Annual Enterprise CXO Survey 2025 highlights a shift towards AI-driven digital transformation, with organisations increasingly consolidating technology investments into high-impact use cases expected to define the next five years.

LTIM is excited about the expanded possibilities that lie in near to medium-term. With AI at the core of the company's strategy, a commitment to operational excellence and a focus on empowering its people, LTIM is well-positioned to lead the way in the global technology ecosystem.

LTTS Bangalore Office, Karnataka

L&T Technology Services

Overview

L&T Technology Services Limited (LTTS) is a global leader in Engineering Research and Development (ER&D) services. LTTS operates in more than 25 countries, with an annual revenue of over USD 1.25 billion. Being able to design, develop and deliver transformative products and services, LTTS offers bespoke solutions, drives innovation and helps its diverse global clientele achieve their goals. LTTS partners with some of the world's leading brands across various industries in their pursuit of superior operational efficiency in areas of mobility, sustainability and tech.

Headquartered in India, LTTS has over 24,250 employees spread across 23 global design centres, 30 global sales offices and 108 innovation laboratories as of March 31, 2025. Its global footprint covers more than 25 countries across all key geographies.

The company offers end-to-end consultancy, design, development and testing across product and process life-cycles. LTTS leverages its deep multi-domain expertise across software and digital engineering, embedded systems, engineering analytics and plant engineering to create transformative value propositions for clients globally.

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

LTTS offers its services to customers across three key segments:

- Mobility
- Sustainability
- Tech

Mobility

This segment focusses on innovation across the transportation landscape. Leveraging cutting-edge technical knowledge, unmatched engineering expertise and world-class talent in combination with extensive domain experience, LTTS cross-pollinates ideas and solutions for meeting the evolving market needs of clients. The company develops and delivers innovative products and solutions, tackles complex engineering challenges, redefines consumer experiences and helps improve passenger safety across its focus sub-segments of automotive, aerospace engineering, rail transportation and trucks / off-highway vehicles.

LTTS at Knowledge City Vadodara, Gujarat

Sustainability

LTTS leverages its decades worth of unmatched ER&D excellence and expertise within Discrete Manufacturing and Industrial Products, as well as Process Manufacturing, and achieve IT-OT synergies as well as develop cross-domain insights and skillsets in its global operations. Combined with an ability for rapid adoption, this enables the creation of cutting-edge, scalable and sustainable solutions that have a positive impact on businesses, communities and the environment.

Tech

Amidst rising demand for complex software products across a rapidly expanding, high-performance connected device ecosystem, growing regulatory compliance requirements and accelerated cybersecurity threats, LTTS works with global companies to focus on creating differentiated experiences. Leveraging its unmatched AI expertise (with more than 190 patents filed in AI and GenAI), a demonstrated history of engineering excellence and deep cross-vertical capabilities to deliver tangible outcomes, LTTS enables accelerated product launches and reliable life-cycle management journeys for its clients across hi-tech, medtech, public infrastructure and smart cities, and software and platforms.

Business Environment

The BCG-NASSCOM Engineering Research and Development (ER&D) report expects the global ER&D industry to grow at a 9% CAGR between now and 2030. This momentum is being led by growth in software and allied offerings including Software-Defined Everything (SDx), rise in demand for telecommunications and portfolio expansion in the semiconductor domain.

The automotive sector, for instance, is undergoing a significant shift with a predicted surge in electric vehicle (EV) sales, anticipated to make up 25-30% of the global automotive market by 2030. LTTS is strongly positioned through its expertise in developing next-gen EV platforms, autonomous driving solutions and smart manufacturing systems. Additionally, industries like aerospace and industrials are focusing on digital twin technologies, IoT implementation and automation to streamline operations, i.e. areas where the company has established deep competencies and capabilities.

Macroeconomic challenges such as cost pressures, sustained geopolitical instability and growing localised regulations on data sharing and technology export may continue to pose a challenge. LTTS also faces intense competition as global ER&D spend patterns are fractured and distributed across multiple geographies.

LTTS Mysuru, Karnataka

However, the company's commitment to a sustainability-focused, technology-led approach and sustained investments in AI/ML-driven innovation aligns perfectly with its clients' increasing demand for green solutions and digital reinvention.

Major Achievements

Driven by its 'Go Deeper to Scale' strategy, LTTS closed several large deal wins throughout the year, including a marquee USD 80 million net new engagement in the sustainability segment. Further, the list of achievements includes three USD 50 to 80 million, five USD 30 to 50 million and ten USD 15 to 25 million deal wins across segments.

Key Deals Won:

Mobility

- Multi-year engagement with a Tier 1 European automotive customer to restructure their delivery models and ensure streamlined programme ownership
- Enabling control systems, software development and verification & validation for a leading US construction and engineering equipment manufacturer
- Providing engineering design services and supporting the automotive customer's product development team

Sustainability

- Establishing a dedicated Centre of Excellence (CoE) in India to act as a global innovation hub with a focus on digital transformation and comprehensive product life-cycle management (PLM) journey
- A multi-year, multi-million-dollar programme with one of the world's largest energy companies to provide a comprehensive range of Engineering, Procurement and Construction Management (EPCM) services, including Integrated Digital Engineering and Data Governance for Capital Projects
- Providing software engineering, embedded design and design services leveraging global delivery models for a leading oilfield services firm

Tech

- Selected by a global healthcare technology leader to deploy an engineering team for post-market surveillance covering corrective and preventive actions (CAPA), remediation, complaint handling and QMS projects, besides being named as Global Designate Supplier for engineering and R&D programmes across all business units worldwide
- Strategic partner for a global network provider to deliver product integration services for the North American market
- Providing global carrier-testing services and verification processes for one of the world's leading technology majors

Competitive Positioning

During FY 2024-25, LTTS continued to leverage its 'Go Deeper to Scale' strategy for an unmatched competitive edge in the ER&D services domain. The company's robust financial performance and strategic initiatives earned high praise from leading analysts and industry bodies.

LTTS Tear Down Lab

- The Everest Group featured LTTS among the Top 3 Global pure-play Engineering Services in Everest Group's Engineering Services Top 50 rankings and rated the company as one of the leaders in the Connected Product Engineering Services PEAK Matrix® Assessment 2024 in Embedded Engineering.
- LTTS was recognised as one of the market leaders in the 2024 HFS Horizons Report for IoT Service Providers, excelling in comprehensive strategies, global reach, technology partnerships and transformative solutions.
- Zinnov rated LTTS as a Leader in Digital Engineering and ER&D Services 2024 for Overall ER&D, Digital Engineering Services, Medical Devices, Industry 4.0 and Industrial.

As of March 31,2025, LTTS boasted an impressive portfolio of 1,502 patents filed, with 190 patents in AI and GenAI alone. The company launched the NVIDIA AI Experience Zone at its Bengaluru design hub to elevate AI capabilities for clients in mobility and tech, underscoring a continued commitment to innovation and collaborative development. Internal R&D programmes are underway on Agentic AI, an autonomous system aimed at enabling automation, autonomous operations and enhancing decision-making across domains.

Significant Initiatives

The key initiatives launched by LTTS during the year include:

- TECHgium®, India's largest innovation platform for engineering students, now in its 7th edition, with more than 36,765 students participating from 503 engineering institutes across the country
- A state-of-the-art CoE campus to bolster engineering support for Airbus' aircraft structural simulation activities across its diverse business units in Europe, spanning France, Germany, the UK and Spain
- Partnerships with NMICPS TiHAN Foundation, IIT Hyderabad, for fostering industry-academia advancements in the domains of Advanced Driver Assistance Systems (ADAS) and Cellular Vehicle-to-Everything (CV2X) communication
- MoU with PST, a wholly owned subsidiary of Union Pacific Railroad, to enhance the safety and efficiency of railroads in India and adjacent markets through world-class simulation technology
- Joint digital twin CoE with Altair to accelerate digital transformation and deliver cutting-edge capabilities for clients worldwide, enabling premier solutions for enhanced innovation and efficiency
- India's first integrated state-level Cyber Command and Control Centre at Mahape, in collaboration with the Maharashtra State Cyber Department, as a decisive step towards creating a secure and robust digital environment
- Strengthening the decade-long partnership with Siemens across the existing CoE and a new Digital Manufacturing Academy

LTTS Electric Vehicle Lab

Risk Management Framework

The company's risk management approach is strategically placed to function independently in line with best-in-class corporate governance principles and statutory requirements in alignment with globally accepted risk management frameworks.

LTTS's risk management programme is aligned with business strategy and embedded in the normal course of business across the company under the guidance of the Risk Management Committee (RMC) of the Board. The programme enables proactive identification and mitigation of enterprise risks, supporting informed decision-making, sustainable growth and value creation. The Chief Risk Officer oversees risk management programme and is supported by the Enterprise Risk Management (ERM) team.

LTTS's risk management framework includes the following risk categories:

- Strategic: Risk events that make it difficult to achieve strategic objectives and goals
- Operational: Operational challenges faced by business teams in regular course of business
- Financial: Inefficient utilisation of financial resources, currency fluctuations, credit risk, etc.
- Compliance: Potential risk of non-compliance with laws and regulations

For the effective functioning of the risk management programme, risk assessments are conducted at various levels, including enterprise, business unit, customer account and project levels. Key risks are presented to the senior management including the CEO, the CFO and the relevant Board Committees such as Audit Committee and Risk Management Committee.

Outlook

LTTS continues to leverage its proven expertise in engineering and digital innovation for driving a robust growth trajectory in the coming year. With ongoing investments in high-potential areas including Agentic AI, LTTS is well-positioned to lead the global ER&D market. The focus continues to remain on key growth segments of mobility, sustainability and tech, powered by its 'Go Deeper to Scale' strategy and the momentum generated by the accelerated emergence of breakthrough technologies.

LTTS's acquisition of Intelliswift Inc and its subsidiaries in Q3 FY 2024-25 underscores its commitment to expanding software and digital engineering capabilities. The move not only strengthens its foothold in hyperscaler segments but also marks its entry into service-led sectors such as retail, fintech and healthcare. The integration of this acquisition has already shown results with the creation of a new Software & Platforms segment designed to address the growing demand for innovative software solutions.

With the continued growth in demand for digital transformation initiatives, combined with a growing focus on sustainability and innovation, LTTS is well poised to capitalise on emerging opportunities. Aligned with its commitment towards client-centric innovation and engineering excellence, the company continues to foster technology-driven transformation across industries worldwide.

Semiconductor Experience Centre

L&T Semiconductor Technologies

Overview

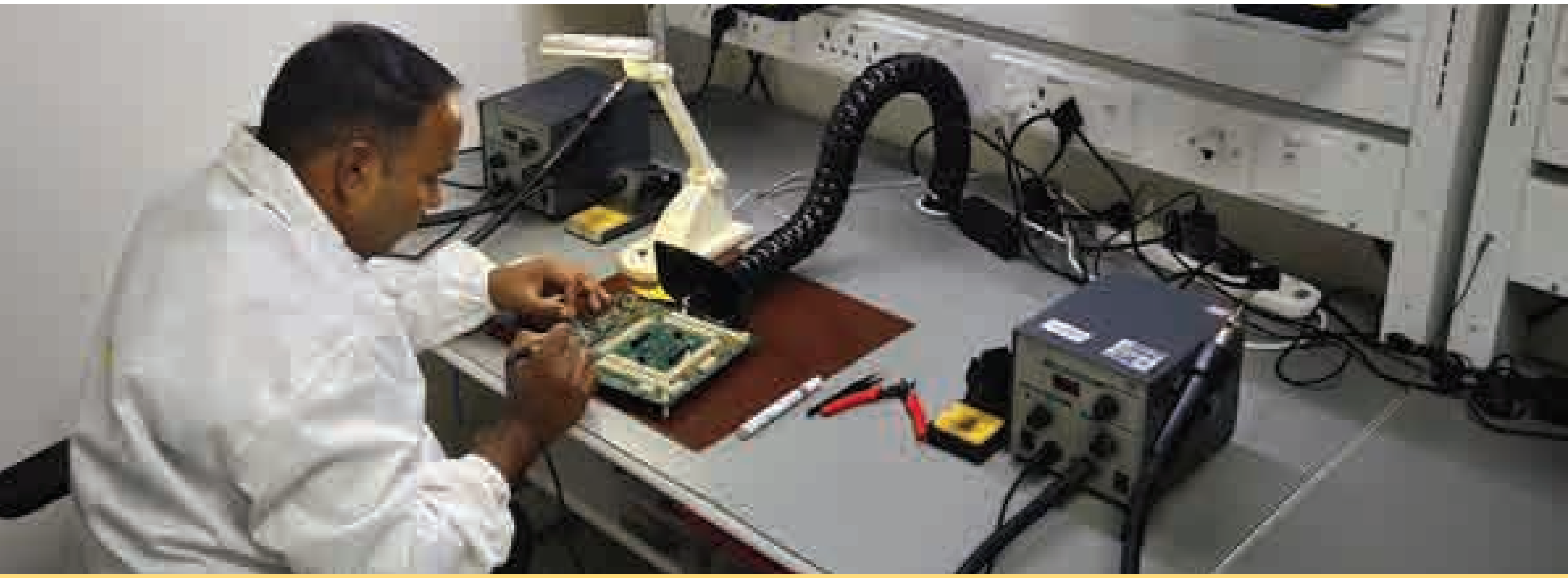
L&T Semiconductor Technologies Limited (LTSCT) was incorporated in November 2023. The company is a wholly owned subsidiary of L&T and was formed to spearhead the Group's foray into the semiconductor domain. LTSCT aspires to be the first Indian fabless semiconductor product company with a focus on designing and delivering smart semiconductor devices for the global market.

LTSCT has built a high-impact team of more than 350+ professionals located across the globe, focussing on innovation, cutting-edge R&D, world-class operations and sales and marketing. With presence in the US, Europe, Japan, India & Taiwan, this growing talent pool forms the backbone of LTSCT's mission to lead from the front in the global semiconductor landscape.

LTSCT is committed to drive the next-generation technologies in the areas of decarbonisation, digitalisation and technological self-reliance. The company is focused on providing smart, energy-efficient, high-performance systems to address customers' specific needs or gaps identified in the market.

LTSCT is focussed on delivering differentiated value through intelligent features and system-level innovation. Based on this customer-led approach, LTSCT is organised across four business units, supported by common R&D, operations and other support functions:

- Mobility Business – The unit focusses on applications across vehicle safety, vehicle propulsion and in-cabin experience. Each of these applications is planned to be addressed by identified initial products – body and zonal control, on-board charging, intelligent parking, traction control, compute system-on-chip (SoC), battery management, etc.
- Industrial Business – This unit addresses diverse applications such as robotics, control systems, HVAC systems, security applications, power tools, and more. The business intends to develop products that find use-cases across a majority of these applications.
- Energy Business – This unit addresses applications across power generation, transmission, distribution and energy storage systems. Target applications range across battery management systems, data centers, inverters and converters for solar and wind generation, as well as for UPS and EV chargers. The roadmap products include IGBT and SiC high-power modules, power management ICs, battery management ICs, FET drivers and GaN-based solutions.
- Application Solutions Business – This unit focuses on development of IC modules for automotive and industrial applications requiring cellular connectivity, embedded software and software-defined vehicles.



L&T Semiconductor Lab

Business Environment

The global semiconductor market has exhibited significant growth in recent years and is projected to continue this upward trajectory driven by increasing demand across sectors such as AI, automotive and consumer electronics. Forecasts indicate that the market will grow at a CAGR of ~15% during the 2025-2032 period. The Indian semiconductor market is also expected to double by 2030.

Automotive Sector

The automotive industry is undergoing a rapid transformation. Semiconductors play a pivotal role in enabling energy-efficient, intelligent and software-defined mobility. From EV propulsion to smart, software-driven experiences, semiconductors are enabling safer, cleaner and better-connected mobility.

With the evolution towards software-defined vehicles, continuous over-the-air (OTA) updates, AI-enabled functions and cloud connectivity, semiconductors are now central to vehicle design and performance. OEMs are investing in power-efficient architectures to extend vehicle range and improve system-level energy usage. This includes the use of advanced semiconductors in traction inverters, charging solutions, battery management and converters.

Energy Sector

The global energy landscape is undergoing a fundamental shift driven by the growing integration of energy sources. Semiconductors are playing a transformative role in enabling this transition, offering performance, efficiency and intelligence. Smart grid development for efficient energy distribution and integration relies heavily on semiconductors for real-time monitoring, communication and controls across generation, transmission and distribution networks. Advanced microcontrollers, communication and power semiconductors are key enablers of functions like load balancing, outage detection and integration of distributed energy resources.

The rise of renewable energy demands requires robust and efficient power conversion systems. Semiconductors are critical in solar inverters, wind turbine converters and maximum power point tracking (MPPT) systems. These applications require high efficiency switching, thermal stability and the ability to operate in harsh environments. Additionally, energy storage systems that support renewables rely on battery management ICs, gate drivers and control processors.

Industrial, Electronics and Appliances Sector

The global semiconductor market for industrial applications is poised for strong growth with consumer electronics and appliances continuing to be major demand drivers. In parallel, the rise of Industry 4.0 is accelerating semiconductor demand in the industrial sector.

Semiconductors are becoming critical as white goods transition from basic utilities to intelligent, connected systems requiring integration of sensors, connectivity modules and microcontrollers to enable energy optimisation, predictive maintenance and IoT-based automation. This trend is accelerating demand for analog, power management and connectivity ICs across mid-to high-end appliance categories.

LTSCT Products

Major Achievements

In a little more than a year since its inception, LTSCT has emerged as a prominent player in the industry focused on developing a diverse portfolio of semiconductor products.

- Entered into multiple product development agreements with leading customers in key industry segments. Some of the major product development engagements include:
  - BLDC motor controllers being developed for one of India's top OEMs in air conditioners and fans, powering next-generation energy-efficient appliances
  - Camera SoC designed for one of India's largest CCTV manufacturer enabling smarter surveillance and security systems
  - USB-C Power Delivery (PD) solutions to be deployed at scale for a leading automotive customer
  - Cellular IoT module development along with leading global computing company
- Completed the acquisition of SiliConch Systems, a Bangalore-based semiconductor IP company with a portfolio of 60 patents (thereby enhancing LTSCT's capabilities in terms of engineering expertise and design proficiency)
- Established its own state-of-the-art laboratory in Bengaluru, equipped with advanced equipment for development, testing and validation
- With focus on next-generation semiconductor innovation fostering breakthroughs in AI/ML, secure-compute and connected systems, LTSCT has entered several strategic partnerships:
  - Collaboration with IBM for R&D aimed at designing advanced processors (partnership focuses on AI-enabled processors for various applications across mobility, industrial and automotive sectors)
  - Partnership with CDAC focusing on creation of 'Make-in-India' solutions, including ICs, SoC designs and ESDM technologies leveraging indigenous processor
  - Tie-up with IIT Gandhinagar to create secure ICs and SoCs for India's vital technological infrastructures

Outlook

Geopolitical changes can have a significant impact on the semiconductor industry. To mitigate any adverse impact from these changes, countries are pursuing efforts to secure their own chip supply chain. India stands to benefit from this transition as it emerges as a promising destination for semiconductor design, manufacturing and assembly, supported by government initiatives, a growing talent pool and strong demand from the domestic electronics and automotive segments.

LTSCT is well-positioned to leverage this opportunity by offering end-to-end semiconductor engineering solutions, from chip design to system integration, enabling global players to scale faster while meeting regional compliance and innovation goals.

L&T Edutech, building value for learners, academia and industry

E-commerce / Digital Platforms and Data Centers

This sub-segment mainly includes new-age businesses incubated by the Company, namely L&T EduTech, L&T-SuFin and Data Centers. These ventures are a part of L&T's plan to leverage digital technologies in some of its core domains in order to future-proof them and tap future growth opportunities.

L&T EduTech

L&T EduTech is an EdTech initiative of the Company, providing high-quality hybrid education and skill building assistance for students pursuing higher education as well as for working professionals. This business partners with colleges, universities, corporations, channel partners and government agencies to facilitate skill development in core engineering and IT domains.

L&T EduTech delivers industry-aligned learning and assessment solutions to bridge the skill gap between academia and industry. It leverages the expertise of the Group to provide scalable education and skilling programmes for students, faculty and professionals.

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

The two major verticals of L&T EduTech are as follows:

College Connect: The vertical focusses to narrow the gap between academic learning and practical industry experience. It offers courses in core engineering, information technology, arts and sciences with industry-specific application-oriented knowledge. Aligning to the National Education Policy (NEP) 2020, College Connect offers multi-disciplinary programmes which can be integrated into the college curriculum to replace/add on to the credits required for degree programmes. The business also organises career guidance sessions, conducts regular faculty development programmes and offers industry immersion programmes to deliver superior learning experiences to both teachers and students.

Workonnect: The vertical offers upskilling and reskilling opportunities for corporate employees via several product packages, including .Net, Java, Data Analytics, Cybersecurity, and more. Along with industry-relevant courses, this vertical also focusses on assessments. Further, the robust auto-proctored assessment platform helps organisations in their recruitment process for new talent as well as in developing the existing workforce.

L&T Edutech, building value for learners, academia and industry

Business Environment

The EdTech market in India, currently worth USD 7.5 billion, is driven by rising aspirations, digital expansion and a shift to online learning. Within the EdTech market, the online higher education segment is expected to reach USD 5 billion by 2025, driven by increased adoption of digital learning platforms. While funding has fluctuated, the sector's potential remains high, with hybrid learning models and emerging technologies like AI enhancing education.

The increasing demand for online learning solutions and the growing adoption of technology in education to enhance accessibility and engagement are the key market drivers fuelling the growth of the EdTech Market.

Major Achievements

- Market expansion through partnership with more than 60 colleges and scaling of learner engagement
- Reached more than 1,50,000 worldwide learners on Coursera
- LearnKonnect launched, with orders for 1,00,000 learners; implementing AI-driven career guidance tools, offering microsite-based course experiences and refining the subscription-based learning model to align with user preferences
- More than 10 EV laboratories set up in partner colleges to provide integrated programmes in e-mobility
- Entry into Centre Based Test (CBT) assessments for State Council of Educational Research & Training (SCERT), All India Management Association (AIMA), Federal Bank Limited (FBL)
- Industry Accelerator programmes successfully deployed in 7 institutions (257 students)
- Successfully launched Centre Based Assessment Solution catering to niche assessment requirements of universities and government segments
- LMS Platform - AI-powered chatbots for personalised learning support, gamification elements to boost engagement and adaptive learning pathways tailored to individual users
- Assessment Platform - Upgrading security for question paper generation, integrating biometric authentication and expanding mobile-friendly assessment capabilities

Outlook

India's EdTech market is projected to be valued at USD 29 billion at a CAGR of 27% by 2030. Government initiatives like National Education Policy 2020, *Pradhan Mantri Kaushal Vikas Yojana* (PMKVY) and Digital India are accelerating the adoption of digital education and skilling programmes. The global workforce is shifting towards skill-based hiring, with more employers prioritising skills over degrees.

Demand for AI, data science and cybersecurity courses has surged by 40% y-o-y, reflecting industry hiring trends. Some of these factors provide a positive outlook for the scalability of L&T EduTech in the medium-term.

L&T-SuFin, India's first online business platform for industrial and construction products, integrated with finance and logistics options

L&T-SuFin

L&T-SuFin is a B2B digital marketplace platform. This platform, launched in March 2022, enables buyers and sellers dealing in industrial and construction goods to connect in an efficient and transparent manner. The platform allows sellers to expand sales reach and buyers to find the right products at an optimal cost and quality. The platform offers a wide product range in industrial supplies and consumables, building and construction materials, electrical and electronics equipment, machinery tools and mechanical equipment, packaging, printing and office supplies, and more.

The estimated domestic B2B e-commerce GMV (gross merchandise value) was USD 20 billion in 2024 and is expected to reach USD 200 billion by 2030. The objective of the platform is to bring about scale and speed in supply chains, procurement processes, trade financing and logistics.

Major features offered by L&T-SuFin include:

- Discovery of industrial products and sellers through an efficient digital process
- Competitive pricing through RFQ mechanism and online transaction fulfilment
- Financing support from partner banks and NBFCs
- Logistics support, including free transit insurance

The platform has catalogued more than 7 lakh Stock Keeping Units (SKUs) in 51 categories. Further, the business has onboarded more than 48,000 sellers on the platform and has crossed a GMV of ₹ 5,000 crore, since inception.

The business has taken several new initiatives to catalyse growth and scale up further such as:

- Launched L&T-SuFin Seller Suvidha App, a dedicated platform designed to empower businesses, especially MSMEs, by streamlining the selling process
- Developed a centralised call centre and virtual relationship manager team to cater to the needs of both buyers and sellers
- Monetisation of platform services, via membership fees and premium plans, provided customers with significant value through features such as dedicated microsites and unlimited cataloguing. Additionally, advertising services, both on-platform (ad banners) and off-platform (social media, email, call centre), were implemented to bolster revenue
- Received ISO/IEC 27001:2022 certification for Information Security Management System

In FY 2025-26, the business aims to scale its GMV with a focus on retail and institutional segments. An emphasis on white labeling and financing solutions is expected to be margin accretive. The business plans to enhance operational efficiencies and customer experience through various AI Initiatives.

Hyperscale Data Center, Sriperumbudur, Tamil Nadu

Data Center and Cloud Services Business

Overview

The Data Center business of the Company - branded L&T-Cloudfiniti - offers data center, cloud and AI solutions and managed services.

The business operates state-of-the-art, AI-ready, high-density rack data centers with high availability, robust security and energy-efficient designs. The colocation services offer a scalable and secure environment for hosting critical IT infrastructure, ensuring optimal uptime and compliance with industry standards.

The enterprise-grade public cloud platform of L&T delivers scalable, on-demand computing resources with a strong focus on performance, security and cost optimisation. The business supports various workloads - including AI, ML and analytics - with a flexible pricing model.

Business offerings include design and manage private cloud environments tailored to specific business needs. Solutions offered ensure data sovereignty, compliance and enhanced security while offering seamless integration with existing IT infrastructure. Further, the business also provides GPU-based cloud solutions to power AI, deep learning and high-performance computing workloads. The GPU cloud infrastructure is optimised for AI model training and inferencing, big data analytics, graphics rendering, scientific simulations, and more.

Business Environment

India's data center and cloud market is experiencing rapid growth, driven by digital transformation, rising data consumption, regulatory requirements that necessitate data localisation and government initiatives like Digital India. The increasing adoption of AI, IoT and 5G is fuelling demand for robust cloud and colocation solutions. With hyperscale cloud providers expanding their footprint and local enterprises seeking scalable cloud infrastructure, the industry presents significant growth opportunities. Sustainability and energy efficiency are becoming key focus areas, making green data center strategies more relevant than ever.

The country's data center capacity is expected to surpass 1,700 MW by 2025, with major investments from hyperscale cloud providers and domestic players. Key enablers for this growth include government incentives including India AI mission, submarine cable expansions and a growing ecosystem of AI and cloud-driven start-ups.

Competitive Positioning

The business has strengthened its position in the data center and cloud market through strategic investments, partnership with AI start-ups, integrating renewable power sources, leveraging its engineering expertise, expanding its digital and technology services and investing in sustainable business practices. The Company benefits from the Group's deep infrastructure experience, allows the business to deliver large-scale, high-quality data center projects.

High-Density, AI-Optimised Racks at L&T-Cloudfiniti's Data Center — Built for Performance, Efficiency and Future-Ready Compute Workloads

L&T-Cloudfiniti is also focussed on addressing the growing demands of cloud infrastructure with its partner ecosystem. The integrated solutions offered by the business encompass various services including security and network being expertly managed through its Network Operations Centre (NOC).

Strategic Business Plan

L&T-Cloudfiniti currently operates 14 MW of live data center capacity across two locations: Sriperumbudur, Chennai (Southern Region) and Panvel, Navi Mumbai (Western Region). Capacity of 18 MW data center is in pipeline and is expected to be operational in FY 2025-26.

L&T-Cloudfiniti has also formed a strategic partnership with E2E Networks Limited, a leading Indian hyperscaler focussed on advanced Cloud GPU infrastructure. This collaboration will enhance the businesses capabilities and offerings in the cloud and GPU market.

With the recent AI partnerships, business is now delivering a robust end-to-end AI ecosystem - from infrastructure to services - designed to accelerate real-world impact for enterprises and governments alike.

Outlook

The data center business in India is experiencing significant growth. Mumbai, Chennai, Hyderabad and Bengaluru are emerging as prime locations for data centers due to their robust infrastructure and proximity to undersea cable landing stations and/or high-capacity terrestrial fiber optic networks.

The Government of India's push for data localisation through the Digital Personal Data Protection Act has accelerated the establishment of data centers. Global players including AWS, Microsoft and Google are investing to comply with local regulations.

There is a strong focus on green data centers, with operators investing in renewable energy sources, primarily solar and wind. The growing demand for AI workloads is leading to denser and power-consuming data centers. The average rack density is anticipated to increase significantly. Overall, the data center industry in India is poised for robust growth, driven by technology advancements, policy support and increasing digitalisation across various sectors.

These factors, coupled with L&T's strong presence in infrastructure, IT and technology design services, paves way for the business to position itself as a reliable data center service provider with sustainable practices embedded across the entire life-cycle, from build to steady-state operations.

FINANCIAL SERVICES SEGMENT

Farm Equipment Finance

Overview

L&T Finance Limited ('LTF') is engaged in the business of providing retail financial services. It is a 'AAA' (Domestic) rated Upper Layer Non-Banking Financial Corporation (NBFC) and is among the top tech-focused diversified retail NBFCs in India.

Founded in 1994, LTF completed three decades of successful operations in FY 2024-25, embodying L&T's legacy of trust and excellence. LTF has over the years, serviced close to 2.6 crore customers pan-India, in the rural and urban space.

The company achieved retailisation of 97% with a retail loan book of over ₹ 95,000 crore diversified across rural and urban products. The company's key businesses are divided into: Rural Business Finance, Farmer Finance, Urban Finance and SME Finance.

Rural Business Finance

Rural Group Loans and Micro Finance business (part of the product profile of Rural Business Finance) has empowered ~1.7 crore women entrepreneurs by providing formal credit access through its deep network of over 2,000 meeting centres (branches) in rural areas and over 14,000 on-field workforce. The lending book stood at ₹ 26,320 crore, a growth of 6% y-o-y.

During the year, there have been several challenging macro and business developments, viz. a prolonged heat wave, severe floods in multiple states, a temporary slowdown of cash flow for rural employment schemes due to general elections, Microfinance Institutions Network's (MFIN) 1.0 & 2.0 interventions and the Karnataka Microfinance Ordinance, that led to severe disruptions in growth and collections. Even in this environment, LTF's rural group loans and MFI remained resilient, backed by strong credit guardrails and stringent portfolio monitoring norms, translating to superior collection efficiencies vis-à-vis the industry.

Building on its deep rural expertise, LTF has pivoted towards establishing secured loan propositions. It has established a foothold with the Micro Loan Against Property (LAP) product and ventured into gold loans through proposed purchase of a gold loan portfolio from Paul Merchants Finance Pvt. Ltd. (PMFPL). The proposed gold loan product is expected to be a significant cross-sell proposition to the ~1.7 crore Rural Group Loans and Micro Finance customer database. The Micro LAP product is expected to cater to the financing needs of a niche segment of the rural population, largely against self-occupied property.

Going forward, LTF is expected to leverage its strength in the technology and data analytics space as the sector is expected to start picking up momentum towards the second half of FY 2025-26.

Farmer Finance

LTF is one of the leading tractor financiers in the country, financing about 96,000 new tractor units in FY 2024-25. Backed by strong OEM tie-ups, deep dealer partnerships of over 2,400 and the tailwinds of a good monsoon, the Farmer Finance business book crossed the ₹ 15,000 crore

Two-wheeler Loans

milestone and grew 10% during the year, ending at ₹ 15,219 crore. The business continued its focus on enhancing customer experience with 100% of onboarding systems being paperless. Digital adoption in collections grew to 61% vs 48% a year ago. With a focus on sharpening credit underwriting, a phase-wise rollout of 'Project Cyclops' was launched in FY 2024-25.

This business will continue to focus on strengthening its positioning and gaining market share while expanding its current offerings through innovative product solutions thereby enhancing customer experience.

Urban Finance

- **Two-wheeler Finance**

  The Two-wheeler Finance business in FY 2024-25 moved towards building a prime customer portfolio in the backdrop of a dynamic credit environment despite sectoral headwinds. The company's endeavour to onboard better-quality customers is backed by a deep understanding of the sales channels and OEM partnerships. LTF's sustained technology focus through 100% digital underwriting is being transformed through the introduction of a three-dimensional underwriting engine – Project Cyclops. The project is expected to sharpen credit metrics and create a differentiated approach in next-generation underwriting. Given this backdrop, the company saw a growth of 10% in this business with the book reaching ₹ 12,321 crore in FY 2024-25.

- **Retail Housing**

  The Indian mortgage market, comprising home loans and LAP, has been a mixed bag in FY 2024-25. Limited price rises, combined with flexible payment plans and broker incentives, have resulted in a healthy absorption rate. However, rising land prices and regulatory compliances have affected new project launches.

  Drawing on the strengths of channel partnerships and an innovative digital customer value proposition, LTF disbursed over ₹ 9,500 crore in FY 2024-25 with the total book crossing the ₹ 20,000 crore milestone. The total book closed at ₹ 24,929 crore, a growth of 27% y-o-y. The home loan and LAP mix was 80 : 20. Further, the company deepened its distribution network to 385 touch-points in FY 2024-25.

  With a continuous focus on delivering market leading financing solutions, a reimagined home loan offering proposition – "The Complete Home Loan" – was launched. The company also entered a strategic partnership with PhonePe, with the objective of augmenting its digital sourcing channels.

- **Personal Loans**

  The industry experienced a challenging credit cycle due to overleverage in the non-prime segment. Growth was muted for most of FY 2024-25. LTF responded through growth focused on the salaried segment and cross-sell opportunities to its existing two-wheeler customer base. This led to a loan book growth of 34% in FY 2024-25.

Micro Loans

LTF also entered into strategic big-tech partnerships with Amazon Pay, CRED and PhonePe. These partnerships are expected to pick up pace in FY 2025-26, leading to the creation of a significant customer base.

- **SME Finance**

  The SME Finance business book achieved a 67% y-o-y growth and closed at ₹ 6,524 crore. The business saw disbursals of over ₹ 5,000 crore in FY 2024-25. The business continues to focus on deepening market penetration through geographical expansion, providing customers with a seamless journeys and expanding sales channels through direct sales teams and call centres that enhance outreach and operational efficiency.

Business Environment

FY 2024-25 was a year characterised by continuing global economic uncertainties amidst accentuated geopolitical conflicts and disruptive tariff announcements from US.

On the domestic front, rural India was affected by heat waves and an extended election season that led to a delayed release of grants. Further, the postponement of government spending resulted in a short to medium-term liquidity squeeze. This was balanced by a normal monsoon, record harvests followed by robust rural spending. On the other hand, urban India saw a downturn in the credit cycle. Overall, domestic macro fundamentals continued to remain resilient, as reflected in stable inflation, disciplined fiscal management and strong external balances.

On the back of mixed high frequency growth indicators and supported by moderation in retail inflation, RBI reduced policy repo rate by 50 basis points to 6%, after a gap of almost five years. This was also followed by supportive credit measures by way of a risk-weight reduction on bank lending to NBFCs.

Major Achievements

- **Strategic tie-ups with large technology partners**

  In continuing with LTF's commitment to innovation, providing seamless digital experience and fostering partnerships within the lending landscape, LTF entered into partnerships with Amazon Pay, CRED and PhonePe to develop cutting-edge credit solutions. These will aid in better market penetration, new customer acquisition and allow businesses to scale up faster.

- **Launch of next-generation credit underwriting engine – Project Cyclops**

  The company launched an omni-channel, omni-customer credit underwriting engine, which is the first-of-its-kind engine in the industry, facilitating thorough underwriting on a three-dimensional axis. The AI-ML-powered underwriting engine facilitates an in-depth assessment of the customer's potential integrating bureau, account aggregator and trust signals at scale.

Home Loans

- **Reimagined home loans offering through 'The Complete Home Loan' product**

  L&T Finance launched an industry-first 'The Complete Home Loan' proposition providing tailored solutions including home décor finance with seamless digital offering and best-in-class customer solution.

- **R.AI.SE 2024 – India's first AI in BFSI conference**

  LTF held the premier R.AI.SE 2024 conference in November 2024 under the theme of 'Re-imagining Financial Services with AI'. R.AI.SE 2024 focused on showcasing real-world applications and use cases of AI in the BFSI space highlighting AI's potential to enhance financial inclusion, customer experience and business growth. The congregation saw widespread participation of 1,400 in-person and over 3,000 joining virtually, with marquee guest speakers / thought leaders from the realm of AI and BFSI participating from across the world.

Significant Initiatives

- **Gold Loan**

  The company's entry into the gold loans segment is through the proposed purchase of the gold loans business undertaking of Paul Merchants Finance Pvt. Ltd. (PMFPL). This transaction is on a slump sale basis and is expected to close by Q2 FY 2025-26. The PMFPL's gold business is a natural cross-sell product for LTF's Rural Group Loans and Micro Finance business.

- **Launch of KAI**

  The company launched Knowledgeable AI (KAI), an AI-powered virtual home loan advisor, which is a dynamic and interactive solution, providing a responsive as well as a personalised customer experience.

Risk Management

Effective risk management involves a systematic approach to identifying, evaluating and addressing potential as well as existing threats. This process encompasses both qualitative and quantitative analysis, focusing on the establishment and refinement of controls to minimise or prevent adverse outcomes. A comprehensive risk management strategy is central to LTF's operations. The Board-established Risk Management Committee provides oversight for this framework. This framework encompasses the company's defined risk tolerance, established risk limits, real-time risk monitoring tools and early warning systems. Recognising the evolving business environment and the emergence of novel challenges, including digital security, data privacy, reputational concerns and climate-related vulnerabilities, the company is actively developing updated risk management protocols to proactively address these emerging issues.

Micro Loan Against Property

Credit Risk

LTF's business faces considerable credit risk on account of the diverse and complex nature of the retail business, thereby necessitating a robust management system. Credit risk is generally made up of transaction risk or default risk and portfolio risk. Credit risk management is essential to minimise default risk and concentration risk. LTF follows a pragmatic framework for evaluating financing opportunities aligned to the risk-return strategy of the organisation within the applicable regulatory environment.

A structured approach to credit risk management is established in line with the goals / strategy of the organisation, internal and external environment. In an effort to address credit risk structurally, LTF, with the help of cutting-edge technology, is transforming its underwriting architecture through a three-dimensional engine that combines bureau, account aggregator and alternate data.

Further, Project Cyclops, the AI-driven digital credit engine, is working towards strengthening credit risk assessment by delivering real-time, data-driven insights. The company also employs sophisticated dashboards that provide real-time trend identification and breach alerts, enabling proactive risk management and immediate response to potential threats.

LTF is in the process of developing an advanced portfolio management solution to proactively manage customer cohorts, identify stress signals and take corrective measures to mitigate risks. By analysing behavioural patterns, alternative data sources and macroeconomic factors, the company can make informed decisions on effective customer delinquency management. These measures have contributed to improved asset quality despite challenging market conditions.

Market/Liquidity Risk

A conservative approach is employed to protect LTF from market and liquidity risks. LTF maintains a positive cumulative liquidity gap across all time buckets up to one year. A regularly monitored Contingency Funding Plan (CFP) is in place to address significant disruptions that could impede funding capabilities. A governance structure within the CFP facilitates a crisis management response when needed. The company maintains a positive interest rate sensitivity gap over a one-year horizon, mitigating balance sheet interest rate risk. The Asset Liability Committee (ALCO) of LTF maintains an oversight of all aforesaid matters by way of monthly meetings, and the minutes of the ALCO meetings are presented to the Risk Management Committee (RMC) on a quarterly basis. The above-mentioned processes and governance structure enable LTF to modulate its response to evolving market conditions in a timely and effective manner.

Model Risk

Model risk refers to the potential for errors or inaccuracies in the models used for decision-making that can lead to incorrect assessments of risk or value and increase the risk of losses for the company. Model Risk Management in LTF

Business Loans

is carried out by the Model Risk Management team whose responsibilities include managing a Model Governance Framework containing sets of policies, procedures and controls that are designed to manage the risks associated with the use of models in decision-making processes. To govern the model risk, Board-approved Model Risk Management policy and Model Risk Management Committee have been put in place in FY 2023-24. The objective is to review various model aspects at different stages of the model (development, active use, change and retirement), and to set a high-standard for the model by putting in place a robust risk-dependent review and monitoring framework.

IT Security Risk

The information security team at LTF is responsible for securing business applications from cyber threats by incorporating security features in design of applications, carrying out monthly security assessments on Google Cloud Platform (GCP), cloud and data center, having best-in-class virus and threat protection practices, enabling ethical hacking through external experts, and ensuring round-the-clock security event monitoring of all IT assets. LTF has set up an Information Security Management System (ISMS) for effective management and operation, which is ISO 27001 compliant and certified. To prevent emerging threats, LTF has implemented controls to ensure business continuity and data protection. LTF's digital platform has a 3-tier security architecture with in-built disaster recovery, along with multiple-layer security. This security system protects its IT network, websites and applications, databases and end-user laptops/desktops for data leakage, denial-of-service attacks, ransomware and malware. The company also engages external parties to conduct vulnerability assessments and penetration-testing as well as ensuring robust protection against cyberattacks.

Outlook

Moving into FY 2025-26, it is expected that the Indian economy will continue to be resilient on the back of strong domestic consumption despite continuing global economic volatility. The FY 2025-26 Union Budget has laid the foundation for the increase in disposable income and higher consumer spending through reduction of personal income tax rates. However, the continuation of government spending on development and the emergence of private expenditure towards capacity augmentation is a metric to look out for in FY 2025-26.

RBI is expected to continue its balanced regulatory approach fostering growth while ensuring compliance, maintaining a clear focus on systemic stability. While there was a downtick in the credit cycle in both rural and urban India in FY 2024-25, this is likely to moderate and stabilise over H1 FY 2025-26, while charting a path to growth from H2 FY 2025-26 onwards supported by a lower system-wide leverage.

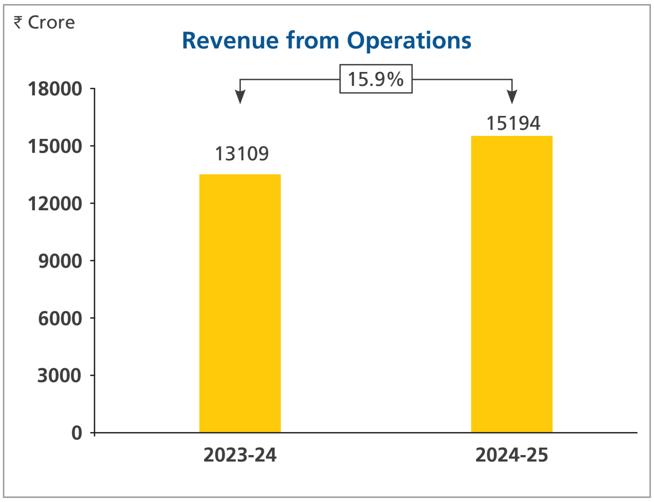
Personal Loans

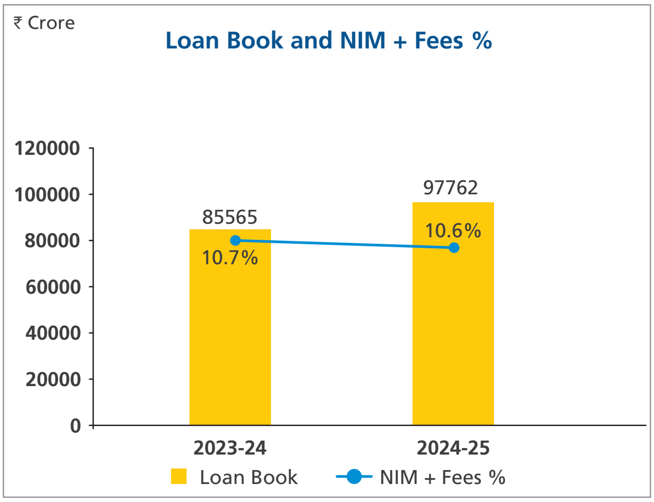
Financial performance of the segment

The segment's revenue improved by 15.9% y-o-y at ₹ 15,194 crore for FY 2024-25 due to scaling up of retail disbursements. The core strategy for the Financial Services business in the Lakshya 2026 plan revolves around retailisation, dealer penetration through differential offerings, improved customer retention through top ups, geographical expansion and creating strong risk guardrails. Several initiatives have been undertaken over the past couple of years to exit the wholesale exposure, resulting in 97% of its loan book being retail credit as of March 31, 2025.

Disbursements of loans and advances at ₹ 60,305 crore for the year registered a growth of 7% on a y-o-y basis, reflecting higher credit demand in the various retail segments due to resilient domestic economic momentum. Business is following a risk calibrated disbursement strategy in the micro finance sector given the temporary headwinds. The loan book stood at ₹ 97,762 crore as of March 31, 2025, registered a growth of 14% over the previous year, consequent to higher retail disbursements. The net interest margin (NIM), including fee income, marginally declined to 10.6% due to a change in the loan mix.

The Gross Non-Performing Asset (GNPA) ratio is at 3.29% as on March 31, 2025, compared to 3.15% as on March 31, 2024. Similarly, the net NPA ratio is at 0.97% as on March 31, 2025, against 0.79% as on March 31, 2024. The business is well capitalised with Capital Adequacy (including Tier II capital) of 22.27% as on March 31, 2025.





DEVELOPMENT PROJECTS SEGMENT

Hyderabad Metro Rail system typically sees an average daily ridership of round 4.75 to 5 lakh passengers

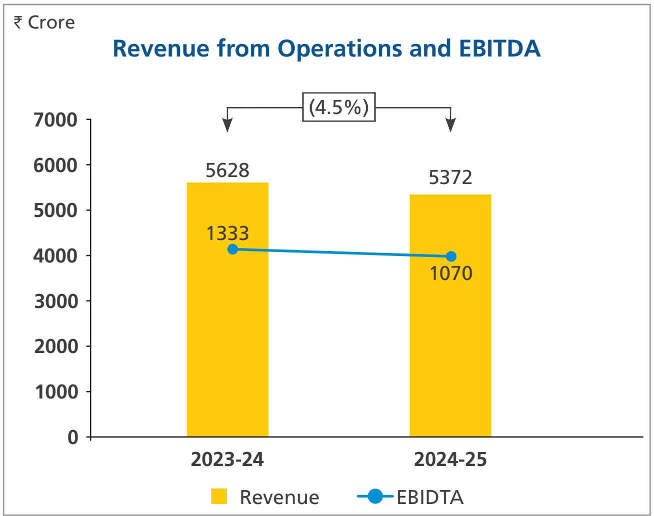
The Development Projects segment comprises of:

a) Hyderabad Metro Rail project, through a wholly owned subsidiary, L&T Metro Rail (Hyderabad) Limited

b) Thermal power plant, through Nabha Power Limited, a subsidiary of L&T Power Development Limited

The Company, on April 10, 2024, concluded the sale of its entire stake in L&T Infrastructure Development Projects Limited (L&T IDPL), a joint venture, primarily engaged in the development and operation of toll roads and power transmission assets. The stake was sold to Infrastructure Yield Plus II, an infrastructure fund managed by Edelweiss Alternative Asset Advisors Limited.

Financial performance of the segment



The segment recorded revenue of ₹ 5,372 crore for the year ended March 31, 2025, lower by 4.5% over the previous year. The decline in revenue is due to monetisation of a high value commercial property of Hyderabad Metro SPV in the previous year.

The segment reported an operating profit of ₹ 1,070 crore for FY 2024-25, lower than the ₹ 1,333 crore reported in FY 2023-24. As mentioned earlier, the decrease is mainly due to the monetisation of a high value commercial property in Hyderabad Metro SPV in the previous year.

The funds employed by the segment as on March 31, 2025, is lower at ₹ 18,063 crore, mainly due to the annual amortisation of intangible assets and sale of commercial property.

L&T Metro Rail (Hyderabad) Limited

Overview

L&T Metro Rail (Hyderabad) Limited (L&TMRHL) is a special purpose vehicle (SPV) created to undertake the business of constructing, operating and maintaining a metro rail system, including transit oriented development (TOD) in Hyderabad on a Design-Build-Finance-Operate-Transfer (DBFOT) basis under a concession agreement signed between the SPV and

Hyderabad Metro extends ~70 km across three lines, easing commuting woes, Telangana

the Government of Telangana. The remaining period in the concession is approximately 47 years, with further extensions available as per the conditions set out in the concession agreement signed with the Government of Telangana.

The Hyderabad metro rail system consists of three elevated corridors from Miyapur to L. B. Nagar, Jubilee Bus Station to Mahatma Gandhi Bus Station and Nagole to Raidurg, covering a total network of 69.2 km. The metro rail system was commissioned in phases, with the final stretch being commissioned in February 2020.

The concession agreement includes real estate development rights of 18.5 million sq.ft. in the form of TOD, of which 4.74 million sq.ft. has been monetised till March 2025. Further, L&TMRHL has developed and operationalised four retail malls aggregating to 1.20 million sq.ft. of leaseable area. On an ongoing basis, the company continues to pursue opportunities to monetise TOD rights from third party investors.

Business Environment

Hyderabad Metro is the safest, cleanest, fastest and most reliable urban public transport in the city of Hyderabad. Additional benefits like reserved seats for senior citizens and ladies, WhatsApp-complaint services and various promotional schemes have also been introduced to incentivise commuters to shift their transport preferences.

The average daily ridership in FY 2024-25 was 4,44,000 as against 4,42,000 in FY 2023-24. The highest recorded single-day ridership was of 5,63,000 on August 14, 2024.

With a view to enhancing the vibrancy of L&TMRHL's 4 malls, the company has undertaken an upgrade of its visitor conveniences, improvement of ambience and aesthetics viz., wall panelling, public seating, horticulture, entry and exit areas, and more.

Major Achievements

- The Fifth Report on Key Performance Indicators (KPI) published by I-Metro - an accredited body created by Ministry of Housing and Urban Affairs - saw L&TMRHL as a top performing metro service on several parameters.
- Non-fare revenue generation through innovative measures are being actively pursued.
- Advertisement space on project assets offer a revenue potential by way of launching various innovative services, including digital advertisements. Telecom sector services, like optic fiber and tower space leasing, also contribute to non-fare revenue majorly.
- Rental income opportunities are also a focus area for L&TMRHL. The business has created 3.74 lakh sq.ft. of retail / commercial space across all 57 stations. Station retail occupancy levels reached 87% with close to 3.24 lakh sq.ft. under trading. The company has also undertaken various initiatives to improve the occupancy in station retail.

Hyderabad Metro Rail Stabling Yard at Uppal Depot, Telangana

- With a view to increasing the use of green energy, the business has replaced 12% of its grid power requirements for metro rail operations with captive solar power of 10.0 MWp, since commissioning. Solar panels have been installed over the rooftop of metro stations and in depot areas. Another 2 MWp of solar capacity addition is under progress. Further, the business has also created 155 rainwater harvesting pits at various stations and depots, in which approximately 64 million litres of water get harvested annually.

Significant Initiatives

All 57 stations of Hyderabad Metro Rail are now Indian Green Building Council (IGBC) Platinum-certified making it the first metro in India to have all their stations certified as Platinum-rated.

L&TMRHL is working towards upgrading its ticketing system through the introduction of the open-loop ticketing system (OTS) in FY 2025-26. This will aid digital payments by commuters.

Robust and affordable last-mile connectivity for commuters enhances ridership on the metro system. In this regard, L&TMRHL has added exclusive shuttle services from metro stations to corporate offices and has partnered with the Telangana State Road Transport Corporation (TSRTC) for feeder services.

Periodic overhauling (POH) of trains has been initiated in FY 2024-25. POH of 14 train sets out of 57 have been completed.

The business is exploring additional non-fare revenue opportunities through various measures such as consultancy services to other metros, leasing out of optical fiber networks, letting out spaces for erecting mobile towers, setting up of electric vehicle (EV) charging stations (55 charging points already available), royalty earnings from QR ticketing and OTS partners, and more.

L&TMRHL strongly believes in safety and has put mechanisms in place to achieve this objective. The Automatic Train Protection (ATP) system continuously monitors trains for safe operations. The station equipment, the Computer-Based Interlocking (CBI) and wayside ATP are arranged to ensure safe and uninterrupted train operations. Further, Passenger Emergency Stop Plungers are provided on each platform and in station control rooms to stop a train immediately in case of an emergency.

Outlook

Sustained focus on bringing employees 'back-to-office' by various companies, as well as an increase in the overall workforce, should support increased ridership in FY 2025-26. Implementation of OTS is expected to ease metro travel and thereby enhance passenger experience.

Collaboration with various feeder services for first and last mile connectivity is expected to further strengthen the ridership and fare revenue. To enhance commuter convenience, improving the number of parking areas across the network continues to be a priority along with addition of feeder bays, elevators and escalators.

2x700 MW Supercritical Thermal Power Plant, Rajpura, Punjab

In line with the updated positioning, attracting top-end retail players to the 4 malls, remains a pivot area for FY 2025-26. Leasing activity in the retail industry is constantly evolving. Further, revenue share agreements for an initial period - for retailers to derive confidence - followed by minimum guaranteed rental plus revenue share on stabilisation, are now a common practice.

Retail stores may have a significant component of online sales and billing, especially in areas like food and beverage. This requires the creation of an infrastructure to support the logistics needs for the outlets' channel partners. The business recognises the need to be flexible, while tracking new trends and supporting retailers in a manner that is value accretive.

The sale of advertisement contracts into sizeable packages and the selection of partners who have the strengths to grow the business and enlarge occupancy, have also resulted in an increase in revenues.

Hyderabad Metro Rail is seen as an environment-friendly, safe, fast and reliable mode of transport. With the proposed Phase-2 expansion of the metro by the Government of Telangana, the reach of metro rail system is expected to improve. This would lead to an increase in the average ridership in the medium to long term.

Nabha Power Limited

Overview

Nabha Power Limited (NPL) owns and operates a 2x700 MW supercritical thermal power plant at Rajpura, Punjab. The sale of power generated is entirely tied up with the state's distribution company - Punjab State Power Corporation Limited (PSPCL), under a 25-year power purchase agreement (PPA), which is effective up to 2039.

The plant sources its fuel from the subsidiaries of Coal India Limited, under a 20-year fuel supply agreement (FSA), with a total annual contracted quantity of 52.4 lakh million tonnes (MT). The company has secured approvals to arrange coal from alternate sources to make up for any shortfall in supply of coal. The Bhakra-Nangal distributary is a perennial source of water for the plant, under an allocation from the state government. The plant is operated by an in-house team of experienced operations and maintenance (O&M) professionals.

The plant has been running successfully for over 11 years with an availability of over 85%. The plant has been the most reliable source of power for the state of Punjab and has consistently supported the state's requirements with uninterrupted power supply during peak seasons. NPL is also the lowest cost thermal power producer in Punjab.

2x700 MW Supercritical Thermal Power Plant, Rajpura, Punjab

Business Environment

India's average electricity demand has risen by 5% in FY 2024-25. This growth is primarily attributable to increased economic activity, increase in rural electrification and rise in residential power consumption.

Meanwhile, Punjab's power sector has witnessed a sharp rise in electricity demand, outpacing the national average. Electricity demand in Punjab increased by ~11% from 8,041 MW in FY 2023-24 to 8,951 MW in FY 2024-25, driven by early onset of summer and an increased agricultural load.

Despite multiple challenges, NPL was able to source coal from entirely domestic sources ensuring adequate and uninterrupted power supply at an affordable cost to the state of Punjab throughout the year.

Major Achievements

- Annual plant availability factor (PAF): ~95% (highest ever for NPL) and ~98% during the critical paddy sowing season
- Annual plant load factor (PLF): 82% vs all India thermal average of 69%
- Successfully achieved the 3% biomass co-firing compliance target
- Robust fuel management with zero reliance on alternate/ imported coal

Outlook

Grid India has projected peak demand to touch around 273 GW in the upcoming summer season. Coal stocks at thermal plants are at an all-time high of 54 MT, ensuring reliable fuel supply to support thermal power generation in meeting the anticipated peak demand.

In FY 2025-26, the peak power demand in Punjab is expected to rise to ~17 GW. As a result, NPL is expected to operate at high PLF while seeking to maintain its position at the top of the merit order among thermal power producers within the state.

NPL expects to commission Flue Gas De-sulphurisation (FGD) systems for both units during FY 2025-26, thereby complying with the new environmental norms, ahead of the mandated deadline. To ensure compliance with Ministry of Environment, Forest and Climate Change biomass co-firing norms, NPL has successfully achieved the 3% co-firing target for FY 2024-25. The biomass co-firing target has been increased to 5% for FY 2025-26.

The areas of focus for NPL during FY 2025-26 are compliance with HSE (health, safety and environment) norms, maximising plant availability, improving plant efficiency - especially during part-load conditions, commissioning of FGD, ensuring fuel adequacy and pursuing multiple digitalisation initiatives to improve operational efficiency.

OTHERS SEGMENT

Elara Celestia, Bellary Road, Bengaluru, Karnataka

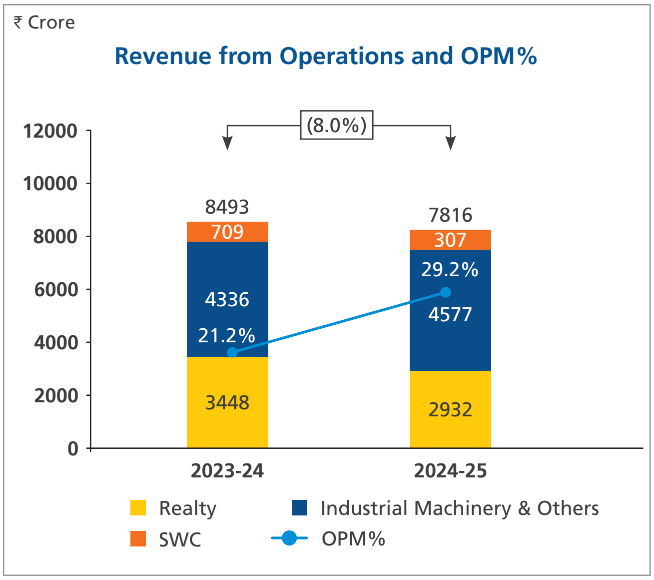
The 'Others' segment comprises of:

a. Realty Business

b. Industrial Machinery, Products and Others comprising of Construction & Mining Equipment, Rubber Processing Machinery and Industrial Valves

c. Smart World & Communication (residual portion)

Financial performance of the segment



Revenue for the segment registered a decline of 8.0% to ₹ 7,816 crore in FY 2024-25 due to lower handover of residential units to customer of Realty business.

The operating margin for FY 2024-25 improved to 29.2% from 21.2% for the previous year, on the back of improved margin in the Realty business.

Consequent to the launch of new projects in Realty business, the funds employed by the segment as on March 31, 2025, at ₹ 8,663 crore, have increased by 8.6% over the previous year.

Realty Business

Overview

L&T Realty is positioned amongst the top real estate developers in India, with a development potential of 70 million sq.ft. across residential, commercial and retail segments in Mumbai, Navi Mumbai, Bengaluru, Delhi-NCR and Chennai. The business model includes development of own land, partnership with land/development right owners, and the sale and leasing of commercial spaces.

The Gateway, Sewri, Mumbai, Maharashtra

Residential Segment:

Ongoing Projects

Elara Celestia, Bengaluru
Elara Celestia is a premium development situated adjacent to Raintree Boulevard, Hebbal. Spread over a land parcel of 13 acres, its exquisite architectural design with nearly 70% open space makes it a much sought-after residential complex. The main attractions of the project are the views to the open greens of *Gandhi Krishi Vigyana Kendra*, a roof-top club house and an infinity pool. Once completed, the project will house around six hundred plus families.

Avinya Enclave, Chennai
The project is part of a 40 acre mixed-use development parcel and is located across the L&T campus at Manapakkam. With exceptional amenities, the best retail outlets, commercial hubs and social infrastructure in proximity, the residences are crafted to grant a timeless living experience in every sense.

Island Cove, Mumbai
Island Cove, Mahim's first gated community, has been conceptualised to offer comfort and easy access to Mumbai's major landmarks. Incorporating the finest lifestyle amenities, this property is poised to emerge as a desirable destination for home buyers aspiring for an improved quality of life.

The Gateway, Mumbai
'The Gateway' at Sewri, Mumbai is an architectural masterpiece that soars more than two hundred metres. Positioned for those seeking an exclusive and luxurious experience, this property is located close to India's longest sea bridge - Atal Setu in Sewri and promises residents unparalleled connectivity and convenience.

Elixir Reserve, Mumbai
Surrounded by a forest, a lake and a hillock, Elixir Reserve is a premium residential development in Powai that is enveloped in a picturesque setting. This project is replete with state-of-the-art amenities, including an international standard school within its premises as well as commercial offices and retail space within proximity.

Rejuve 360, Mumbai
The residential complex is focused on the theme of rejuvenation of mind, body and soul. Located in Mulund West, the project has sustained its position among premium developments in the micro-market.

77 Crossroads, Mumbai
77 Crossroads is a gated community situated on the Eastern Express Highway in Ghatkopar – a location that provides easy access to every corner of the city. The project has functional residences with unmatched comforts and conveniences with more than 20 thoughtfully designed amenities.

L&T Innovation Campus, Powai, Mumbai, Maharashtra

Veridian @ Emerald Isle, Mumbai

Offering spacious and elegant homes and a host of amenities amidst 3 acres of central greens, this residential complex is the perfect destination for those who wish to live life to the fullest. Hailed as Powai's finest gated community, the development is home to more than 2,000 families.

West Square & West Manor, Navi Mumbai

West Square & West Manor are aspirational addresses in Navi Mumbai. The projects offer exceptional amenities and a promise of privacy. These developments are only a few footsteps away from Seawoods Station, Seawoods Grand Central Offices, Seawoods Grand Central Mall and offer ultra-premium amenities.

Evara Heights, Thane

An epitome of modern architecture and high-rise living, Evara Heights offers thoughtfully designed residences with modern features and premium amenities. The project launched during the year is in the heart of Thane, next to Viviana mall.

Commercial Segment:

Seawoods Grand Central, Navi Mumbai

The Seawoods Grand Central offers 1.7 million sq.ft. of Grade A commercial office development along with 1.2 million sq.ft. of a state-of-the-art mall. It is one of the most successful transit-oriented developments in the country.

Innovation Campus Powai, Mumbai

Innovation Campus is in the heart of Powai and offers approximately 2 million sq.ft. of Grade A office space across LEED Platinum-rated towers, designed with a strong focus on sustainability, wellness and operational efficiency. With cutting-edge infrastructure, efficient floor plates and modern amenities, Innovation Campus is poised to become a preferred destination for IT/ITeS, fintech and innovation-driven enterprises.

Technology Park, Bengaluru

Located in the rapidly growing micro-market of Hebbal, the project has a scope of development of around 1.8 million sq.ft. of IT/ITeS office space. Tech Park-1 (Phase 1) office space, having an area of 1.2 million sq.ft., has been completed and fully leased. Construction for Phase 2 with around 6.5 lakh sq.ft. is slated to begin by the end of this year.

L&T Innovation Campus, Chennai

The 6.5 million sq.ft. L&T Innovation Campus is a mixed-use development project spread across 40 acres and is located at Manapakkam, Chennai (IT Hub). Phase 1 development comprised of two towers, 'Ananda I' and 'Ananda II', with a built-up area of 1.2 million sq.ft. and was completed in March 2024. These towers have now been fully leased out. The campus has the perfect last mile connectivity with the upcoming metro station right within proximity. The development offers the convenience of 'Walk to Work' with premium residences within the campus.

Evara Heights, Thane, Maharashtra

Other Commercial Developments:

Developed the only LEED gold-rated building in Faridabad, Haryana serving several marquee clients.

New Growth Opportunities

L&T Realty has expanded its footprint with new project acquisitions totalling more than 20 million sq.ft. for premium residential projects in Mumbai and Bengaluru and 1.6 million sq.ft. commercial office space at Bengaluru and Pune in FY 2024-25. With a robust pipeline and strategic partnerships, the company is well-positioned to accelerate portfolio and location expansion to capitalise on high-demand markets.

Business Environment

The Indian real estate markets continue to be resilient with residential sales in the top six cities – which command ~80% market share – showing a solid 14% y-o-y growth in 2024, despite high interest rates and increasing property prices. Premium segment demand, across the top six cities, surged 27% while prices rose 12%.

The Indian office sector witnessed its highest ever leasing activity in 2024, with gross absorption touching ~79 million sq.ft., registering a 16% y-o-y growth. India's position as the leading hub for Global Capability Centres (GCC) has continued to spur demand, while institutional capital from family offices and ultra-high-net-worth individuals (UHNIs) continues to accelerate acquisitions in the commercial real estate segment.

India's importance as a global hub for engineering, R&D, IT and professional services has been growing rapidly. This has led to the formation of GCCs by multinational enterprises. GCCs leased 29 million sq.ft. of space, which is ~37% of total leasing activity. The cities of Bangalore, Hyderabad and Pune led the charge, collectively contributing 74% of the GCC leasing footprint in 2024. Demand for GCC space is expected to continue in the medium-term.

Major Achievements

- Launched new residential projects:
  - Elara Celestia at Bengaluru
  - Evara Height at Thane, Mumbai
  - Seawoods Residences new phase at Navi Mumbai
- Handed over more than 1,000 residential units during the year at the Raintree Boulevard, Bengaluru and Emerald Isle, Powai East, Mumbai
- Delivered 1 million sq.ft. commercial office space at Chennai campus and commenced another 1 million sq.ft. of new development in Chennai
- The company has received multiple prestigious awards for its excellence across residential and commercial segments of the real estate market. Notable accolades include Workforce Innovation Summit & Award, Realty+ Conclave & Excellence Awards, Great Indian Real Estate Leaders Summit & Awards, Golden Brick Awards, Dubai, ET Now & The Times Group, CNBC-AWAAZ Real Estate Awards, Times Real Estate Conclave & Awards

Komatsu PC2000 Super Long Reach - Hydraulic Excavator

Komatsu PC205 Hydraulic Excavator - Earth Master

Outlook

The growth trajectory of the residential real estate segment in FY 2025-26 is likely to continue on the back of stable mortgage rates and a lower level of residential inventories. The luxury and ultra-luxury segments continue to be strong contributors, fuelled by urban expansion and shifting buyer preferences.

India's commercial real estate market is on an expansionary trajectory, attracting record capital inflows, with the real estate sector leading qualified institutional placement (QIP) fund-raising. Institutional-grade assets in data centers, industrial parks and flex spaces are witnessing exponential demand growth, reinforcing the sector's strong risk-adjusted returns. With improving absorption ratio across key metros, India's real estate sector remains a high-conviction investment avenue in FY 2025-26.

Looking ahead, the Indian office market is poised to maintain its growth momentum in the near term, underpinned by:

- Strong interest in established metros: Bangalore, Mumbai and Delhi-NCR continue to be anchor markets, offering deep talent pools, infrastructure maturity and global connectivity.
- Rise of strategic alternatives: Cities like Chennai, Hyderabad and Pune are gaining traction due to favourable policy environments, cost advantages and occupier preference for portfolio diversification beyond gateway markets.
- Premiumisation of office spaces: The evolving dynamics of hybrid work models, employee-centric design and wellness-oriented environments are pushing both developers and occupiers towards:
  - green and energy-efficient buildings (USGBC/IGBC/LEED/Net Zero-ready)
  - enhanced experience through hospitality-grade amenities, including concierge services, breakout lounges, wellness zones and tech-integrated facility management

L&T Realty is uniquely poised to capitalise on these sectoral tailwinds and emerge as a leading player delivering value and sustained outperformance.

Construction Equipment and Others

Overview

The Construction Equipment and Others (CE&O) business comprises of Construction and Mining Machinery (CMM) division which is engaged in the manufacturing and marketing of construction and mining equipment, and Rubber Processing Machinery (RPM) division which manufactures equipment for the tyre industry. The CMM division comprises of Construction and Mining Equipment business unit (CMB) within L&T and L&T Construction Equipment Limited (LTCEL), a wholly owned subsidiary of L&T.

L&T 2490 HD Pneumatic Tyred Roller

The CMB division is engaged in the business of distribution and after-sales support of hydraulic excavators and dump trucks manufactured by Komatsu India Private Limited (KIPL), and other mining and construction equipment manufactured by Komatsu worldwide. It also handles the distribution and after-sales support for other mining equipment, viz. surface miners, crushing solutions and apron feeders manufactured by L&T's Minerals & Metals business in Odisha.

LTCEL provides solutions to the construction industry through mechanisation and automation, leveraging its expertise in hydraulics, mechanical, electrical and electronics engineering. Its facility at Doddaballapura near Bengaluru, in Karnataka, manufactures hydraulic power packs, cylinders, pumps, motors, and other components. During the year, LTCEL divested its assets related to the manufacturing of road machinery and material handling equipment to Infra Bazaar Tech Private Limited (IBTPL). The CMM division continues to manage the business of distribution and after-sales support for the range of equipment, now manufactured by IBTPL.

The RPM business, located in Kancheepuram near Chennai, manufactures rubber processing machines and tyre automation systems for the global tyre industry. It has supplied equipment to tyre majors in over 46 countries. With over five decades of expertise, the division also supports customers with 'build to print' products and customised machinery.

The Product Development Centre (PDC), a part of CMB business based in Coimbatore, with its highly skilled design team, supports engineering and product development for both CMM and RPM divisions. PDC plays a key role in designing customised equipment for various industries.

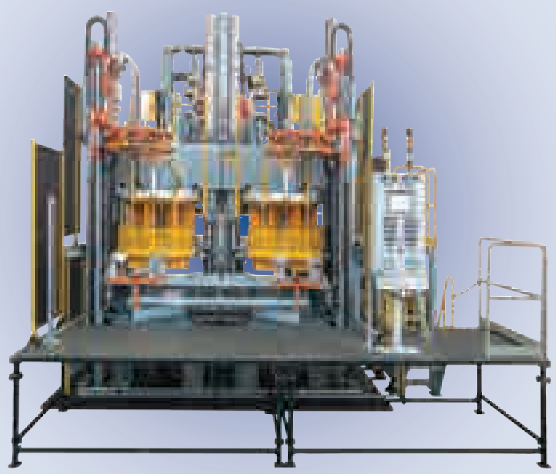
Business Environment

Construction and Mining Machinery Business

Investments in the construction and mining sectors continued to drive demand for the CMM business. However, an extended monsoon and constrained government capex spending during H1 FY 2024-25 resulted in subdued growth in road and highway construction. Consequently, the demand for construction equipment, such as road machinery, wheel loaders and hydraulic excavators, remained subdued during the year.

The demand for mining equipment is largely dependent on expansion plans in coal and other allied sectors. In FY 2024-25, coal production surpassed the significant milestone of one billion tonne, registered a growth of 5%, while iron ore and cement production registered a growth of ~4% over the previous year.

The CMM business has continued to offer cost-effective, performance-driven and sustainable value propositions, backed by robust after-sales support, round-the-clock service at mining sites, application engineering expertise, continuous improvement tools and deep customer engagement.



Passenger Car Hydraulic Tyre Curing Press

Truck & Bus Hydraulic Tyre Curing Press

Rubber Processing Machinery Business

The demand for tyre-making machinery is directly linked with the fortunes of the automobile, agriculture and mining sectors. Though global vehicle sales are projected to grow at 2.7% in 2025, rising input prices and policy uncertainties may constrain demand. In addition, ongoing trade tensions may further dampen overall market sentiment and result in the deferrals of capex in the tyre industry.

As per ICRA, India's domestic commercial vehicle industry is projected to grow 3–5% in FY 2025–26. Continued government support for electric vehicle (EV) adoption is expected to drive market expansion.

Major Achievements

Construction and Mining Machinery Business

- achieved the milestone sale of 50,000th Komatsu machine in India – a testament to quality, reliability and durability and trusted after-sales support
- first distributor in Asia to receive Komatsu's Level-3 Gold Rebuild Certification for its service and training centres in recognition of adherence to Komatsu's global standards
- first time in India, a Komatsu HD785 (100-tonne dump truck) surpassed 73,000 operating hours, while a Komatsu PC2000 hydraulic excavator crossed 75,000 hours — both machines still in operation
- launched the new Komatsu 3-tonne excavator PC35MR, marking entry into the mini excavator segment

Rubber Processing Machinery Business

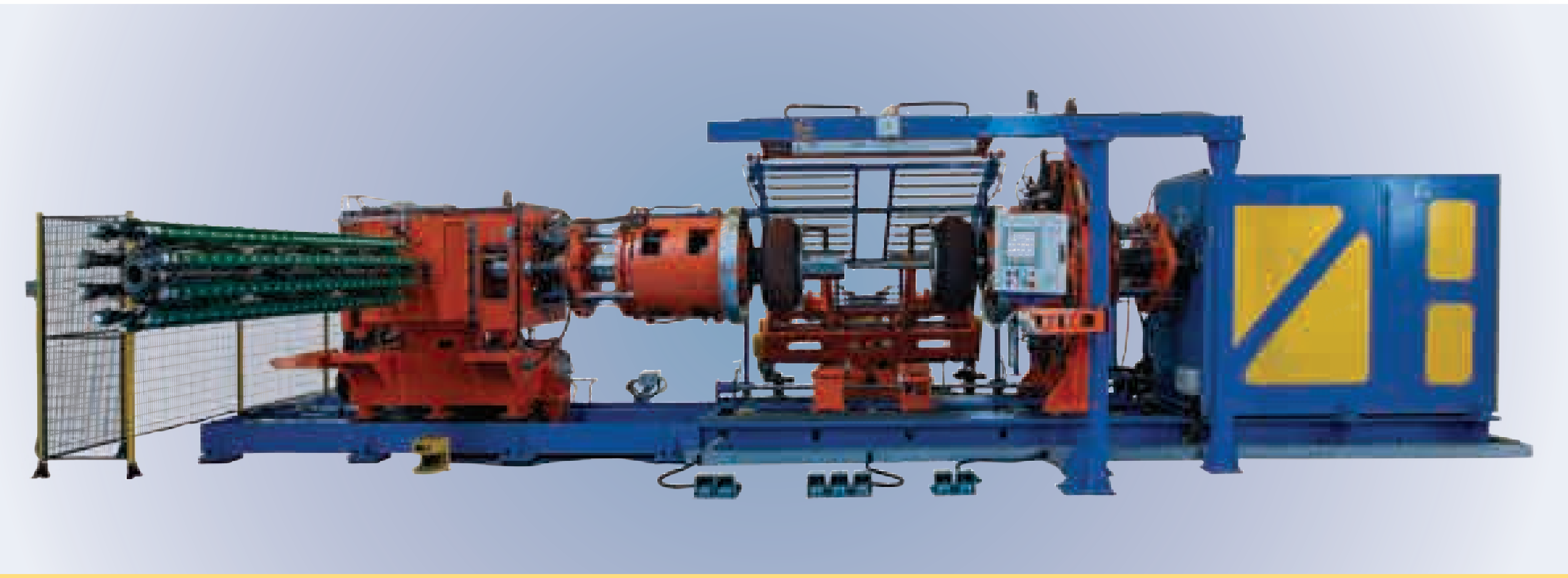
- developed and exported specialty tyre building machine for off-the-road (OTR), port handling application
- developed and supplied a new-sized Hydraulic Tyre Curing Press for specialised light truck applications for a leading Indian tyre manufacturer
- developed and supplied a Compressed Air-Free Tyre Curing Press for a leading European tyre manufacturer
- developed and supplied an OTR lube spray machine integrated with a robotic system for green tyre painting applications

L&T Construction Equipment Limited

- developed customised Trenching and Pipe Laying Equipment that integrate trenching, cable/hose feeding and trench closing operations into a single unit
- manufactured and supplied CAM (Cement Asphalt Mortar) injection car and asphalt storage tanks for the flagship Mumbai–Ahmedabad High-Speed Rail Project

Significant Initiatives

- launch of LNG retrofit kits, a solution designed to convert traditional diesel engines into dual-fuel engines, in CMM business
- launched smart construction machine equipped with ICT tools to enhance operational efficiency, productivity and fuel savings in CMM business
- in line with its sustainability initiatives, the RPM business has successfully developed Electric Curing Presses



Off-Road Tyre Building Machine

Outlook

Construction and Mining Machinery Business

Various government initiatives like the National Infrastructure Pipeline, *Bharatmala* and *Sagarmala* have created a strong demand for infrastructure machinery. The government's focus on developing world-class infrastructure, from logistics hubs to smart cities, is expected to propel the industry into its next phase of growth. The transition to CEV-V standards will increase the demand for energy-efficient equipment.

The Union Budget for FY 2025-26 has proposed an investment of ₹ 11.21 lakh crore in infrastructure, with about ₹ 2.72 lakh crore outlay for roads & highways construction and ₹ 2.52 lakh crore for railways. The continued focus on the development of rural infrastructure through programmes such as the *Jal Jeevan Mission*, *PM Awas Yojana* and *PM Gram Sadak Yojana* is expected to boost demand for small- to mid-sized construction equipment. Construction activity is expected to gain momentum in the coming year, leading to an estimated 5–6% growth in the construction equipment market.

Infrastructure development will also drive demand in the cement and metal sectors, leading to sustained demand for mining machines like excavators, dump trucks and dozers. Further, with increased targets for the domestic production of coal and iron ore, demand for heavy earth moving machinery (HEMM) is likely to sustain in the near term.

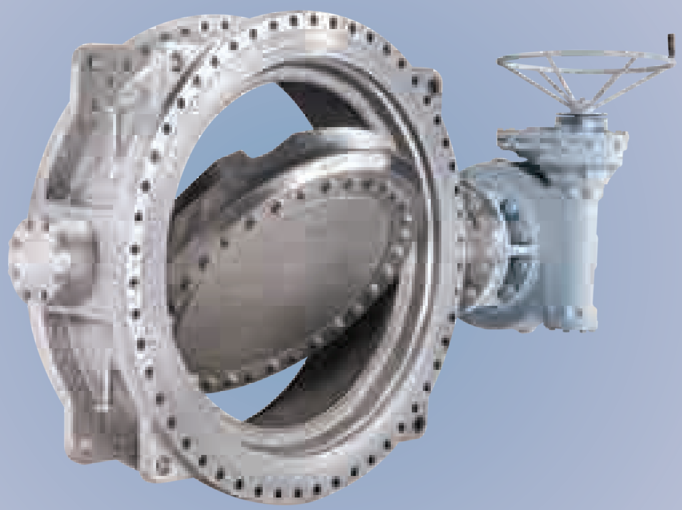
For the Spare Parts and Services segment, the business plans to capture a higher market share by providing long-term service contracts to its customers. In this regard, various initiatives have been undertaken to improve the sale of genuine spare parts.

Rubber Processing Machinery Business

The global automotive tyre industry is projected to reach USD 256 billion in 2025, registering a growth of 5.9% y-o-y and is expected to expand further at a CAGR of 6.3% from 2025 to 2035, reaching USD 472 billion by 2035. The Asia-Pacific market, led by India, is forecast to achieve a 6.4% CAGR in unit growth through 2028.

Globally, tyre industries operate at around 70% capacity. With the US Government's renewed emphasis on local manufacturing, tyre companies in the United States are expected to resume investments. However, due to the imposition of tariffs on tyre manufacturing machinery, major US tyre companies may look to adopt a more cautious approach in the near term.

Demand in the Indian market remains steady. Passenger Car Radial (PCR) and Truck Bus Radial (TBR) tyres will continue to be the key focus areas for the major tyre manufacturers. However, utilisation of off-highway tyres (OHT) remains relatively low, and no significant investments are anticipated in this segment for FY 2025-26.



Large-size steam-jacketed Triple Offset Butterfly Valve supplied to a refinery expansion project

L&T Valves Limited

Overview

L&T Valves Limited (LTVL), a wholly owned subsidiary of L&T, is a leader in flow control solutions with a global customer base. The business leverages sixty plus years of manufacturing excellence to serve key sectors such as oil & gas, defence, nuclear & aerospace, power, petrochemicals, chemicals, water and pharmaceuticals across the globe.

LTVL manufactures a wide range of products such as Gate, Globe, Check, Ball, Butterfly, Double Block Bleed Valves and provides automation solutions. The portfolio includes products monogrammed API600, API594, API6D, API609 & API603, valves with CE, ATEX and safety integrity level (SIL) certifications, as well as IoT-ready digital solutions. With a large installed base in place, LTVL runs a global after-market business to support its customers in valve repair and rectification services, on-site training, project management consulting and maintenance contracts.

The business has manufacturing centres with state-of-the-art facilities in Kancheepuram (Tamil Nadu) and in Al Jubail (Saudi Arabia) through a wholly owned subsidiary. The business has its own internal engineering department and an R&D centre, staffed with a technically empowered team. LTVL's products have an established record of safety, reliability and quality across industry segments.

Business Environment

Relatively stable crude oil prices, easing of inflation pressures and increased investments in the oil & gas sector have led to a higher demand for industrial valves in FY 2024-25. The shift towards clean energy sources like Liquefied Natural Gas (LNG) created additional demand for valves that are used in its transportation, storage and regasification.

During the year, the business witnessed challenges in terms of shorter lead time requirement from customers. Stringent environmental and safety regulations also posed challenges for manufacturers to meet the compliance standards.

The market for industrial valves is characterised by significant fragmentation. An increased focus by customers on faster deliveries and lower costs ensures that the market environment continues to remain highly competitive.

However, given the geographical spread of its demand base, channel and product expansion strategies, the business has established a good reputation in the industry.

Major Product Developments

The business has successfully developed and supplied complex engineering products to meet customers' requirements:

- first globe valve with Inconel 625 cladded internals
- hydraulic drain valve operated under sea and actuated from 6 metres above sea level
- exotic grade material valves for Bio Refinery and PTA plants

Buried Service Trunnion Mounted Ball Valve supplied to a cross-country crude pipeline

World's largest Bellow-sealed Gate Valve supplied for Benzene service in a refinery

Outlook

The business closely monitors key demand indicators such as crude oil prices, capacity additions across industries, client leverage and liquidity, project capex spends, GDP trends and environmental regulations in relevant geographies.

Geopolitical events, political instability or a change in international relations can significantly impact crude oil prices. The impact of tariff wars may result in reduced economic activity which can lead to a decline in demand for oil & gas as industries and consumers cut back on energy consumption.

The domestic market is expected to be relatively shielded from the impacts of tariff wars. Fleet mode projects, along with initiatives aimed at promoting the use of Small Modular Reactor (SMR) and Bharat Small Reactors (BSR) may provide opportunities for business expansion. The domestic market is also seeing investments in the thermal power sector.

Within the given business environment, initiatives focusing on product and geographical expansion, supply chain resilience, digitalisation, operational excellence and a strengthened after-market team, is expected to build a strong business whilst delivering customer satisfaction.

INFORMATION TECHNOLOGY

Empowering Growth Through Technology Innovation

At L&T, the Information Technology (IT) function has made strategic investments in information technology and infrastructural improvements throughout the year, reflecting the Company's dedication to operational excellence and preparedness for the future. These efforts strengthen governance, enhance efficiency and position L&T for sustainable growth.

The following outlines the key initiatives undertaken by L&T in FY 2024-25 - categorised for clarity - and reflect the commitment to digital transformation in alignment with industry best practices:

1. Digital Transformation and Automation

Plans are in place to deploy over 100 AI solutions by FY 2025-26, boosting productivity and operational efficiency. To this end, L&T Cognitive Services (L&T CS) has been deployed to leverage AI-powered applications like SmartCompose and Notes AI, using Machine Learning and Generative AI. A Generative AI platform was also launched to drive innovation and enhance business processes across operations.

2. Compliance and Governance

The IT function successfully completed the ISO 27001:2022 external audit, reinforcing the Company's commitment to robust information security management systems.

In addition, a real-time stock and news monitoring portal was implemented to comply with SEBI regulations. The New Application for Reporting of Accurate Disclosure of Activities (NARADA) tracks share price movements and news, providing alerts to the Corporate Secretarial team for timely analysis and regulatory compliance, ensuring transparency and safeguarding investor trust.

3. Cybersecurity

The Company continues to invest in state-of-the-art security technologies to prevent cyberattacks.

To enhance cybersecurity measures, all key businesses were onboarded to a Central Cyber Security Operations Centre (C-SOC) providing a unified view of security incidents and enabling seamless mitigation across the group.

Enhanced cybersecurity awareness through employee training programmes were conducted through the year.

4. Sustainability and ESG Initiatives

A Microsoft Azure-hosted platform, L&T-EARTH, implemented to capture sustainability metrics (energy, emissions, water, waste) across all locations. It supports regulatory reporting, decision-making and internal benchmarking, reinforcing L&T's ESG commitments.

These initiatives reflect L&T's strategic focus on leveraging technology, ensuring compliance and driving sustainability. By aligning with global standards and adopting cutting-edge solutions, the Company aims to deliver value to stakeholders while maintaining leadership in the industry.

Outlook and Strategic Investments

Looking ahead, the Group IT function will sustain its momentum in driving innovation and value creation. Key priorities for FY 2025-26 include:

- **Scaling the L&T One Approach:** Enhancing One Identity, One Network, One Data, One Asset and One Unified Portal to support growth
- **Advancing Industry 5.0:** Expanding human-machine collaboration and sustainable IT solutions to align with L&T's sustainability goals
- **Scaling AI Innovation:** Further developing the Enterprise Platform and AI-driven solutions for sustainability and customer-centricity
- **Embedding ESG Excellence**: Developing a group-wide ESG Platform to track environmental, social and governance metrics
- **Enhancing Cyber Resilience:** Investing in quantum-resistant encryption and AI-driven threat intelligence

HUMAN RESOURCES

At L&T, Human Capital is recognised as one of the most vital enablers of long-term, sustainable value creation. The Company's workforce is a dynamic, evolving ecosystem of individuals who bring passion, purpose, technical brilliance and leadership to everything they do.

With a multi-generational talent pool spread across geographies, business verticals and disciplines, L&T thrives on the strength of its people — men and women, who challenge the ordinary, solve complex problems and deliver outcomes that shape India's infrastructure, manufacturing and technological progress.

The Company's Human Capital approach is built on five foundational pillars:

- Capability building at scale
- Culture of continuous learning and innovation
- Fairness and inclusiveness
- Performance with purpose
- Well-being as a strategic enabler

These pillars are aligned with the Company's long-term strategic blueprint, Lakshya 2026, and ensure that human capital development remains an integral part of business success and stakeholder value creation.

Acquiring Talent & Consolidating the Employer Brand

L&T's Young Professional Talent Acquisition team recruited and onboarded over 2,600 young engineering professionals (GETs/PGETs) across various businesses within the L&T Group. GETs and PGETs were recruited primarily through campus processes held across the country. Over the past three years, the total number of women hires in the GET/PGET recruitment process was more than 30% of the total intake. More than 1,600 young professionals were also recruited during the year comprising MBA Graduates, Chartered Accountants, Cost Accountants, Diploma Engineers, and other trainees.

Beyond recruitment, the Group focused on reinventing the Employer Brand through campus engagements, strategic sponsorships at various engineering institutes, social media activation, and other initiatives. Through leadership talks and industry-academia connects, L&T's leadership shared inspiring narratives about shaping India's infrastructure. These initiatives continue to reinforce L&T's position as an employer of choice by engaging with top talent across premier engineering institutes.

CreaTech, the flagship case study competition for engineers, plays a key role in expanding campus interaction by offering students real-world problem-solving experiences that mirror industry challenges. During the year, the Company relaunched OutThink – a business case study competition, which recorded more than 6,500 registrations from 34 premier B-schools across the country.

Managing Talent and Succession

L&T's Performance Management System (PMS), the foundation of the Company's meritocratic culture, ensures that talent is differentiated, recognised and rewarded effectively. The PMS is also integrated with the Career Development and Succession Planning Modules to facilitate seamless succession planning. The Company has a robust process for identifying and nurturing high-potential employees through Development Centres (DCs), designed to assess and groom future business leaders, and a Technology Leadership Programme (TLP), focused on employees in specialised technical domains such as engineering design, construction methods, plant and machinery, precast and formwork. In FY 2024-25, over 1,500 employees were assessed through DCs, and Individual Development Plans (IDPs) were prepared to map their personalised growth journeys.

Talent Review:

To enhance visibility and support critical talent from across business units, the Company further strengthened the 'Talent Review Process' for all employees. Led by the Talent Council, this re-structured approach involves quality discussions and a user-friendly Talent Review software module. A digital tool has been developed to capture the requisite data on critical talent and help track progress of interventions.

Special Initiatives for Workers:

The Company's Infrastructure segment has initiated a worker cash incentive scheme to improve retention of workers at project sites. The scheme pays out a cash incentive to workers who stay for more than 90 days at a project site. During the year, more than 25,000 workers availed of the scheme.

The Group Performance Assistance Scheme, a performance-based earning model has been initiated by the Heavy Engineering business. The scheme is designed to encourage enhanced worker performance by linking it to the prospect of increased incentive-based compensation. It has played a vital role in increasing efficiency, reducing delays and ensuring safe working conditions.

Learning & Leadership Development

At L&T, Learning & Development is deeply embedded in the Company's ethos, driving both individual and organisational growth. The Company has built a legacy of nurturing talent from within. Leveraging cutting-edge AI tools and innovative digital platforms, L&T provides employees with continuous learning opportunities, ensuring that they are equipped with the latest skills.

The flagship Seven-Step Leadership Development and Ascent – an integrated leadership competency development programme -- continues to strengthen the leadership bench, ensuring a seamless transition into future leadership roles.

L&T's Management Development Programmes (MDPs) strengthen functional management skills and build a sustainable competitive advantage. Conducted in partnership with XLRI, IIM-B, IIM-C and other premier B-schools, the MDPs train over 800 employees annually through a structured learning approach. For executive and supervisory levels, the Company runs Executive Development Programmes (EDPs) and Supervisory Development Programmes (SDPs) in collaboration with SIBM and NMIMS.

The People Leadership Excellence Framework introduced in 2023-24 has become the cornerstone for developing leadership excellence through several initiatives. This framework articulates the journey and attributes of a people leader through five dimensions – Personal Excellence, People Relations Excellence, People Performance Excellence, People Development Excellence and People Leadership Excellence.

Long-Term Education Programmes

Investing in long-term education programmes is a strategic approach to develop young talent within L&T and meet the personal aspirations of employees who are in the early stages of their career. Some of the notable programmes are Build India Scholarship with IIT Madras, IIT Delhi, NIT Trichy and NIT Surathkal. In FY 2024-25, the Company collaborated with NICMAR to offer co-branded M. Tech Programmes in Construction Technology & Management and Infrastructure Project Management. The programmes will be rolled out in their Pune campus in FY 2025-26.

The Company conducts skilling programmes for workmen in the construction industry. During the year, more than 10,000 candidates were skilled and trained by Construction Skills Training Institute (CSTI). The training involves a 90-day modular training programme which, upon successful completion, enables a candidate to gain employment opportunities in the construction industry. In addition, over 4,000 candidates were placed under National Apprenticeship Promotion Scheme (NAPS).

Upskilling and re-skilling of workers is also done by giving 'site-based' training and 'on-the job-training'. Over 25,000 candidates have benefited through these schemes.

ATL Varsity

L&T's virtual learning platform, ATLVarsity, offers a host of self-paced learning courses and modules in areas pertaining to technical, functional and behavioural areas. The ATLVarsity, in addition to its own hosted content, offers curated content from other learning platforms such as Coursera, Skillsoft and Coach Vani. Expanding beyond content creation, ATLVarsity leverages GenAI for skill assessments and benchmarking, providing employees with personalised feedback and learning experiences.

HR Digitalisation & AI Enablement

The Company has launched a new AI-enabled chatbot, "HEERA Plus" - an AI-powered employee assistant designed to transform employee query resolution and serve as a self-service platform for all HR related queries, at 3 personas - employee connect, HR connect and Leadership connect.

The Company launched a state-of-the-art Learning Management System (LMS) as a part of the SAP Success Factors suit, marking a significant step in enhancing employee training and development programmes. This cloud-based LMS provides a personalised and meaningful learning experience, prioritising compliance and continuous growth.

Another key Gen AI-driven innovation is CAISY, a Conversational AI Simulator designed as a scenario-based, personalised coaching tool for managers, enabling them to practise difficult conversations and enhance their communication skills. CAISY offers over 70 scenarios across three distinct personas — defensive, aggressive and dismissive — providing a realistic and immersive environment for skill development.

Additionally, L&T has launched a new digital library through the Percipio platform, providing employees with access to over 15,000 books and articles. This extensive digital library supports continuous learning and professional development by offering resources from various fields and disciplines.

The Company added AI-based 270-degree report as part of the People Leadership Excellence Feedback Instrument giving people managers a comprehensive overview on their competencies, strengths and blind spots. It also helps in framing customised development plans for people leaders.

Another achievement in HR digitalisation is the launch of an attrition prediction module - Retain Pulse.AI - an in-house platform developed by HR and the COE – Advanced Analytics, designed to predict employee attrition using workforce data such as demographics, attendance, training and performance.

Diversity, Equity & Inclusion (DEI)

Fostering diversity and inclusion at workplace continues to be a key priority for the organisation, with a focus on hiring diverse talent and creating an equitable environment where all employees feel included. This year the focus has been to strengthen initiatives based on the four pillars of the DEI Charter – Induct, Engage, Develop and Enable.

During the year, the Company hired ‘People with Disability’ (PwD) candidates in technical roles. A workshop was organised to ensure support from stakeholders and an accessibility assessment was carried out for the office campus.

The WINSPIRE programme is designed to focus on addressing the developmental needs of women at various stages of their careers that covers participants in their early-career to mid-career stages, with each programme customised for the respective cohorts. 765 women employees have undergone the WINSPIRE series of Leadership Development Programmes since its launch.

The Company emphasises on building an enabling environment for women in general and working mothers in particular. The existing policies such as flexibility for new mothers, traveling with infant and caretaker, ergonomic chairs, wellness rooms, creche facilities, hybrid working post-maternity, and the newly introduced menstrual leave, have been well accepted.

Employee Experience & Engagement

As part of ensuring an enhanced onboarding experience, the Company conducts Pulse Engage surveys on the HEERA platform in a conversational mode at critical milestones (7 days, 30 days, 60 days and 180 days) for new joiners. Over 8,000 laterals and 2,800 campus joiners in FY 2024-25 responded to Pulse Surveys.

With over 140 podcasts covering various themes like Leadership Series#, Health & Wellness#, L&T Cares#, and employee’s children’s achievements in Academics & Sports, **L&T Radio** has become a vital cog in engagement and employee connect.

From 1,500 participants in its inaugural season to over 5,200 participants in FY 2024-25, the **QuizWiz** initiative has cemented itself as a knowledge-driven competitive event, emblematic of L&T’s values and its emphasis on continuous learning. **The ART Beats** programme which brings out the artists in the employees, has inspired camaraderie and artistic innovation among employees.

Internal HR Excellence Initiatives – Over the years, L&T has benchmarked its internal people processes. This year, the Company organised the 13th edition of its HR Excellence Model (HREM) awards where applications were assessed by 30 CII-certified assessors. The initiatives taken by HR teams across businesses were recognised as part of the Annual HR Awards programme.

Health & Well-being

The organisation has curated various initiatives to support the mental health and overall well-being of employees. To increase awareness of holistic well-being among employees, the Company conducted a pilot survey based on the Four Pillars Wellness Framework – physical, social, emotional and financial.

The Company organised various programmes covering – health awareness sessions, diagnostic/screening camps/ workshops and training programmes.

The Company offers mental health counselling services both internally and through external counselling service providers that ensure that employees have confidential access to counselling, mental health resources and support for both personal and workplace challenges.

The MHFA (Mental Health First Aider's) campaign was launched in December 2024, inviting nominations from employees across India. 50 participants were chosen to take part in this initiative which aims to equip employees with the skills to identify mental health challenges, support individuals in need and provide guidance on accessing professional help.

Larsen Memorial Run

This run is organised every year as an ode to the co-founder. From the first edition in 2013, the number of participants has increased every year with more employees actively participating along with family and friends.

The second edition of the Atal Setu L&T Marathon took place on February 16, 2025. Besides being a platform for fitness enthusiasts, the run is also a celebration of the L&T Spirit.

Outlook & Strategic Priorities

As the Company expands into new businesses and geographies, its commitment to talent development has deepened. The focus is to ensure that the workforce is equipped with the skills, expertise and leadership acumen needed for sustainable growth. The Company actively invests in continuous learning and targeted upskilling programmes along with leadership development initiatives that align with evolving industry dynamics.

The Company upholds an unwavering commitment to human rights, fostering a workplace anchored in integrity, fairness and inclusivity. By embedding ethical principles across the workforce, the Company creates an environment where employees thrive, collaborate and contribute meaningfully.

AWARDS AND ACCOLADES

'L&T Heavy Engineering, Hazira' declared Winner of 'Golden Peacock Award for Corporate Social Responsibility' for 2024 for its community development initiatives

During the year, multiple projects across multiple businesses received awards for Environment, Health and Safety from RoSPA (The Royal Society for the Prevention of Accidents), the British Safety Council, the National Safety Council of India (NSCI), and many other reputed organisations. L&T's businesses have also won many awards and accolades. Some noteworthy awards and accolades are mentioned below:

Human Resources

- Great Place to Work® Certified, FY 2024-25
- Recognised by ET HR World Future Skills Awards 2024 with Silver Award in the category of Best Use of AI/AR/VR in Learning & Upskilling.
- 'Best use of AI in Learning & Upskilling' 2024 in programme of the year category by Skillsoft
- Recognised as Top 100 Best Companies for Women in India by AVTAR & Seramount, 2024
- Gold Award at SHRM HR Excellence Awards 2024 for 'Excellence in Developing Emerging Leaders'
- Best Employer List in India by Randstad 2024 (Top 10) and 2nd in energy and infrastructure sector
- Forbes World's Best Employer 2024
- Recognized at the ET Human Capital Awards (ETHCA) 2025 - Gold Award in the category of 'Excellence in AI for Learning & Development'

Corporate Social Responsibility (CSR)

- 'L&T Heavy Engineering, Hazira' was declared the Winner of the 'Golden Peacock Award for Corporate Social Responsibility' for the year 2024 for its community development initiatives
- Larsen & Toubro Ltd. (Heavy Engineering division) has been honoured with the "India CSR Investment in Sustainability Award" at the India Climate Samman 2025 by Carbon Markets Association of India (CMAI)
- L&T was honoured with the 1st Prize for 'Unnati', an Integrated Community Development Programme undertaken at Devgaon Cluster of Aurangabad District in Maharashtra by AIMA (All India Management Association)
- L&T was honoured for Excellence in Community-driven Sustainability Impact by Indian Chambers of Commerce (ICC), Annual Sustainability Symposium and Excellence Award

Buildings & Factories

- Received the Outstanding Concrete Award for HAD Chandigarh – 3D Printing from the Indian Concrete Institute (ICI) and the Outstanding Concrete Structure Award for IIT Hyderabad Phase 2 from ACCE
- BIAL T2 received ICI Award for Outstanding Concrete Structure (Infrastructure) 2024 and DIAL Ph3A project received ICI Award for Outstanding Concrete Structure (Buildings) 2024 and Construction Times Award for Best Airport Project 2024

Great Place to Work® Certified, FY 2024-25

LTEH won OHSSAI Carbon Neutral Award (Gold) at the 9th Annual HSE Excellence & ESG Global Awards 2024

Transportation Infrastructure

- Received the Build India Infra award for Meerut-Aligarh-Ghaziabad Road Project under Sustainability category
- Delhi International Airport Phase 3A works has been recognised as the Best Airport Project of the Year 2024 by Construction Times Magazine
- EPC World Awards – MAHSR C6 Project team accorded the award for "Outstanding Contribution to Innovative Urban Transportation" category

Water & Effluent Treatment

- IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) for performance excellence
- Middle East Economic Digest (MEED) Project Awards – Ad Dakhiliyah WSP - National Winner - Water Transmission Project - Oman
- Multiple EEF Global Awards in various categories

Hydrocarbon

- Certificate of Appreciation Awarded by Society of Petroleum Engineers (SPE)
- Won 'Platinum Award' by ICC (Indian Chambers of Commerce) in National OHS Award 2024
- Group QHSE Won the coveted Gold Award for Carbon Neutrality Initiatives for the time at OHSSAI Global Conclave & Annual Awards 2025, IIM Mumbai

Precision Engineering & Systems

- 'Gold Award' at National Level - Quality Sustainability Award 2024 by Indian Society for Quality
- FICCI Platinum Award 2024 at National level – 'Excellence in Quality Systems' in Large Companies category
- Five 'Gold Awards' for six sigma, Kaizen and VSM at Quality Circle Forum of India (QCFI) Coimbatore Chapter
- SIDM champion award under export substitution for Fire Control System of Anti Submarine Warfare weapons
- Received the esteemed Skoch Order of Merit Certificate for Smart Automation - The RPA Path to Digital Agility, recognising our excellence in process automation

L&T Technology Services

- Recognised as a Great Place to Work™ in the United States for the first time ever, and as a Great Place to Work™ in Poland for the second time in a row
- Acknowledged as the Most Innovative Company of the Year 2024 – 25 by ET Now
- Featured among the Top 3 Global pure-play Engineering Services in Everest Group's Engineering Services Top 50 ranking
- Rated as Market Leaders in the 2024 HFS Horizons Report for IoT Service Providers, excelling in comprehensive strategies, global reach, technology partnerships, and transformative solutions
- Recognised as one of the Top 25 Companies Excelling in Women in STEM, 2024, by CII

Recognised as Top 100 Best Companies for Women in India by AVTAR & Seramount, 2024

Gold Award at SHRM HR Excellence Awards 2024 for 'Excellence in Developing Emerging Leaders'

- Rated as a "Leader" in Digital Engineering and ER&D Services 2024 for Overall ER&D, Digital Engineering Services, Medical Devices, Industry 4.0 and Industrial by Zinnov
- Recognised by Financial Express FuTech Awards 2024 for Best AR/VR Breakthrough and Best Use of Predictive/ Prescriptive Analytics

Nabha Power

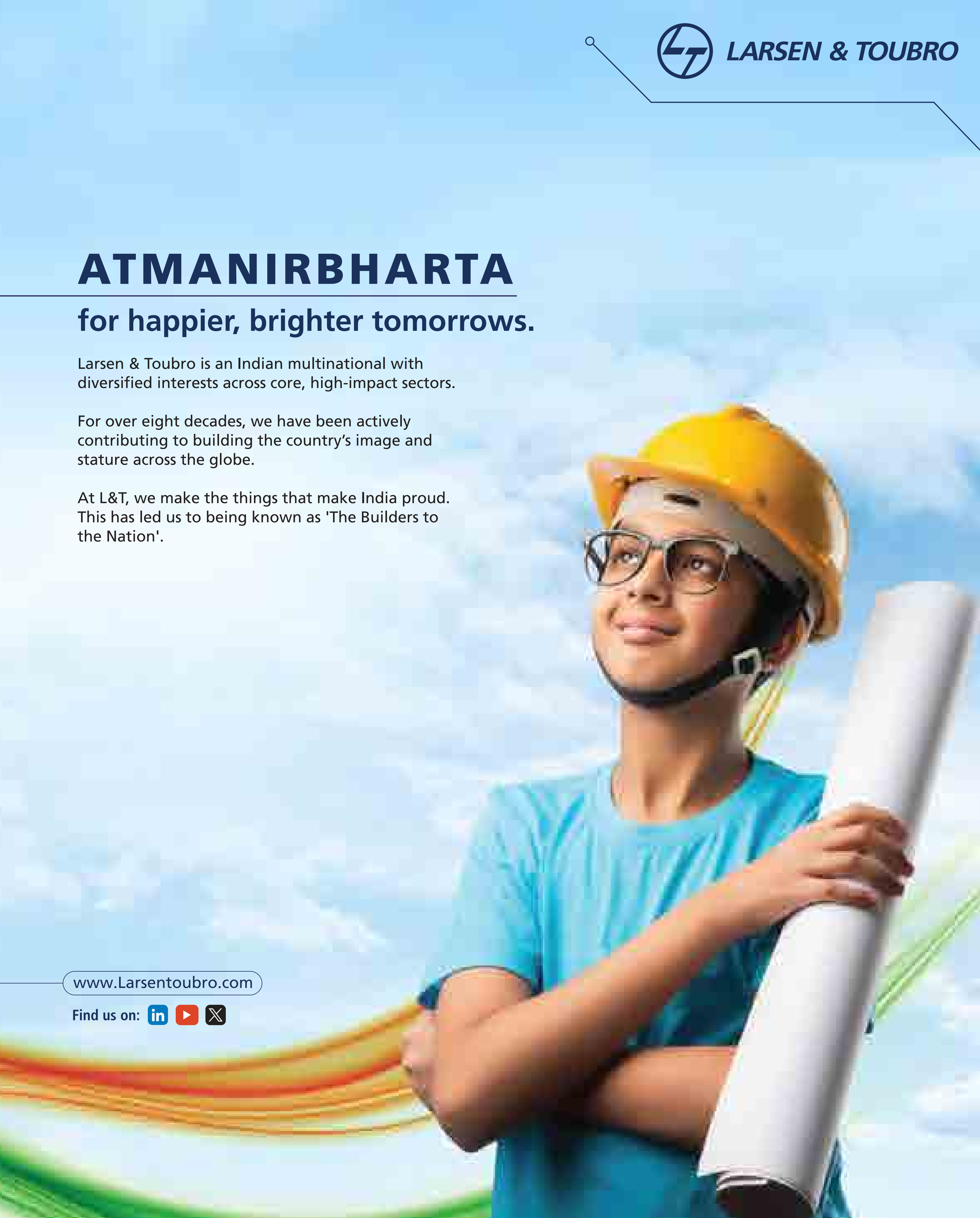
- Central Board of Irrigation & Power (CBIP) Award 2024 for Best Performing Thermal Power Station
- Won Best National Power-Gen Plant of the Year (Coal) from Council for Enviro Excellence (CEE) at 2nd National Power-Gen Leadership Awards, 2024
- Won Excellent Energy Efficient Unit from CII at National Award for Excellence in Energy Management, 2024
- Twin awards from CII at the National Energy Efficiency Circle Competition
  - Winner of Innovations in Energy Efficiency
  - Winner of Effective Implementation of ISO 50001 (Energy Management)
- Twin awards from the Council for Enviro Excellence (CEE)
  - Winner of Sustainable Performance in IPP (Coal) – Above 500 MW Category
  - Winner of Sustainable Performance in IPP – Fly Ash Utilisation Plant of the Year (Private Sector)

Construction Equipment

- Received Construction Infrastructure Architect World award for:
  - Best Company in Earth Moving Equipment
  - Best Product in Small & Mid-Category Komatsu PC81
  - Best OEM for Skill India Campaign in Partnership with IESC

Valves

- "Star Performer Award" for outstanding export performance from EEPC India
- "Gold" position in Environment & Safety in 9th Annual HSE Excellence & ESG global awards from OHSSAI
- First Indian Valve manufacturer certified with ISO 19443:2018


LARSEN & TOUBRO
ATMANIRBHARTA
for happier, brighter tomorrows.
Larsen & Toubro is an Indian multinational with diversified interests across core, high-impact sectors.
For over eight decades, we have been actively contributing to building the country's image and stature across the globe.
At L&T, we make the things that make India proud. This has led us to being known as 'The Builders to the Nation'.
www.Larsentoubro.com
Find us on:

INTEGRATED
REPORT

Approach to the Sustainability Disclosures

This section of the Integrated Annual Report highlights the approach to value creation for all stakeholders. It presents a comprehensive sustainability performance overview, encompassing value creation model, sustainability governance, material topics, stakeholder engagement and the six capitals. This disclosure goes beyond statutory requirements, offering a holistic view of the Company's goals, strategy and performance.

Reporting Framework, Guidelines and Standards

- Narrative sections adhere to the IIRC's <IR> Framework guidelines. These sections provide a comprehensive overview of the Company's performance and activities.
- Business Responsibility and Sustainability Reporting (BRSR) based on the National Guidelines on Responsible Business Conduct (NGRBC)

Reporting Period, Scope and Boundary

This section covers relevant financial and non-financial information for the Company on a standalone basis. The information in this Report pertains to the period April 01, 2024 to March 31, 2025.

External Assurance

An independent reasonable assurance of the Company's BRSR Core parameters has been conducted by Deloitte Haskins & Sells LLP.

Forward-looking Statement

This section contains forward-looking statements based on reasonable assumptions and past performance. These involve risks and uncertainties and may differ materially from actual results due to changes in industry trends, market conditions, regulations, and other factors. The Company makes no assurance that such statements will prove accurate.

Other Chapters

VALUE CREATION PROCESS

STRATEGY

VISION AND VALUES

Strategic Objectives

- **SO-I** Value-accretive growth of current businesses
- **SO-II** Scaling up digital and e-commerce businesses
- **SO-III** Developing business offerings to ride the Energy Transition wave
- **SO-IV** Divestment of non-core businesses
- **SO-V** Enabling business sustainability through a high focus on ESG and Stakeholder Value Creation

Strategic Enablers

- **SE-1** Operational Excellence
- **SE-2** Industry leading capabilities in digital and advanced technologies
- **SE-3** Financial resources and strong financial health
- **SE-4** Talent and Leadership pipeline
- **SE-5** Capability enhancement through innovation, R&D and partnerships

MATERIAL TOPICS

STAKEHOLDER ENGAGEMENT

GOVERNANCE: POLICIES, PROCESSES, RISK MANAGEMENT

VALUE

VALUE CREATION

NATURAL CAPITAL

MANUFACTURED CAPITAL

HUMAN CAPITAL

INTELLECTUAL CAPITAL

SOCIAL AND RELATIONSHIP CAPITAL

FINANCIAL CAPITAL

Business Models

EPC Projects

Hi-Tech Manufacturing

The six Capitals are utilised through business processes to create assets and products linked to infrastructure, energy, oil & gas, metals, process plants and other sectors, and create value for the stakeholders.

Creating Value for

Customers

Shareholders

Employees

Suppliers

Government

Communities

VALUE CREATED

Productive Assets for Clients

Dividends and Buybacks

Employee Benefits and Capability Development

Business for Suppliers

Payment to Exchequer

Community Assets and Livelihoods

VALUE CREATION MODEL

Input

Natural Capital

Water Consumed: **15.4 Mn kL**
Energy Consumed: **9.9 Mn GJ**
Spend on Environment[1]: **₹ 76 Cr**
Material Consumed (Mn tonnes):
- Cement: **3.8**
- Sand: **5.9**
- Ferrous: **1.9**

Manufactured Capital

Active Project Sites: **700**
Manufacturing Facilities: **19**

Human Capital

Employees: **58,556**
Workers: **3,54,415**
Gender diversity: **9.1%**
Safety training manhours: **4.2 Mn**

Intellectual Capital

R&D Spend (cumulative of 3 years): **₹ 479.4 Cr**
IPR filed: **18**
R&D Engineers and Scientists: **144**
Active collaborations and partnerships[6]: **22**

Social & Relationship Capital

CSR Spend: **₹ 164 Cr**
CSR Partners: **61**
Sourcing from MSME: **10%**
Memberships of Industry Chambers: **63**

Financial Capital

Order Book: **₹ 4,70,444 Cr**
Net Current Assets: **₹ 28,306 Cr**
Net Fixed Assets: **₹ 12,393 Cr**

Business Processes and

L&T BUSINESS EXCELLENCE MODEL

VALUE ENGINEERING


Residential Spaces


Mass Transit and Railways

LEAN OPERATIONS


Data Centres


Hydel Power Plants


Water Treatment Plants

INTEGRATED ENGINEERING


Oil & Gas Facilities


Process Plant Equipment

[1] *Spend on environmental management: pollution control, environmental monitoring, waste management, wastewater treatment etc.*

[2] *Partnerships with universities, academic and research institutes, start-ups.*

[3] *Also includes Green Building (15.6 Mn sq. ft.).*

[4] *Mobility Infra created includes Roads (109 lane km), Rail electrification (419 track km), Mass Transit-Track (265 track km) and Mass Transit-viaducts (129 km).*

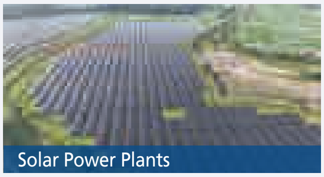
[5] *Also includes Irrigation Capacity (1.1 lakh ha) and Water Pipelines (1.2 lakh km).*

Offerings

SPEED & SCALE


Commercial Spaces


Airports


Solar Power Plants


Nuclear Power Plants


Refining and Petchem Plants


Ferrous and Non-ferrous Plants


Launch Vehicles

DIGITALISATION

AUTOMATION

INNOVATION

GLOBAL SOURCING

Output

SDG Linkage

GHG Emissions: **0.88 Mn tCO_2e**
GHG Emission Intensity: **6.2 tCO_2e/₹ Cr**
Water offset created: **3.2 Mn kL/year**

SDG Linkage: 6, 7, 12, 13, 15, 17

Green Business (Revenue): **~₹ 75,500 Cr**
Building Infra created[2]: **30.7 Mn sq. ft.**
Mobility Infra created[3]: **921**
Bridges & Tunnels: **50.2 km**
Power Infra Created:
- Transmission Lines: **2,304 ckm**
- Solar Power Capacity: **4.3 GWp**

Water & Sanitation Infra Created[5]:
- Water Storage Capacity: **529 Mn ltr**
- Treatment Capacity: **910 Mn ltr/day**

Factory Output[4] : **3,34,304 tonnes**

SDG Linkage: 7, 8, 9, 11, 12, 13

Revenue per Employee: **₹ 2.4 Cr**
Women in senior management: **112**
Average training days per employee : **10.1**
Accident-free Man Hours: **1,380 Mn**

SDG Linkage: 4, 5, 8, 17

IPR granted: **3**
Value Engineering projects[7]: **313**

SDG Linkage: 9, 11, 17

CSR beneficiaries: **1.9 Mn**
Contribution to Exchequer: **₹ 7,481 Cr**
Complaints Received[8] : **1,250**
Complaints Resolved : **1,181**

SDG Linkage: 1, 2, 3, 4, 5, 6, 7, 8, 10, 17

Turnover: **₹ 1,42,509 Cr**
PBIT: **₹ 15,294 Cr**
Dividend Payout: **₹ 4,676 Cr**
Return on Net Worth: **15.94%**

SDG Linkage: 8, 9

[6] Total production for businesses: Buildings & Factories, Power Transmission & Distribution, Minerals & Metals, Heavy Engineering, Precision Engineering and Systems, L&T Energy-Hydrocarbon and Rubber Processing Machinery.

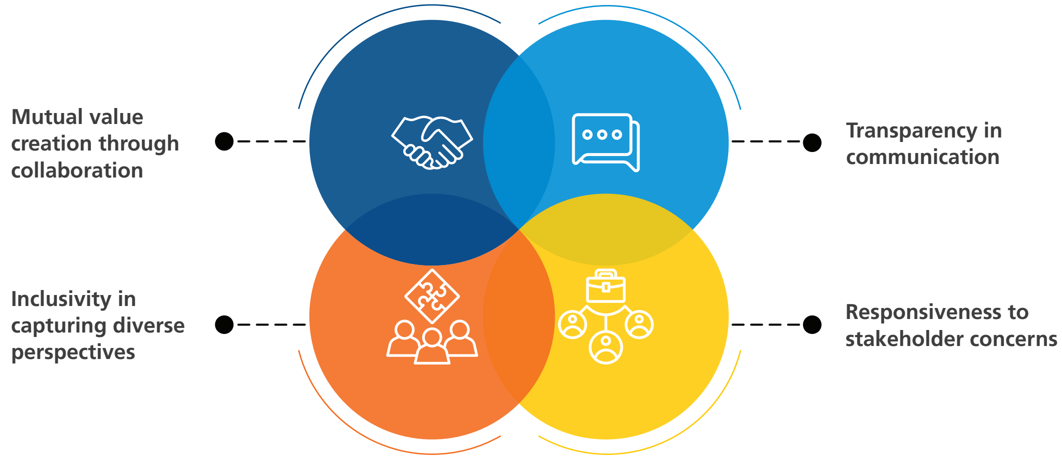
[7] Initiatives for improving processes, products and services to reduce cost, improve project delivery and increase customer satisfaction.

[8] Across the stakeholders, for breakup refer to Section A in Business Responsibility and Sustainability Reporting (BRSR).

DRIVING STAKEHOLDER ENGAGEMENT

The Company recognises that open and ongoing dialogue with the stakeholders is essential towards shaping a resilient and sustainable business. The engagement approach ensures that the Company is responsive to evolving expectations, aligned with the sustainability strategy with material topics, and committed to building long-term trust.

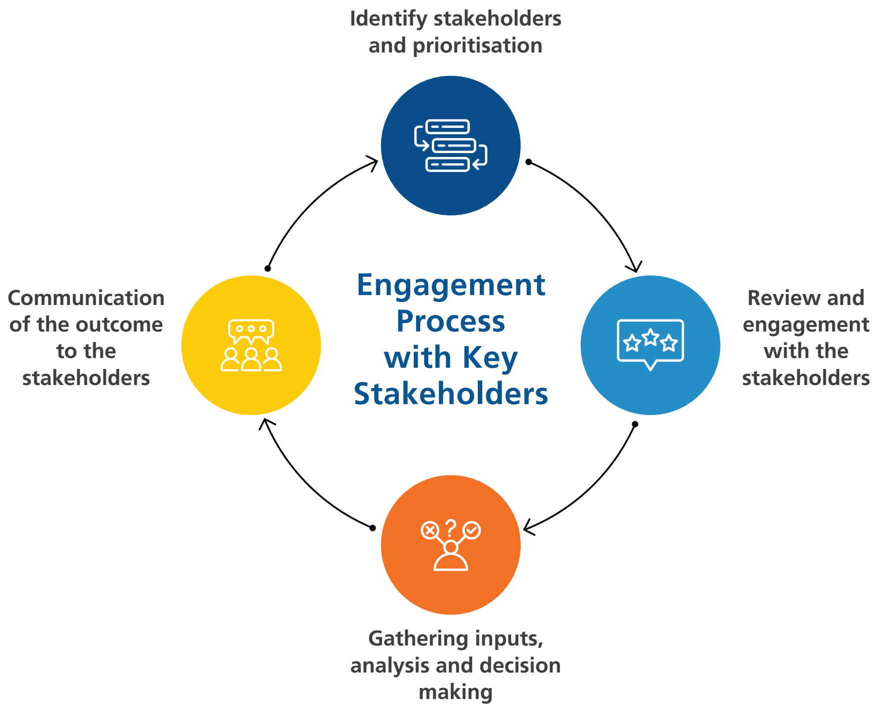
Core Principles of Engagement



Engagement Approach and Governance

The Company engages with a diverse range of stakeholders who influence, or are influenced by, the operations - employees, customers, shareholders, suppliers, regulators, communities, and civil society organisations. The engagement is structured, inclusive and tailored to the nature of each stakeholder relationship.

The Company has established a robust governance system to ensure effective stakeholder engagement and the activities are directly overseen and guided by the top management and senior leaders.



Government

The government is a critical customer for L&T. It is the primary driver of large-scale infrastructure development and digital transformation in the country. Government (sovereign, sub-national, local) and related entities (public sector enterprises) are the largest customers, making up ~80% of the Company's total revenue, mainly on the infrastructure and energy sectors where L&T is able to leverage its engineering expertise, execution capabilities and innovation to contribute to national development. A strong relationship with the government also enhances L&T's reputation and positions it as a trusted partner in nation-building.

- Review meetings
- Representations - direct and through Industry Associations

- Daily or as required in specific contracts

- Progress updates related to contract execution
- Concerns and support for fulfilling contractual obligations
- Regulatory compliances and reporting requirements
- Advocacy for policy changes and provide inputs for policies and legislation

- Creating nation-building infrastructure
- Job creation and skill development across the country
- Sustainability and green infrastructure

Customers

Private sector customers comprise ~20% of the Company's total revenue. The contracts are based mostly on the long-term relationship that the Company has developed over the years due to excellence in execution and customer delight. These long-term relationships facilitate collaboration across various common areas between the Company and the customer, including developing new solutions and technologies.

- Review meeting for contract management
- Direct communication: meetings and interactions
- Customer satisfaction surveys and feedback
- Account management
- Visits and audits

- Daily or as required in specific contracts
- Bi-annual satisfaction surveys

- Quality and safety
- Timely execution and delivery of product/project
- Data privacy and confidentiality
- Fair and competitive pricing
- Transparency in billing and performance
- Progress updates related to contract execution
- Seek support for fulfilling contractual obligations
- Partnerships for collaboration and innovation

- Customer satisfaction
- Enhanced customer experience
- Repeat customer
- Productive assets in line with customer requirements

Legend

Engagement Channels | Frequency | Key Focus Areas and Topics of Discussion | Value Creation

Employees and Workers

The workforce is the backbone of the Company - they bring the skills, expertise and dedication needed to succeed. An engaged workforce enhances productivity, delivers quality service and fosters innovation, which is critical for staying competitive. Beyond fulfilling job roles, they are key to shaping the Company's culture and reputation. Investing in their well-being and development boosts morale and builds loyalty and long-term growth for the organisation.

- Townhalls and direct interaction with the top leadership and senior management
- Employee feedback and engagement surveys
- Induction programmes, training, learning sessions
- Performance appraisal
- Complaints and grievance redressal processes
- Circulars and broadcasts, print and online in-house magazines and newsletters
- Welfare initiatives and Employee Assistance Programmes
- HEERA - an AI powered employee assistant for HR queries
- Engagement events: Hi5, L&T Radio, Art Beats and so on

- Continuous, monthly, quarterly, annual and need-based

- Work environment and culture
- Personal development and growth
- Health and safety
- Competitive compensation
- Business outlook and future direction
- Organisational changes, policies and processes
- Feedback on the Company's policies and actions

- Skill development and career progression opportunities
- Growth, learning, development and well-being
- Employee satisfaction, motivation and workforce morale
- Improved operational processes, efficiency and productivity
- Safe workplace

Supply Chain Partners

L&T has a complex supply chain, with more than 1,00,000 suppliers and in diverse locations across the globe. The supply chain partners play a crucial role in the success of the Company by ensuring the steady flow of goods, services and resources needed to maintain operations and deliver. A strong and reliable supplier network can also drive innovation, support sustainability goals and improve risk resilience. Building strong partnerships with vendors creates mutual value and allows companies to respond more flexibly to market demands and disruptions.

- Vendor and Supplier conference and meets
- Meetings with Business heads and leadership teams
- Grievance redressal platforms
- Contract related meetings
- Online and offline training programmes and capacity-building sessions

- Daily or need basis as per sourcing requirement
- Annual meets

- Feedback, clear and timely information about requirements and changes
- Contractual and non-contractual grievances
- Training and awareness
- ESG assessment of critical supply chain partners
- Sourcing and service-related concerns
- Vendor management issues
- Compliance with regulations and industry norms/standards
- Vendor Performance : monitoring, assessment and development

- Strong and long term relationships and partnerships towards achieving mutual goals
- Fair, transparent and ethical supply chain practices
- Performance excellence
- Initiatives to enhance quality and meet ESG standards
- Knowledge and good practice sharing
- Leverage the expertise of each other for mutual benefit
- Identifying and mitigating supply chain risks
- Economic progress of MSMEs

Legend

Engagement Channels | Frequency | Key Focus Areas and Topics of Discussion | Value Creation

Shareholders and Investors

Shareholders and investors are key stakeholders for L&T who provide the essential capital that fuels the Company's growth, innovation and determines the long-term strategy. Additionally, shareholders influence governance and strategic direction through their voting rights and engagement. L&T's commitment to value creation, transparency and sustainable performance directly aligns with the expectations of its shareholders and investors, making them integral to the Company's success and resilience.

- Investor meets
- Integrated Annual Reports and other public disclosures
- Annual General Meeting (AGM)
- Quarterly results on performance and Investor presentations
- Investor Relations
- Exclusive section on Company website at https://investors.larsentoubro.com/
- Social media and digital platforms
- One-on-one meetings
- Regulatory filings, newsletters, press releases
- Stock Exchange filings
- Dedicated e-mail ID and toll-free number

- Need basis as required by investors
- AGM
- Quarterly : investor meets

- Business performance : financial and non-financial
- Concerns with respect to policies and actions
- Growth opportunities and future plan

- Trust and confidence in the Company and the management
- Value enhancement - return to shareholder investments

Communities and NGO Partners

Essential allies for the Company, they help in building trust, strengthening social licence to operate, and creating shared value. Local communities provide insights into social, cultural and environmental contexts, ensuring that business activities are respectful, inclusive and responsive. NGO partners bring expertise, credibility and networks that can enhance the Company's impact, especially in areas like sustainability, community engagement rights and social development. Collaborating with these stakeholders not only supports long-term community well-being but also reinforces the Company's reputation, resilience and purpose-driven growth.

- Direct engagement and/or through NGO partners, civil society organisations
- CSR project implementation
- Community needs assessment
- Impact assessment of projects
- Community visits, meetings with community representatives
- Formation of village institutions and regular meetings

- Need-based as required for specific projects
- Quarterly : NGO partners

- Community development programmes based on the needs of the community
- Local employment
- Resolution of concerns with respect to project implementation
- Strengthening local infrastructure and providing livelihood opportunities

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- Social licence to operate and positive social impact
- Improved standard of living and empowerment of underprivileged and vulnerable communities
- Enhanced community relations
- Risk reduction and conflict avoidance
- Employee engagement and morale

Legend

Engagement Channels | Frequency | Key Focus Areas and Topics of Discussion | Value Creation

Regulatory Bodies

Regulators play a vital role in shaping the environment in which the Company operates. By setting and enforcing standards - whether related to finance, environmental protection, labour, or data privacy - regulators help maintain trust between businesses, customers and society. L&T has presence in diverse sectors of the economy, and therefore, sectoral regulatory bodies are also important stakeholders.

- Representation and participation in policy advocacy issues through industry associations and at various forums
- Collaborative initiatives with regulators for the development of sector-specific policies
- Direct interactions on a case-to-case basis
- Public consultations
- Regulatory audits and inspections

- Need-based

- Compliance with laws and regulations and sound corporate governance mechanisms
- Inputs on new policies and regulations
- Transparency in disclosures
- Climate change and natural resources management

- Enhanced regulatory compliance
- Stronger brand reputation and credibility
- Contribution towards national goals
- Commitment towards transparent and responsible business practices
- Contribute to the development of policies and regulations and overall advancement of the construction and infrastructure sectors in India

Media

Media plays a key role in shaping public perception. Positive media coverage builds brand trust, while negative press can impact credibility, investor confidence, and even market value. Media helps influence L&T's reputation provides a critical link in the feedback loop on issues related to the Company and the Brand.

- Direct communication and media interaction through leadership interviews, press briefings by senior leadership
- Media briefing and press releases available at https://www.larsentoubro.com/corporate/media/press-releases/
- Quarterly results and investor presentation
- Integrated Annual Report
- AGM
- Crisis communication
- Social media handles

- Need- and issue-based
- Quarterly media interaction after financial results

- Major project wins
- Strategic initiatives (e.g. sustainability, digital transformation)
- Business updates, milestones and anniversaries, achievements
- Sustainability issues and responsible business practices

- Awareness of the Company's businesses and offerings
- Enhance brand value and public perception
- Input for improving organisational strategy by understanding and addressing media expectations and challenges
- Disclosure of business practices and impacts through integrated annual reports

Legend

Engagement Channels | Frequency | Key Focus Areas and Topics of Discussion | Value Creation

OUTLOOK AND STRATEGIC PRIORITIES

L&T is committed to enhancing its stakeholder engagement to foster stronger relationships and ensure alignment with its strategic objectives. L&T's stakeholder engagement will continue to focus on the following key areas:

Enhanced Communication Channels

Leverage both traditional and digital platforms to maintain continuous and transparent communication with stakeholders. This includes regular updates through newsletters, social media and dedicated stakeholder portals.

Regular Stakeholder Surveys

Conduct more comprehensive surveys and feedback sessions; the insights from which influence the Company's strategies and initiatives, ensuring that they are aligned with stakeholder needs.

Inclusive Decision-Making

Increased involvement of stakeholders in the decision-making process by organising forums, workshops, and roundtable discussions. This inclusive approach will help gather diverse perspectives and fostering a sense of ownership among stakeholders.

Sustainability and ESG Focus

Continue to prioritise ESG principles in its operations. The Company is already in the process of revisiting the materiality identification through double materiality process and is engaging with stakeholders to co-create sustainable solutions and drive initiatives that contribute to long-term value creation.

Community Engagement

Further strengthen its community engagement efforts by partnering with local organisations and NGOs. These collaborations will continue to focus on social development projects, education, skilling, healthcare, water and sanitation and environmental conservation, ensuring positive impacts on the communities where L&T operates.

Transparent Reporting

Enhance its reporting mechanisms to provide stakeholders with clear and comprehensive information about the Company's performance, governance practices and sustainability initiatives. This includes regular publication of sustainability reports and updates on key projects and milestones.

These strategies reflect L&T's commitment to ESG principles, aiming to earn stakeholder trust, catalyse cooperation, and promote sustainable, inclusive growth.

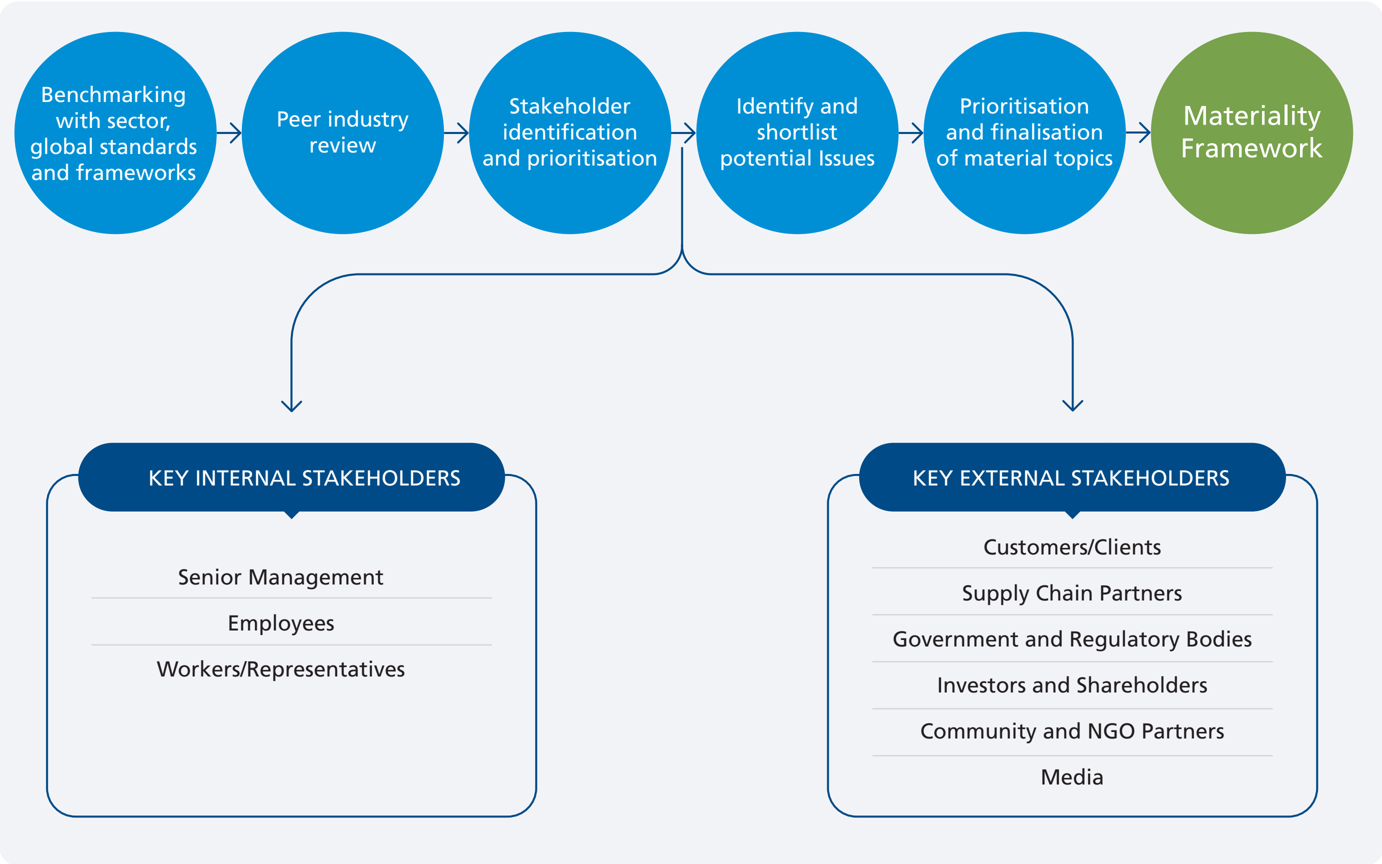
UNDERSTANDING MATERIALITY

Materiality assessment serves as a critical input to L&T's sustainability strategy, ensuring that the most significant ESG topics are identified and addressed in alignment with stakeholder expectations and the Company's long-term business objectives. The process carefully balances stakeholder concerns with the strategic importance of each topic to the business.

As a policy, L&T undertakes materiality exercise every three years, while revisiting the material topics annually. In 2022, L&T undertook a structured materiality assessment by engaging a broad spectrum of internal and external stakeholders. This process helped identify the sustainability topics most relevant to the Company's operations and value chain. To align with evolving global reporting standards and deepening stakeholder expectations, L&T initiated its first-ever Double Materiality, designed to evaluate material topics through two complementary lens:

- **Inside-Out**: The Company's actual and potential impacts on people, the environment and society
- **Outside-In**: How sustainability issues, including climate change, affect L&T's business performance, resilience and value creation

The ongoing exercise is expected to conclude during FY 2025–26. The outcomes of the double materiality will enhance the ability to identify and address critical ESG risks and opportunities, strengthen transparency and embed sustainability deeper into enterprise-wide decision-making.



MATERIAL TOPICS

There were 32 potential material topics identified that directly or indirectly impacted the business initially. Out of these, 14 material topics, which are more pertinent for short-term, medium-term, and long-term value creation from both internal and external stakeholders' perspectives, were finalised. During the year, these material topics, their relevance, and their progress are monitored and reviewed at various levels across the Company. The topics below are as follows (not ranked):

Environment	Social	Economic	Governance
Climate Action	Employee and Workforce Engagement, Well-Being, Health and Safety	Customer Experience and Satisfaction	Business Ethics
Water, Waste and Hazardous Materials Management	Human Rights and Labour Conditions	Quality of Products and Project Delivery	Brand Management
	Skilled Manpower		Data Security, Privacy and Cybersecurity
	Talent Management – Attraction, Retention and Development		
	Diversity, Inclusion and Equal Opportunity		
	Social Engagement and Impact		

← Sustainable Supply Chain →

Overview of the Material Topics

Some material topics present potential risks for the Company, requiring focused efforts on mitigation to safeguard long-term value. Others offer strategic opportunities that the Company actively leverages to enhance internal systems, drive innovation and improve overall business performance. This balanced approach enables L&T to address sustainability challenges while unlocking value through responsible practices.

Legend

- Material topic identified
- Why is it material?
- In case of risk, approach to adapt or mitigate

- Natural Capital
- Manufactured Capital
- Human Capital
- Intellectual Capital
- Social and Relationship Capital
- Financial Capital

Financial Implications

- Positive
- Negative
- Both

Risk or Opportunity

- Risk
- Opportunity

Climate Action

- Significant exposure to emerging and climate-related physical and transitional risks due to the nature of the business.
- These risks could adversely impact Company's resources, assets, performance and business continuity.
- Failure to adaptation can erode competitive advantage and may lead to regulatory penalties.
- Deployment of innovative technologies to tackle climate change can usher in opportunities for new streams of revenue, increased operational efficiencies and competitive advantage.
- Opportunities emerge from initiatives being undertaken for increasing renewable energy sourcing, reducing water consumption and business offerings which have positive impact on the environment.

- Climate risk management integrated into the Company's Enterprise Risk Management framework, ensuring a structured and forward-looking approach to identifying and addressing climate-related risks.
- Have set ambitious targets for Carbon Neutrality by 2040 and Water Neutrality by 2035 and actively implementing strategies across operations to achieve these goals.
- To enhance operational resilience, project schedule is designed with appropriate buffers to accommodate potential disruptions caused by extreme weather events.
- Strategically diversifying the portfolio by expanding into green businesses, thereby aligning its growth trajectory with low-carbon and climate-resilient pathways.
- Board-level Committee governs sustainability-related operational and financial risks and performance.

Refer to 'Natural Capital' for more details.

SO-III SO-IV

Water, Waste and Hazardous Materials Management

- Improper management of waste generated from operations - particularly hazardous waste - poses significant environmental and social risks, including potential impacts on surrounding communities.
- Sustainable sourcing of natural materials such as aggregates and soil remains a key area of concern, especially in ecologically sensitive regions.

- Waste management is an integral component of the Company's EHS management system.
- Compliance with applicable laws and regulations governing the handling, storage and disposal of both hazardous and non-hazardous waste.
- Waste management proactively addressed through structured protocols and monitoring mechanisms.
- At operational sites, recycling and reuse of non-hazardous waste being actively pursued to reduce environmental impact and support circular economy objectives.
- Sourcing of natural materials such as aggregates and sand is also being monitored closely, especially in regions where resource depletion is a concern.
- Implementing wastewater recycling systems and rainwater harvesting across key locations to reduce freshwater dependency and enhance water resilience.

Refer to 'Natural Capital' section for more details.

SO-I SO-V

Employee and Workforce Engagement, Well-being, Health and Safety

- Inherent nature of operations can expose the workforce to occupational risks and hazards, potentially affecting their health, safety and productivity.
- Ineffective management of health and safety can expose the workforce to risks.
- Safety incidents can lead to reduced workforce productivity, morale, loss of skilled man-hours.
- Subsequently, adverse impact on operations, customer satisfaction and profitability.
- Effective engagement fosters high retention rate, employee satisfaction and effectiveness, and reduces employee turnover rate.

- Comprehensive approach to occupational health and safety, integrating preventive measures, training and compliance with regulatory standards.
- Certified with ISO 45001:2018 and other global standards.
- Focus on lead indicators and preventive measures over incident management.
- Training and awareness conducted extensively to implement processes and systems.
- Holistic well-being strategy adopted, addressing both physical and mental health needs of employees.
- Mental health awareness programmes, counselling, coaching and sensitisation workshops are also being organised for employees to enable them to handle challenging situations.

Refer to 'Human Capital' section for more details.

SO-V

Legend

- Material topic identified
- Why is it material?
- In case of risk, approach to adapt or mitigate

- Natural Capital
- Manufactured Capital
- Human Capital
- Intellectual Capital
- Social and Relationship Capital
- Financial Capital

Financial Implications

- Positive
- Negative
- Both

Risk or Opportunity

- Risk
- Opportunity

Legend

- Material topic identified
- Why is it material?
- In case of risk, approach to adapt or mitigate

Natural Capital

Manufactured Capital

Human Capital

Intellectual Capital

Social and Relationship Capital

Financial Capital

Financial Implications

- Positive
- Negative
- Both

Risk or Opportunity

- Risk
- Opportunity

Human Rights and Labour Conditions

- Nature of operations and the engagement of a large number of contractual workers present potential human rights risks.
- Non-adherence to labour laws or human rights violations - even within the supply chain - could result in reputational damage and regulatory consequences.
- Such violations may lead to increased compliance costs, operational disruptions and stakeholder concerns.

- Established a Sustainable Supply Chain Policy and Supplier Code of Conduct.
- Grievance redressal mechanism for employees and workers in place to address concerns in a timely and transparent manner.
- ESG assessment of critical suppliers conducted during the year to ensure alignment with human rights and labour standards.
- Training and awareness programmes conducted for employees, workers and suppliers to reinforce ethical labour practices and regulatory compliance.
- Human Rights Due Diligence is conducted at sites and facilities to understand the risks and any gaps in the existing processes.
- Key manufacturing facilities certified with SA8000.
- Adherence to applicable labour regulations, supplier code of conduct and periodic assessments to mitigate these risks.

Refer to 'Human Capital' section for more details.

SO-V

Skilled Manpower

- Delivering high-quality output and meeting strict contract timelines require a consistently available pool of skilled and semi-skilled workers.
- The industry is facing an increasing shortage of skilled manpower, driven by rising demand across sectors and limited supply from formal training ecosystems.
- High attrition among contract workers further compound the challenge and add to risks linked to project continuity, quality and safety performance.

- On-site training programmes are conducted by specialised training bodies (Construction Skills Training Institutes and Skills Hubs) to upskill workers based on specific project requirements.
- Dedicated team responsible for planning and sourcing of contractual workers, ensuring timely availability of skilled manpower.
- Head-HR for Workmen appointed to oversee effective sourcing, deployment, development, management and retention of workers.
- Central Workmen Mobilisation Cell (CWMC) formed to consolidate worker requirements across businesses, collaborate with IR heads and Head-HR for Workmen, and arrange mobilisation of workers from various sourcing centres.
- Task Force for Subcontractor Management formed to dwell on aspects of subcontractor development, rewards and recognition, retention of workersmen, streamlined timely payment, workermen welfare and ensuring implementation of improvement ideas in collaboration with businesses.

SO-V

Talent Management - Attraction, Retention and Development

- One of the key drivers of L&T's success, directly influencing innovation, project execution, client satisfaction and long-term competitiveness.
- Effective talent management encompasses hiring the right people, reducing attrition, enhancing productivity and building industry-specific capabilities.
- Strong leadership pipeline essential for business continuity and succession planning, especially in a complex and evolving infrastructure and EPC environment.
- Shortfalls in attracting, developing, or retaining talent may lead to operational inefficiencies, delays and reduced organisational agility.
- Traditionally, this sector faces challenges such as limited workforce diversity and shortage of future-ready talent.

- Customised learning and development programmes offered in partnership with leading educational institutions, tailored to different skill requirements and organisational levels.
- Leveraging digital platforms for training delivery, feedback, and employee engagement, ensuring accessibility, scalability and effectiveness in talent development.
- Strategic talent management enables the Company to stay resilient, reduce attrition, adapt to emerging technologies and support its long-term sustainability and growth ambitions.

SO-I SO-III SO-IV SO-V

Diversity, Inclusion and Equal Opportunity

- A diverse and inclusive workplace helps attract top talent across genders, geographies and backgrounds, crucial in a competitive talent market.
- Diversity of thought, experience, and perspective contributes to more innovative solutions
- Inclusive workplaces foster a sense of belonging, which boosts morale, productivity and organisational commitment.
- Strengthens brand image and investor confidence.
- As L&T expands into new markets and hires younger, more diverse talent, fostering an inclusive culture becomes essential for long-term growth. Includes not only hiring without any prejudice or discrimination, but also inculcating the right set of attitudes and behaviours within the employees through awareness and training, and building a culture of trust and commitment.

SO-V

Legend

- Material topic identified
- Why is it material?
- In case of risk, approach to adapt or mitigate

- Natural Capital
- Manufactured Capital
- Human Capital
- Intellectual Capital
- Social and Relationship Capital
- Financial Capital

Financial Implications

- Positive
- Negative
- Both

Risk or Opportunity

- Risk
- Opportunity

Legend

Material topic identified

Why is it material?

In case of risk, approach to adapt or mitigate

Natural Capital

Manufactured Capital

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Intellectual Capital

Social and Relationship Capital

Financial Capital

Financial Implications

Positive

Negative

Both

Risk or Opportunity

Risk

Opportunity

Social Engagement and Impact

- Integral to the Company's strategy, business objectives, and aligned with societal needs.
- Enhances the Company's reputation, builds stakeholder trust and fosters goodwill among communities, customers and investors.
- Instils a sense of purpose and pride, fostering greater engagement and loyalty amongst employees.
- Community-focused programmes and sustainable practices not only benefit society but also contribute to the Company's long-term sustainability goals, creating shared value for both the business and its stakeholders.

SO-V

Customer Experience and Satisfaction

- High customer satisfaction and experience lead to loyalty, positive brand perception, long-term growth and relationships, directly impacting the financial performance of the Company.
- Enhanced customer satisfaction is key to thrive in a progressively competitive landscape.
- Offering superior quality of products and& services, demonstrating high responsiveness to customers.
- L&T strives to strengthen and maintain its customer-centric approach by focussing on first-time-right quality, timely execution and continuous improvement through feedback.

SO-I SO-III SO-IV SO-V

Quality of Products and Project Delivery

- Fundamental to L&T's success, directly impacting customer satisfaction and brand reputation.
- Timely, high-quality product and project delivery is essential, especially in the competitive EPC sector, where clients demand cost-effectiveness, safety and on-time execution.
- Non-compliance with quality standards or project delays can damage the Company's reputation, lead to cost overruns and result in loss of business.
- Increase in repeat business.
- Quality assurance systems and continuous improvement in practices, along with industry certifications (e.g. ISO 9001) help maintain high standards and drive operational excellence.
- Fosters innovation in project delivery, supporting cost optimisation, sustainability and client satisfaction.

SO-I SO-III SO-V

Business Ethics

- Core values of L&T – Integrity, Transparency, Professionalism, Accountability and Fairness – enabled the Company to acquire trust and build a strong brand.
- Upholding the core values require crafting, implementing and strengthening the policies and procedures.
- Compliance to SOPs can be a challenge due to the nature and wide expanse of the businesses, large workforce and frequent changes to regulatory requirements.
- Incidents of non-compliance and breach can expose the Company to legal and financial risks, tarnish brand reputation.

- Spearheaded by the Board and supported by the Board Committees.
- Clear policies, procedures, code of conduct and management systems are in place to foster ethical behaviour.
- Regular training on Code of Conduct (including business ethics) provided to employees.
- Fair and timely disclosures regarding its performance to key stakeholders.
- Whistleblower Policy establishes a vigil mechanism, allowing employees and supply chain partners to report concerns about unethical behaviour, fraud, or violations of the Company's ethics policies.
- Third-party review of the existing Ethics Framework and recommendations.

Please refer to Annexure' B' – Report on Corporate Governance for further details.

SO-I SO-II SO-III SO-IV SO-V

Legend

- Material topic identified
- Why is it material?
- In case of risk, approach to adapt or mitigate

- Natural Capital
- Manufactured Capital
- Human Capital
- Intellectual Capital
- Social and Relationship Capital
- Financial Capital

Financial Implications

- Positive
- Negative
- Both

Risk or Opportunity

- Risk
- Opportunity

Legend

Material topic identified

Why is it material?

In case of risk, approach to adapt or mitigate

Natural Capital

Manufactured Capital

Human Capital

Intellectual Capital

Social and Relationship Capital

Financial Capital

Financial Implications

Positive

Negative

Both

Risk or Opportunity

Risk

Opportunity

Brand Management

- Critical for building equity, loyalty and stakeholder confidence in L&T.
- A strong brand reinforces customer trust, enhances business growth and drives market differentiation in a competitive landscape.
- Vital role in attracting and retaining talent, as well as instilling confidence among shareholders and investors.
- Consistent and positive brand perception contributes to reputation resilience, supports long-term value creation and enhances L&T's position as a responsible and reliable organisation.

SO-I SO-II SO-III SO-IV SO-V

Data Security, Privacy and Cybersecurity

- With the increasing digitalisation of its operations, L&T faces heightened cybersecurity risks, making the protection of both Company and customer data a critical priority.
- Any breach or cyber incident can compromise business continuity, damage reputation and lead to significant financial and legal consequences.
- Ensuring data security and privacy is essential for maintaining stakeholder trust, especially when dealing with sensitive project information and client data.
- Robust cyber risk management, continuous monitoring and employee awareness are vital to safeguard the Company's digital assets and operational reliability as digital transformation accelerates.

- Multi-year cybersecurity and resiliency roadmap of the Company and invested in state-of-the-art security platforms.
- Policies and practices in place to meet the requirements and certified with ISO/IEC 27001:2022.
- Advanced Security Operations Centres to monitor developments 24x7 and respond to any cyber incidents.
- Vendor and third-party cyber risks addressed through due diligence processes and continuous risk monitoring using digital rating tools.
- Contractual clauses ensure that critical service providers maintain cybersecurity resilience.
- Aligned with the Digital Personal Data Protection (DPDP) Act, 2023

SO-IV

Sustainable Supply Chain

- L&T's large and diverse supplier base makes supply chain sustainability a critical issue - both as a risk and a strategic opportunity.
- Risks include non-compliance with labour laws, human rights violations, environmental damage and ethical misconduct by suppliers, which can lead to reputational harm, project delays and regulatory penalties.
- Disruptions due to climate-related events, resource scarcity or geopolitical instability in the supply chain can also impact project timelines and cost.
- On the opportunity side, promoting a sustainable and resilient supply chain enables L&T to improve efficiency, drive innovation and enhance vendor performance.
- Sustainable supply chain also supports customer trust and ensures alignment with global sustainability expectations of customers.

- The Company has established comprehensive policies, processes and a Supplier Code of Conduct to drive responsible business practices across its value chain.
- Signing the Code of Conduct is a mandatory step in the onboarding process for all supply chain partners.
- Initiated ESG assessments of critical suppliers to evaluate performance and identify improvement areas.
- ESG awareness sessions conducted to keep suppliers informed about emerging ESG expectations and L&T's sustainability priorities.

Refer to 'Social and Relationship Capital' for more details.

SO-I SO-V

Legend

Material topic identified

Why is it material?

In case of risk, approach to adapt or mitigate

Natural Capital

Manufactured Capital

Human Capital

Intellectual Capital

Social and Relationship Capital

Financial Capital

Financial Implications

Positive

Negative

Both

Risk or Opportunity

Risk

Opportunity

SUSTAINABILITY GOVERNANCE AND MANAGEMENT

L&T has embedded sustainability at the heart of its strategic approach through a robust governance framework. This framework is designed to incorporate ESG principles into decision-making processes, with a strong focus on transparency and accountability. By integrating ESG principles into its management processes, the Company aims to generate long-term value for all its stakeholders.

Strategy

As part of the Lakshya 2026 plan, the Company re-evaluated shareholder value creation, defined social obligations and established sustainability goals. This assessment led to the re-articulation of the Company's Strategic Objectives (SOs), which help drive initiatives for sustained value creation. In the upcoming five-year plan, Lakshya 2031, the Company will re-assess strategy, targets and initiatives for sustainability.

Implementation

L&T has established a multi-tiered governance structure to oversee and implement its sustainability strategy effectively. The sustainability agenda is guided by the CSR & Sustainability Committee of the Board and driven by Executive Committee members across the businesses.

Board Oversight

The Board Committee plays a critical role in driving sustainability by setting strategic priorities and ensuring alignment with national and global sustainability standards. The CSR & Sustainability Committee provides tactical guidance and ensures alignment of sustainability initiatives with priority and materiality. The Committee monitors the Company's sustainability performance through a structured meeting held every quarter and reviews the annual disclosures through Integrated Report and BRSR. The terms of reference of the committee on sustainability are as follows:

- Formulate and recommend to the Board a Sustainability Policy and suggest any changes thereto;
- Provide guidance for the development of the long-term Sustainability Plan;
- Monitor implementation of the Sustainability Plan from time to time;
- Review of the Company's Business Responsibility and Sustainability Report (BRSR).

Executive Leadership

This comprises the Executive Committee, senior leaders at the business level and corporate functions who ensure the implementation of sustainability policies and integration of ESG factors into operational decision-making across the various businesses. The Executive Committee reviews the sustainability performance on a monthly basis.

Councils and Committees

The Company has constituted various in-house councils and committees to help formulate policies, drive implementation and monitor performance against the targets for specific areas across different businesses and functions. These Councils meet at least once in a quarter or on a need basis.

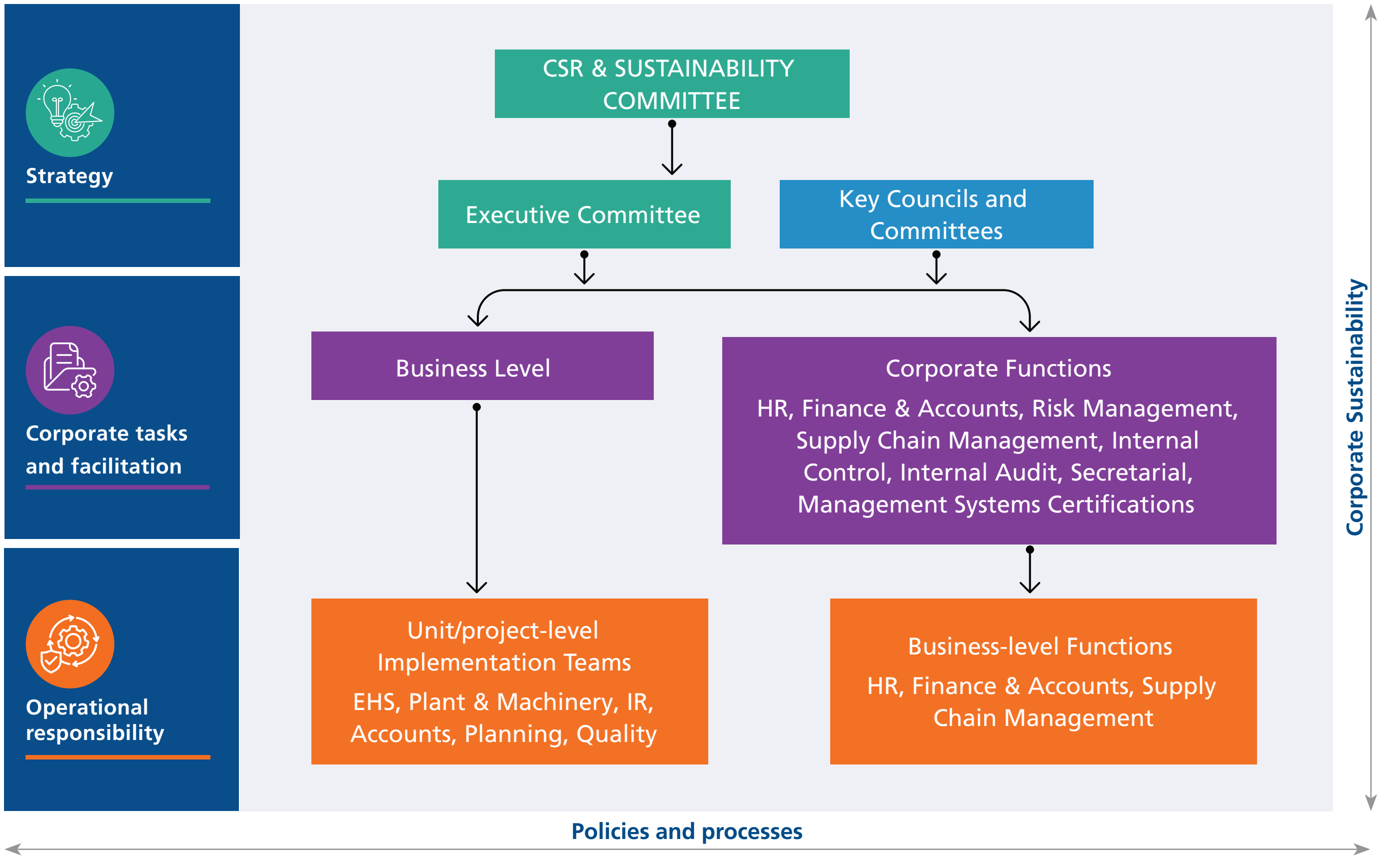
COUNCILS AND COMMITTEES	SCOPE	HEADED BY AND CONVENED BY
Group CSR Council	Comprising members across the Group companies, the council ensures alignment of CSR initiatives to the overall Group vision and strategy, collaboration for effective execution, and leveraging synergies in community development efforts	Group CFO, Head - CSR
HRC Council	Focuses on improving and implementing HR policies and procedures for talent retention, recruitment, learning & development, skilling, leadership development, super specialised skill development, and other related areas	Group CFO, CHRO
EHS Council	Aims to make EHS processes more robust, institutionalise best practices and help achieve the Company's 'Mission Zero Harm'	Deputy MD, Head - EHS of one of the businesses
Green Campus / Sustainability Task Force	Focuses on setting targets linked to the environment, driving the implementation of Carbon and Water Neutrality plans, and identifying improvement areas	Deputy MD, Head - Strategy and Special Initiatives
Material Council	Helps formulate strategies for common procurement of key products and commodities, leading to enhanced cost savings, supply chain risk management, and creating and cascading best practices in supplier management techniques and sustainability in the supply chain	Whole-time Director, Head - Supply Chain Management
Group IT & Cybersecurity Council	Apex level council focuses on strategic decisions related to IT systems and infrastructure management, cybersecurity management, and implementation of policies and procedures	Whole-time Director, Chief Information Officer
Quality Council	Apex level council aims for continuous improvement of quality across the Company by integrating quality leadership in its diverse businesses through collaboration and leveraging cross-learning	Whole-time Director, Head - QA & QC of one of the businesses

Corporate Sustainability

A dedicated team at the Company, headed by a Chief Sustainability Officer, is responsible for formulating key policies, monitoring sustainability performance, driving ESG initiatives, ESG capacity building, and engaging with stakeholders. The team is responsible for providing periodic updates and reviews of sustainability performance to the Board Committee and the Executive Committee.

Business Level

Comprises representatives from various business verticals, facilitates collaboration, and ensures that sustainability goals are met across all operations, facilities and projects.



Policies and Commitment

L&T's sustainability governance is guided by well-defined policies and commitments. The policies are available at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/. Some of the key policies are:

- **Sustainability Policy**: Outlines the Company's commitment to responsible business practices, climate action, and stakeholder engagement
- **Code of Conduct**: Ensures ethical business conduct and compliance with regulatory requirements
- **Sustainable Supply Chain Policy**: Lays down the fundamental standards and states the expectations from supply chain partners with respect to environment protection, health & safety norms, labour standards, human rights, ethical business practices, and good governance
- **EHS Policy**: Identifies and mitigates sustainability risks in operations and supply chains, focussing on creating and ensuring a healthy and safe workplace
- **Equal Opportunity Policy**: Commitment towards fostering a diverse and inclusive workplace by providing equal opportunities in employment and career growth
- **Anti-Bribery and Anti-Corruption Policy**: Uphold a zero-tolerance stance on bribery and corruption, ensuring adherence to all pertinent laws across its operations

Reporting and Transparency

The Company follows recognised international reporting standards to ensure transparency and accountability in sustainability performance. The Company publishes:

- Integrated Annual Report based on the Integrated Reporting <IR> Framework
- Business Responsibility and Sustainability Reports (BRSR) in line with regulatory requirements, which is a framework mandated by the Securities and Exchange Board of India (SEBI) for the top 1,000 listed entities to disclose their ESG performance
- ESG performance updates to stakeholders, investors, and rating agencies
- Other disclosures such as CDP and ESG Ratings such as MSCI and CRISIL

Sustainability Initiatives and Governance Impact

The strong leadership and commitment have enabled the Company to implement several initiatives, including:

- **Decarbonisation Roadmap**: Setting targets for reducing greenhouse gas emissions and increasing renewable energy adoption
- **Water Neutrality Roadmap**: Setting targets for reducing water consumption, reducing freshwater withdrawal, and creating offset through water conservation from CSR projects
- **Sustainable Supply Chain Management**: Engaging with suppliers to adhere to ESG standards, carrying out ESG assessment of critical supply chain partners and helping them improve their sustainability framework
- **Employee Engagement and Training**: Conducting workshops and training programmes to build sustainability awareness
- **Stakeholder Engagement**: Collaborating with customers, investors, and regulatory bodies to advance sustainability goals
- Other initiatives such as refraining from Single-Use Plastic and making the various manufacturing facilities of the Company' Zero-Waste to Landfill'-certified

L&T's sustainability governance framework ensures that ESG principles are embedded in every aspect of its operations. By fostering a culture of responsibility, transparency and innovation, the Company continues to strengthen its sustainability performance while creating long-term value for stakeholders. It remains committed to evolving its governance mechanisms to address emerging sustainability challenges and opportunities.

Management Systems

The Company has implemented various management systems based on globally recognised standards, e.g., ISO 9001, ISO 14001, and ISO 45001, which provide structured, reliable, and enhanced processes to implement various policies, thereby leading to better quality, increased efficiency, and better credibility and trust with customers, partners and stakeholders.

Some critical systems, e.g., Quality Management Systems, Environment Management Systems, Occupational Health & Safety Management Systems, and/or Integrated Management Systems (IMS), have been implemented across all the business units of the Company, while some systems, e.g., Energy Management System (ISO 50001), Social Accountability (SA8000), Information Security Management System, and Risk Management System have been implemented in a few businesses, locations or functions, e.g., manufacturing facilities, IT systems.

These management systems are certified by third-party verification agencies, e.g., DNV India, TUV-Nord, and LRQA, against the applicable standards and as per certification or re-certification period. New certifications are also being explored, such as Artificial Intelligence Management Systems, Anti-Bribery Management Systems, HR Management Systems, Diversity & Inclusion, Gender Equality, Women Empowerment, and so on.

Anti-Bribery and Anti-Corruption (ABAC) Disclosure

L&T is committed to maintaining the highest standards of integrity, transparency and ethical business conduct. The Company has a zero-tolerance policy for bribery and corruption and actively works to prevent and mitigate risks across the operations and supply chain.

Governance and Oversight

The senior management oversees the anti-bribery and anti-corruption efforts, ensuring compliance with Indian regulations such as the Prevention of Corruption Act, the Bharatiya Nyaya Sanhita 2023, Central Vigilance Commission Act 2003, the Lokpal and Lokayukta Act 2013, and other acts passed by various states of India, Foreign Contribution (Regulation) Act 2010, Fugitive Economic Offenders Act 2018, and any other country-specific legal frameworks and guidance. The Compliance Officer or any person authorised by the Company or a senior officer of the Company is responsible for monitoring, evaluating and resolving the ABAC policies and procedures.

Anti-Bribery and Anti-Corruption (ABAC) Policy and Procedures

The ABAC Policy is the guiding framework for ensuring compliance with various legislations and standards of behaviour to which all must adhere, enforcing that, wherever the Company operates, it does not engage in any activity amounting to bribery, corruption or other unethical business practices. The policy applies to all employees working at all levels and grades of the Company, including Board members, senior managerial personnel and fixed-term contract employees.

For any other third-party transactions, the Code of Conduct for Suppliers is applicable, which is extended to all suppliers who do business with the Company, including contractors, subcontractors, vendors, consultants, agents, business partners, collaborators and others who work for or supply goods and services to L&T, including their personnel (employees, vendors or sub-contractors).

Key components include:

- Prohibition of and strict 'zero tolerance' policy against corruption, bribery, giving or receipt of facilitation payments in any form
- Compliance with applicable laws and political contributions
- Thorough due diligence prior to engaging or appointing any third party
- Monitoring and enforcement mechanisms, including procedures to deal with potential violations, record keeping and reporting

To ensure a culture of compliance, the Company conducts Ethics and Code of Conduct training for *employees, including non-permanent employees*, during the year.

Performance Metrics and Reporting

The Company regularly tracks and reports on anti-bribery and anti-corruption performance. During the year, the Company faced **zero** fines or regulatory penalties related to bribery or corruption.

77%
of the employees completed training on Code of Conduct online module

Approach to Business Ethics

The Company is committed to upholding the highest standards of ethics and integrity in all aspects of the business. Ethics Audit is a key component of the sustainability strategy, ensuring transparency, accountability and adherence to ethical business practices. Following is the approach to assessing ethical performance and steps for continuous improvement.

Governance and Ethical Leadership

Ethical leadership is embedded in the corporate governance framework. The leadership and senior management oversee ethical compliance, ensuring that the operations align with global best practices. Key elements include:

- A clearly defined Code of Conduct for Board Members and Senior Management
- Code of Ethics and Conduct, applicable to all employees, suppliers and stakeholders
- Regular ethics training programme for employees at all levels
- A whistleblower protection mechanism to encourage reporting of unethical behaviour without fear of retaliation

Whistleblower Policy and Mechanism

The Whistleblowing Policy enables employees, stakeholders and third-parties to report concerns related to fraud, corruption, unethical behaviour, or any violation of the Company policies without fear of retaliation. The key features include:

- Confidentiality and Anonymity: Whistleblowers' identities are fully protected
- Non-Retaliation: The Company ensures that no whistleblower faces discrimination or retaliation for reporting in good faith
- Reporting Channels: Concerns can be reported via email, orally (later converted into written), or post
- Investigation Process: All complaints are reviewed by an independent Whistleblowing Investigation Committee, ensuring fair and prompt action
- Accountability: If misconduct is substantiated, appropriate corrective measures and disciplinary actions are taken

Whistleblowing Policy for Vendors provides a secure and confidential platform to report any unethical conduct, fraud, corruption, or violation of legal and contractual obligations related to the Company's business operations. The key features include:

- Confidential and Anonymous Reporting: Vendors can report concerns without fear of identity disclosure
- Non-retaliation Assurance: The Company ensures protection against any adverse action for whistleblowers reporting in good faith
- Multiple Reporting Channels: Complaints can be raised via a dedicated email or post
- Independent Investigation: All reports are assessed objectively by Corporate Audit services
- Strict Action against violations: Proven cases result in corrective measures, including contractual actions or legal recourse

The Company encourages a culture of openness and ethical responsibility, reinforcing its commitment to corporate governance and compliance. The Company encourages its vendors to uphold ethical standards and report any concerns, fostering a transparent and responsible business environment.

External Ethics Audit

During the year, the Company assigned an independent third-party to review the existing Ethics Framework and provide recommendations. The key policies and procedures included in the review are as follows:

- Code of Conduct for Board Members and Senior Management
- Code of Conduct for Employees
- Code of Conduct for Suppliers
- Whistleblower Policy for Employees
- Whistleblower Policy for Vendors and Channel Partners
- Anti-Bribery and Anti-Corruption Policy and Compliance Procedures

Based on the review and suggestions made by the third-party, improvement areas were identified and discussed at the Executive Committee. These identified issues were taken up by the respective policy custodians and addressed by making suitable changes in the policies and procedures.

Key recommendations and improvements are given below:

- Enhance ABAC compliance procedures, including timelines for investigations, documentation, third-party risk assessments and measures to protect whistleblowers from retaliation
- Strengthen due diligence and approval processes prior to the engagement or appointment of third-parties
- Reinforce the Code of Conduct for employees, particularly in areas such as conflict of interest and participation in political activities
- Enhancement in procedures for the investigation and resolution of whistleblower complaints
- Expand and strengthen ethics training programmes with the goal of achieving 100% employee coverage
- Strengthen the Code of Conduct and Whistleblower policy for suppliers

The Company remains dedicated to upholding ethical business practices and fostering a culture of integrity. The efforts to meet the highest global standards and stakeholder expectations will continue

Prevention of Sexual Harassment (POSH) Policy

L&T is committed to providing all employees a safe, respectful and inclusive workplace. The Prevention of Sexual Harassment (POSH) Policy aligns with the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013, ensuring a work environment free from harassment. The Policy for Protection of Women's Rights at Workplace has been formulated to guide the Company in redressing sexual harassment-related complaints. This policy is based on the laws of India and applicable to all its establishments located in India, encompassing all employees, and contract workers. This policy also protects anyone visiting the Company's establishments, including clients, customers, third-party contractors, vendors, suppliers, business representatives, and others. The key features are:

- Zero Tolerance Policy: The Company strictly prohibits any form of sexual harassment
- Apex Committee: Two committees have been constituted, the highest body to ensure implementation and compliance with the Act. The apex committees comprise representatives of a few ICCs and other senior leaders of the Company
- Internal Complaints Committee (ICC): Several dedicated ICCs are established to handle complaints fairly and confidentially, ensuring complete coverage of all the work (offices, projects, manufacturing facilities) locations. The constitution of ICCs is in compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013
- Multiple Reporting Channels: Employees can report incidents via email, call or verbally to ICC/HR/senior representative
- Confidential and Impartial Investigation: Complaints are investigated with complete sensitivity, confidentiality and impartiality
- Protection Against Retaliation: Employees raising concerns in good faith are safeguarded against any form of victimisation

Awareness and Communication

- Employees: Mandatory training programme for all employees, including non-permanent staff, delivered online through a dedicated learning module
- Senior Management and Leadership: Plays a crucial role in fostering a harassment-free environment. Sessions are designed and delivered to enhance leadership accountability and reinforce ethical workplace culture.
- Workers: POSH awareness sessions are not only limited to employees but also extended to the contractual workforce. During the year, the Company has ramped up these sessions across locations.

Methods may vary from:

- on-site awareness sessions conducted in local vernacular languages
- posters and visual aids
- simple, easy-to-understand guidelines displayed at work sites
- part of toolbox talks, safety briefings and interactive discussions

More than
100 sessions
conducted online and offline covering around 9,000 employees

>22,000
employees completed POSH online training module

Cybersecurity

L&T has implemented a robust cybersecurity governance framework that is seamlessly integrated into its enterprise risk management and ESG strategy. This framework ensures that cybersecurity risks are managed with the highest level of oversight and accountability. Cybersecurity risks and the security roadmap are periodically presented to the Board Risk Management Committee (BRMC) and during the Apex Risk Management Committee (ARMC) meeting.

Cybersecurity is acknowledged as a critical organisational risk with significant potential impacts on financial performance and brand reputation. To ensure a cohesive approach to enterprise risk management, ESG-related risks are integrated with cybersecurity risk matrices. Key aspects include:

- Regulatory Compliance: Adherence to regulatory requirements, such as the IT Act, CERT-In guidelines and SEBI directives, is rigorously monitored to ensure compliance and mitigate legal risks.
- Proactive Risk Identification: Cybersecurity Assurance assessments are systematically conducted across all business units. These assessments proactively identify and report risks to management, enabling timely and effective risk mitigation.

By recognising and addressing cybersecurity as a top organisational risk, the Company ensures the protection of its financial performance and brand reputation while maintaining regulatory compliance and a unified risk management strategy.

A multi-layered defence strategy has been implemented, including Firewalls, Web Application Firewalls (WAF), Endpoint Detection and Response (EDR), Data Loss Prevention (DLP) and Privileged Access Management (PAM). Vulnerability assessments are conducted regularly, and a 24x7 Security Operations Centre (SOC) uses Security Information and Event Management (SIEM) tools for continuous monitoring, detection and response to cyber threats.

Also, a well-defined Cyber Crisis Management Plan is in place to respond to critical incidents. Incident response follows a structured life-cycle - detection, containment, investigation, mitigation, recovery and reporting - to ensure timely and effective action.

The Company proactively aligns with the Digital Personal Data Protection (DPDP) Act. A centralised data privacy framework is under development to ensure compliance across the organisation. Notably, no data breaches were reported in FY 2024-25.

Furthermore, cybersecurity awareness among employees is promoted through regular training programmes, newsletters, phishing simulations and quizzes. Specialised training for technical teams on incident response and application security is also conducted across the Company.

Moreover, vendor and third-party cyber risks are addressed through rigorous due diligence processes and continuous risk monitoring using digital rating tools. Contractual clauses ensure that critical service providers maintain cybersecurity resilience.

The Company's cyber assurance framework draws from international and national standards, including ISO 27001, NIST, IEC 62443 and CERT-In guidelines. The Company's businesses are certified under ISO 27001 for Information Security Management.

Cybersecurity investments are aligned with a strategic roadmap reviewed by the Executive Committee, addressing both current threat landscapes and anticipated regulatory requirements. These efforts reflect the Company's commitment to safeguarding its digital assets and ensuring business continuity in an increasingly complex cyber risk environment.

Cybersecurity is a critical component of the governance framework, ensuring that digital assets are protected and operate securely in an increasingly digital world. The Company will continuously strive to improve its governance practices, adopting innovative approaches to leverage resources and convert opportunities into achievements.

~50%

employees completed 'CyberSankalp', the cybersecurity online training module

Reasonable Assurance of Environment and Non-Environment KPIs

As part of the commitment to robust ESG governance and regulatory compliance, L&T has been undertaking reasonable assurance on select BRSR Core Key Performance Indicators (KPIs) since FY 2023-24. The assurance was conducted by Deloitte Haskins & Sells LLP, an independent third-party assurance partner, in accordance with the Standard on Sustainability Assurance Engagements (SSAE) 3000, 'Assurance Engagements on Sustainability Information', and Standard on Assurance Engagements (SAE) 3410 Assurance Engagements on Greenhouse Gas Statements (together the 'Standards'), both issued by the Sustainability Reporting Standards Board (the 'SRSB') of the Institute of Chartered Accountants of India (ICAI).

Reasonable Assurance for KPIs include GHG footprint, water footprint, energy footprint, waste management, spend towards well-being measures, safety statistics of employees and workers, gross wages paid to females as % of wages paid, complaints on POSH, purchase from MSMEs and from within India, job creation in smaller towns, events related to data breach and cybersecurity and financial KPIs. This process reinforces the Company's integrity in disclosures and enhances stakeholder trust in the credibility and accuracy of sustainability reporting.

L&T is committed to maintaining the highest standards of corporate governance. The governance framework is built on a foundation of transparency, integrity and accountability, ensuring that we operate in a manner that is ethical and responsible. L&T's corporate governance philosophy is rooted in respect for human values, individual dignity, and adherence to honest, ethical and professional conduct.

The Company will continuously strive to improve the governance practices, adopting innovative approaches to leverage resources and convert opportunities into achievements. L&T is committed to enhancing stakeholder value through fair and transparent governance practices. The approach ensures that we meet the expectations of the stakeholders, including customers, employees, investors, and the community at large.

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

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

SUSTAINABILITY HIGHLIGHTS OF FY 2024-25

The Company conducts materiality assessment to identify and prioritise the key material topics pertaining to ESG, based on the relative importance of these topics to the stakeholders and in the context of L&T's business imperatives. The assessment identified 14 important material topics, and detailed performance is stated in the respective chapters on the six capitals.

To report sustainability highlights at an overall level, at least one KPI has been selected for each material topic based on the importance attached by investors, rating agencies and regulators and these are given below.

ENVIRONMENT

Energy	**69.7** GJ/₹ Cr (-16 %*) Energy consumption intensity	**15** % (+60 %*) Electricity from renewable sources
Emissions	**6.2** tCO_2e/₹ Cr (-20 %*) GHG emission intensity	**1.7** Mn Saplings planted
Water	**108** kL/₹ Cr Water consumption intensity	
Materials	**28** % Recycled and eco-friendly material used	
Green Business	**53** % (+19 %*) Revenue from Green Business	

** Improvement over FY 2023-24*

SOCIAL

Health and Safety

4.2 Mn
Safety training man hours

Human Rights

2
Key facilities SA8000 certified

>23,000
Employees completed online training module

Workforce Skilling and Talent Management

1,11,000+
Workers covered

Diversity and Inclusion

9.1%
Gender diversity

112
Women in senior management

Social Impact

1.9Mn
CSR beneficiaries

GOVERNANCE

Governance & Ethics

100%
New joinees trained on CoC

Customer Centricity

9.1
Customer Satisfaction Score out of 10

Data Privacy & Cybersecurity

Zero
Cases of data breaches

Brand Management and ESG Ratings

Crisil ESG Ratings & Analytics
Rated 'Strong' in 2024

CDP
Rated 'B' for Climate Change 2024

ENR
Ranked 3rd in 'Top 200 Environmental Firms' in 2024

Sustainable Supply Chain

120
Critical supply chain partners assessed by third-party agency

88%
Critical supply chain partners rated 'Green'

NATURAL
CAPITAL

L&T recognises that its operations, supply chain and growth are intrinsically linked to the health of the environment and is committed to responsible stewardship of natural capital to support sustainable value creation. Although the business activities, primarily EPC projects and high-tech manufacturing, are not classified among the most emissions- or water-intensive sectors, the significant dependencies and potential impacts associated with land use, material sourcing, and local ecosystems are understood. These dependencies present both risks and opportunities, further shaping the environmental management strategy and long-term vision.

Key Highlights of FY 2024-25

15 % Electricity from Renewable sources

2.6 Mn kL Wastewater Recycled

16 % Energy Consumption Intensity Reduction

28 % Recycled and Eco-friendly Material Used

Strategy linkage[1]

SO-I SO-III SO-V

SE-1 SE-2 SE-3

SDGs impacted

Material Topics

- Climate Action
- Water, Waste and Hazardous Material Management
- Sustainable Supply Chain
- Business Ethics
- Brand Management

[1] For details, refer to the 'Business Model and Strategy' section of this Report.
Note: For KPIs related to intensity, the denominator considered is standalone revenue in ₹ crore.

Carbon Neutrality Strategy

The Company has targeted to achieve Carbon Neutrality (viz. Scope 1 & 2 emissions) by 2040. Long-term business-as-usual (BAU) projections for GHG emissions from operations are based on FY 2020-21 baseline emissions intensity and future business growth assumptions. The roadmap to implement these strategies has been divided into short-term (1-2 years), medium-term (2-5 years) and long-term (5-15 years) horizons and aligned with the Company's 5-year strategy plan Lakshya.

Two key levers to help achieve carbon-neutral status are:

Reducing Energy Intensity

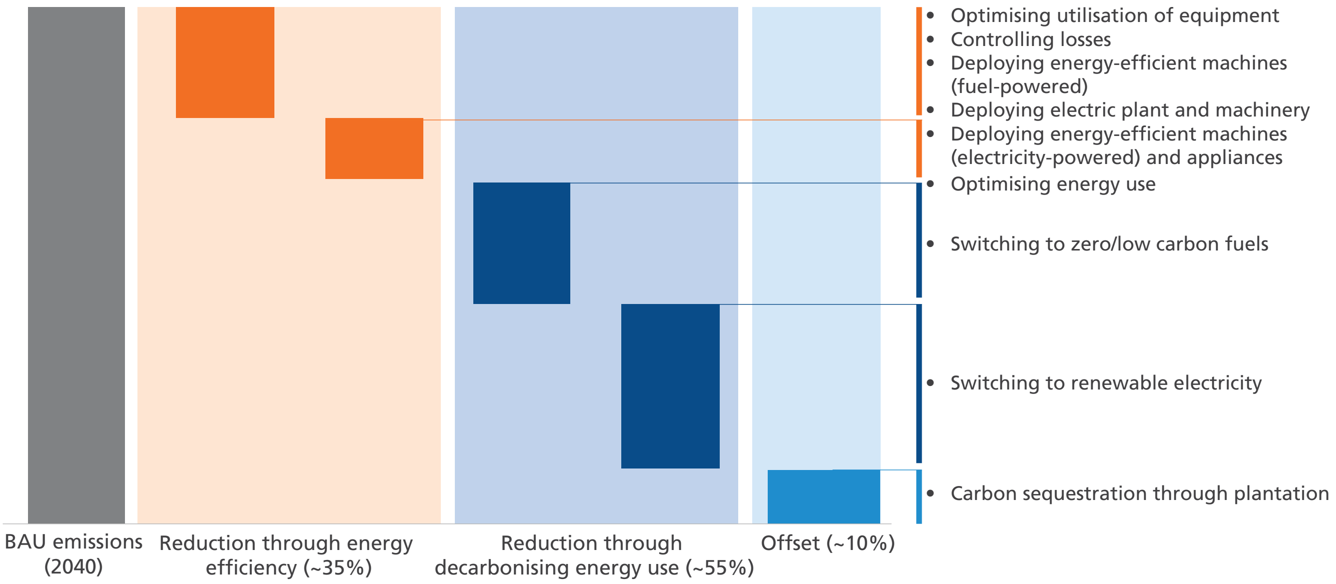
Decarbonising Energy Consumption

Diesel and electricity are key contributors to the Company's carbon footprint (Scope 1 and Scope 2 emissions). Diesel is used for running construction machinery used at EPC project sites and for electricity generation in many cases. It contributes over 75% to the Company's overall energy consumption, while electricity contributes around 17%.

Based on current estimates, GHG emissions are expected to peak around FY 2025–26, followed by a gradual decline. In the medium term, the key lever for moderating emissions growth will be reducing energy consumption intensity through enhanced operational efficiency, process optimisation and energy conservation initiatives. In the long term, transitioning to renewable electricity and adopting low- or zero-carbon fuels will be pivotal in driving sustained reductions in absolute emissions.

This strategic phasing out of fossil fuels in energy consumption ensures that emissions are proactively addressed while supporting the Company's long-term growth and sustainability objectives. As the Company continues its growth trajectory, a corresponding increase in energy consumption and associated GHG emissions is anticipated. However, L&T remains committed to aligning its business expansion with a responsible and forward-looking climate strategy.

Carbon Neutrality Path



Reducing Energy Intensity

Diesel is the Company's major energy source. Cutting down on diesel consumption helps reduce both energy intensity and GHG emissions. The Company formed a task force in FY 2023-24 to explore and implement solutions to reduce diesel consumption across the business units of the Company.

Key solutions being implemented are:

- *Switching from Diesel Generator (DG) sets to grid electricity supply*
- *Replacing fuel-powered older equipment with more energy-efficient ones*
- *Replacing diesel-powered equipment with electricity-powered ones*
- *Switching to use of hybrid or electric equipment, e.g. light masts, wheel loaders*

In addition, the business units are replacing older equipment with more energy-efficient ones to reduce the consumption of electricity, e.g. Variable Frequency Drive (VFD) or Variable Voltage Variable Frequency (VVFD) to replace conventional drives, 5-star rated appliances to replace 3-star ones, auto control of lighting, and so on.

Decarbonising Energy Consumption

The Company is focusing on increasing sourcing of renewable energy for electricity consumption to decarbonise the energy consumption. Another task-force constituted is exploring solutions to be implemented at specific locations, some of which are:

- *Power Purchase Agreements: Solar, Wind, Hybrid (round-the-clock)*
- *On-site solar module installation, both capex and opex modes*
- *Open access sourcing through developers, third-parties, group captive*
- *Green Tariff*

In addition to expanding renewable electricity use, the Company has begun blending biodiesel with conventional diesel, reducing reliance on fossil fuels - a key step towards decarbonising both stationary and mobile combustion sources.

Furthermore, various business units have begun transitioning to low- and zero-carbon fuels to mitigate emissions. These include using Compressed Natural Gas (CNG), Compressed Biogas (CBG) and biomass pellets as alternatives to traditional fossil fuels.

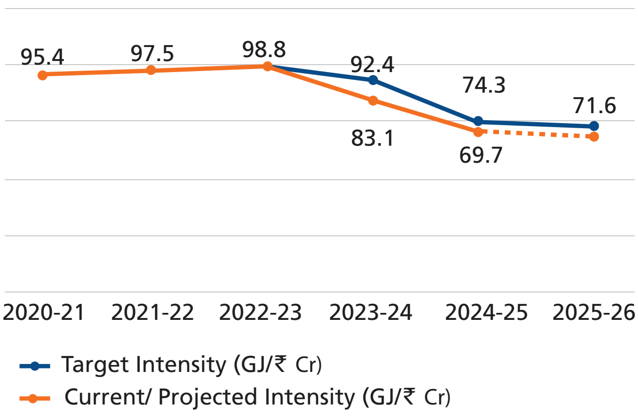
These initiatives collectively contribute to lowering the Company's overall carbon footprint while enhancing energy source diversification and resilience.

Solar panel installation at Kansbahal facility

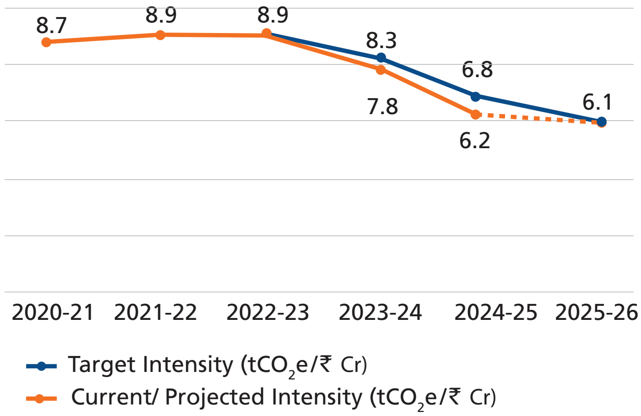
Solar panel installation at Talegaon facility

Progress on Carbon Neutrality Path

Energy Intensity Reduction Path



Emission Intensity Reduction Path



Water Neutrality

The Company's water footprint is predominantly influenced by consumption at project sites, particularly for civil works within EPC projects. Water is a critical input for various construction activities and its use is largely determined by technical specifications and the nature of work being executed.

Further, the water consumption pattern at project sites is non-linear and varies across the project life-cycle. For e.g., in a metro rail project, water usage tends to peak during the initial phases, especially when precasting and piling are undertaken. As the project progresses to the installation of precast girders and finishing works, water demand typically tapers off.

Understanding such dynamic usage patterns is essential for effectively planning and managing water resources. The Company continues to explore opportunities for optimising water use, promoting reuse and recycling, and deploying efficient construction practices to minimise freshwater requirement.

To achieve Water Neutrality by 2035, the Company is focusing on three levers:

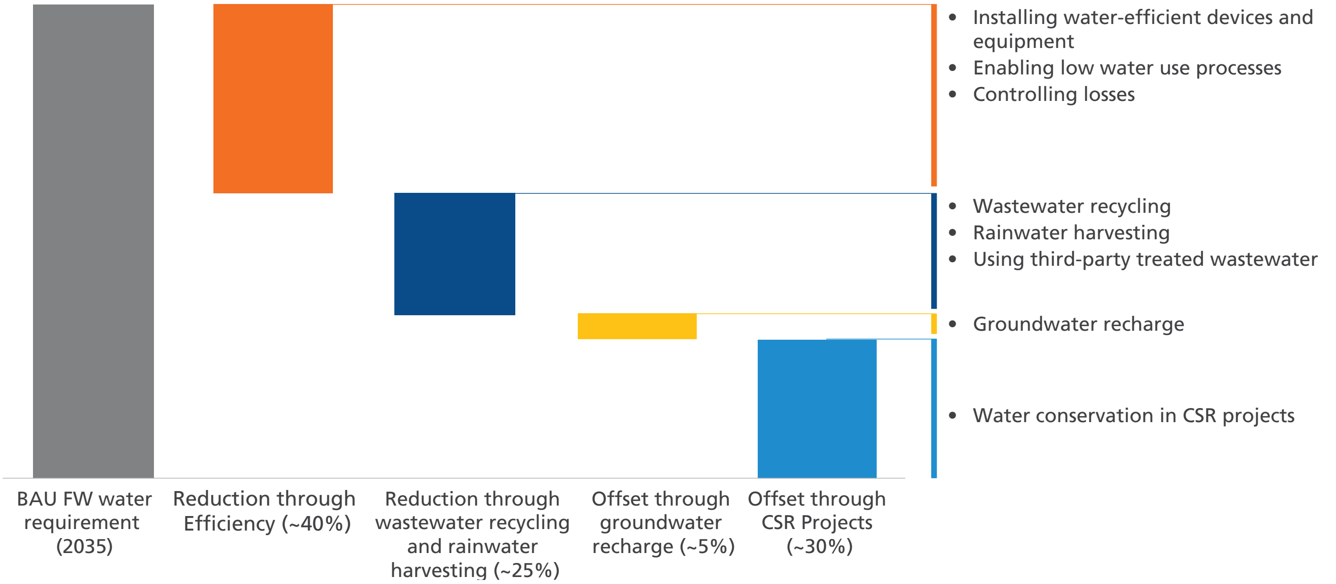
Reducing water consumption intensity through water-efficient equipment and processes

Reducing freshwater consumption through wastewater recycling, rainwater harvesting and use of treated wastewater from other sources

Water offset through groundwater recharge and water conservation in CSR projects

To achieve water neutrality, offsetting through water conservation in CSR projects and groundwater recharge would play a significant role.

Water Neutrality Path



Lakshya 2026 Targets on Natural Capital

The Company had set medium-term targets for carbon neutrality, water neutrality and other areas that are a part of the current Lakshya 2026 strategy plan. Based on the progress made, the targets have been revised and these are:

30% Emissions Intensity Reduction *(w.r.t FY 2020-21 Baseline)*

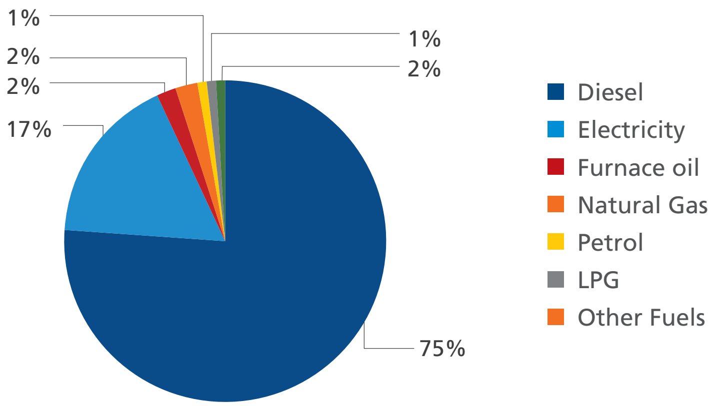
25% Energy Intensity Reduction *(w.r.t FY 2020-21 Baseline)*

1.5 - 2 Mn Plantation every year

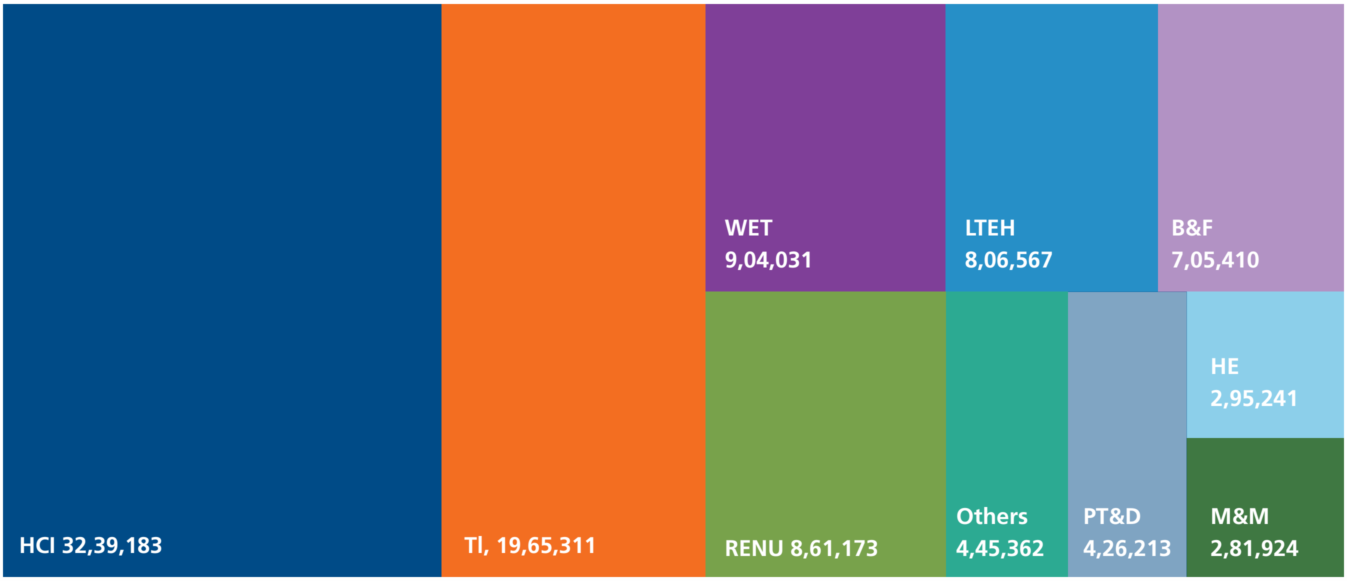
Green cover at Kattupalli facility

Energy

In FY 2024-25, the Company's total energy consumption was 9.9 million GJ, comprising direct energy consumption of 8.3 million GJ and indirect energy consumption of 1.6 million GJ. Break-up of this energy consumption into renewable and non-renewable sources is provided in Principle 6 of the BRSR report. Diesel has the highest contribution to total energy consumption at 75% and the contribution of other sources are:



Business-wise split of Energy Consumption (GJ)



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Renewable Energy

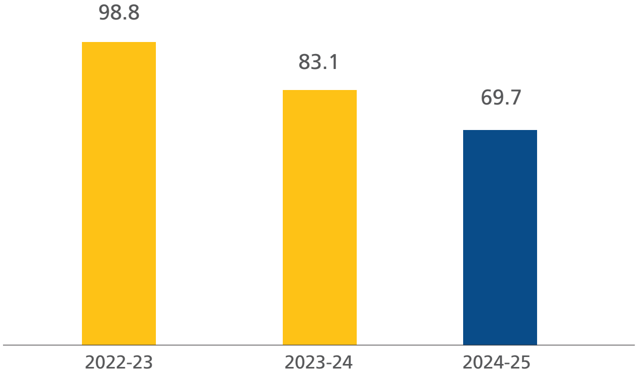
The Company sourced 69 million kWh of renewable electricity, contributing to 15% of the total electricity consumption (461 million kWh) in FY 2024-25. As a result of the actions taken by the various business units of the Company, renewable energy (electricity) increased from 0.16 million GJ in FY 2023-24 to 0.25 million GJ in FY 2024-25, marking an increase of 60%.

Challenges to sourcing renewable energy, like inadequate area for installing solar modules, difficulties in obtaining green open access and green tariffs for temporary connections, and developers' preference for long-term PPAs, persist. The Company continues to explore options to address these challenges.

Renewable Energy sourcing by type of contract or source

Source	Energy sourced (Mn kWh)
Solar (On-site)	5.4
Solar (PPA)	10.8
Wind (PPA)	26.5
Hybrid (PPA)	19.5
Green Tariff	6.9

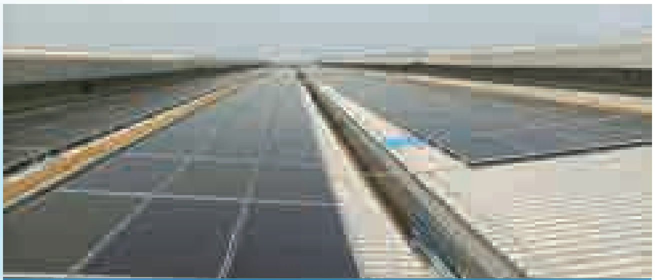
Energy Intensity Trend *(GJ/₹ Cr)*



Energy intensity decreased by 16% y-o-y, primarily driven by a reduction in direct energy intensity by 17%. This reduction is attributed to:

- *Sites switching from DG sets to grid connections, e.g. rail line tunnel projects in Uttarakhand, metro rail projects in some cities*
- *Closure or closing stage of some large contracts, e.g. contract related to a dedicated freight corridor project, water treatment project in the Middle East, project related to offshore oil & gas facilities*
- *Other actions taken by the task force to reduce diesel consumption. (refer to 'Reducing Energy Intensity' in this section)*


Solar rooftop at a EPC project site


Solar rooftop at Kancheepuram facility

GHG Emissions

The Company's GHG emissions (Scope 1 and 2) are from the energy consumed from various sources. Emissions (Scope 1+2) intensity has decreased by 20% in FY 2024-25 compared to FY 2023-24. This decrease is primarily due to a reduction in energy intensity.

Scope 1

Emissions for the Company are direct emissions from combustion of fuel, e.g. high-speed diesel, furnace oil, natural gas, liquified petroleum gas (LPG), acetylene, and other fuels used in mobile equipment like construction machinery and stationary equipment (e.g. DG sets, furnaces). Fugitive emissions from carbon dioxide gas (used in the welding & filling fire extinguishers and refrigerants filling in HVAC systems) have also been included in the inventory.

6,03,953 tCO_2e

Scope 2

Emissions for the Company are indirect emissions from the consumption of purchased electricity (sourced from power distribution companies) at construction sites, manufacturing facilities, and offices.

2,82,341 tCO_2e
Market- based

3,32,416 tCO_2e
Location- based

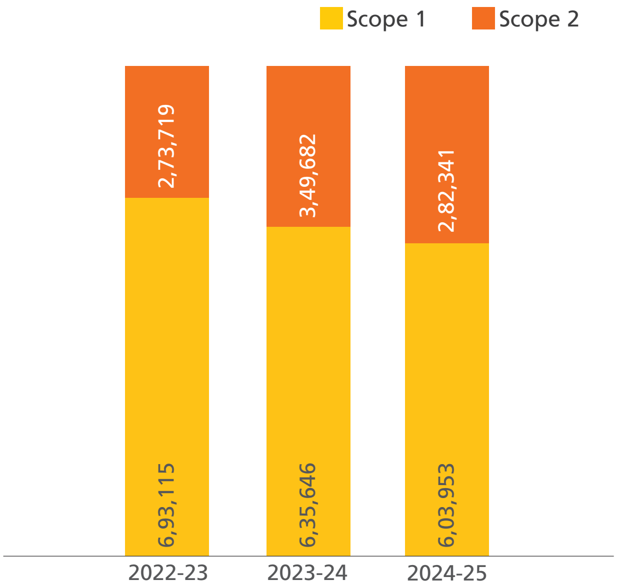
Scope 3

Emissions for the Company are indirect emissions from upstream and downstream activities in the value chain. The emissions are reported under five relevant categories: purchased goods and services, upstream transportation and distribution, employee commuting, business travel, and downstream leased assets.

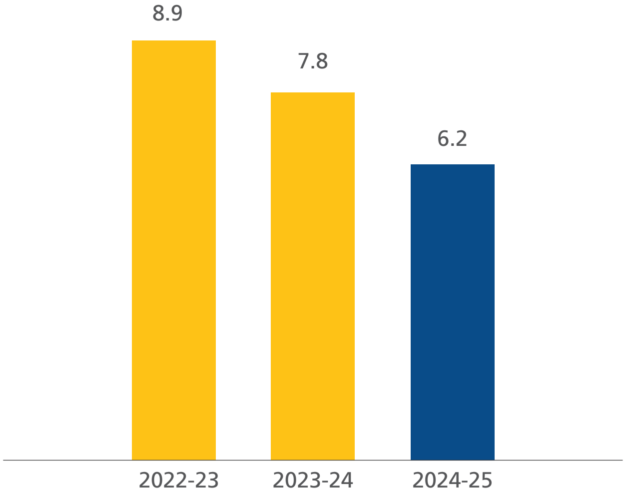
74,58,242 tCO_2e

For details on the calculation methodology of these emissions, please refer to 'Notes on Sustainability Information' section.

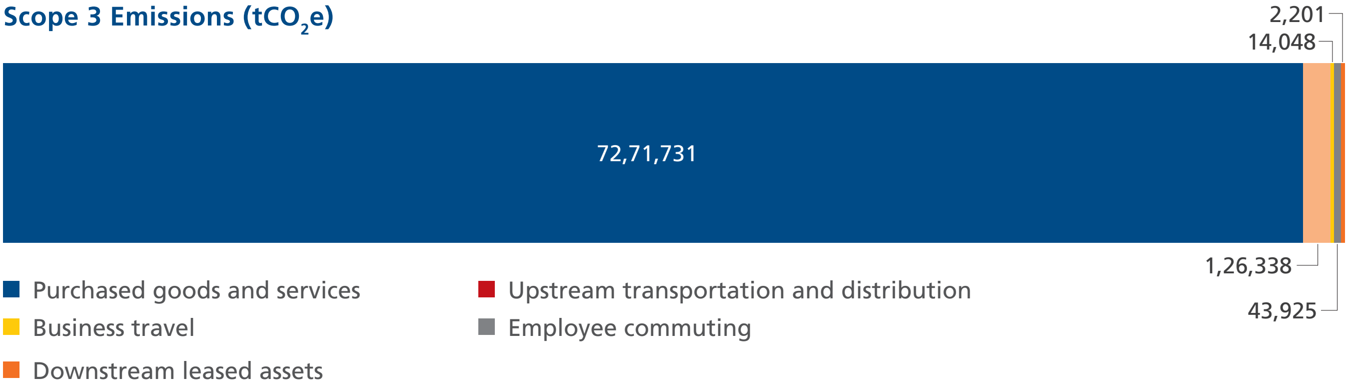
Emissions Trend *(tCO2e / ₹ Cr)*



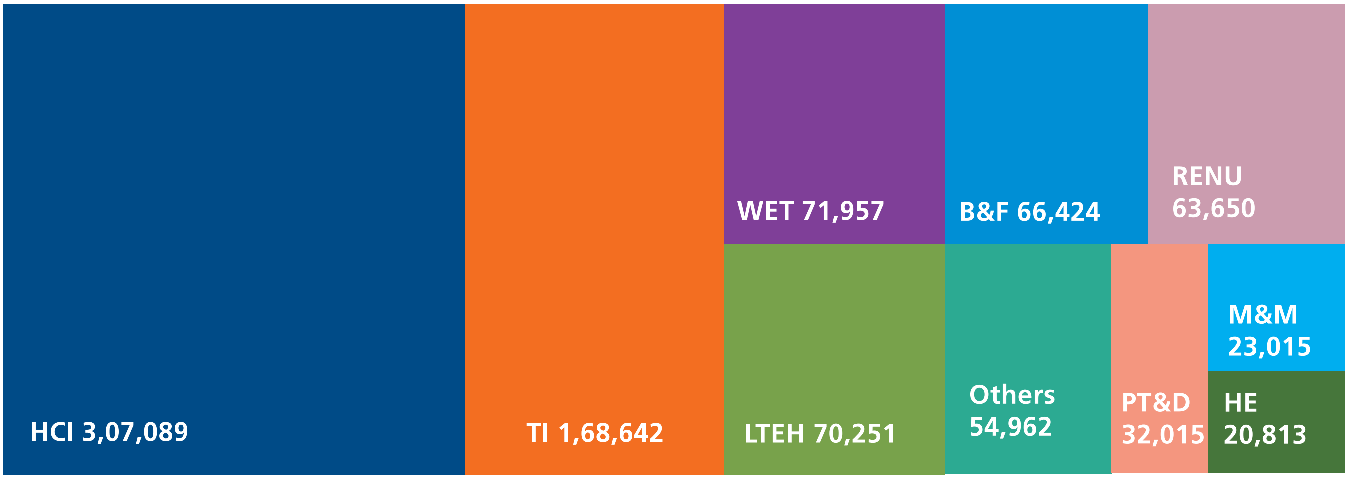
Emissions Intensity Trend *(tCO2e / ₹ Cr)*



Scope 3 Emissions (tCO_2e)



Business-wise split of Emissions [Scope 1 and 2] (tCO_2e)



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Emissions Reduction Initiatives

All business units of the Company have started implementing multiple initiatives to reduce emissions. A snapshot of few initiatives is below.

Use of biodiesel to reduce diesel consumption

Biofuels are increasingly gaining global attention as a viable solution for decarbonising the energy and transport sectors. Among these, biodiesel presents a promising opportunity for reducing the carbon intensity of diesel-based operations.

The Company has explored sustainable biodiesel alternatives, identifying vendors utilising repurposed cooking oil, animal tallow and agricultural waste as feedstocks. Following successful testing and pilot implementation last year, the initiative has now been scaled across multiple business units.

As part of the Company's broader decarbonisation roadmap, targets have been established for phased replacement of conventional diesel with biodiesel in suitable applications, particularly in construction equipment and logistics.

Emissions avoided for FY 2024-25

1,095 tCO_2e

Sourcing of Renewable Energy

Sourcing renewable energy (electricity) is the key lever to decarbonise energy consumption from electricity and reduce Scope-2 emissions. In addition to existing on-site solar installations and PPAs, the Company has undertaken significant steps in the current year at several work locations to enhance sourcing of renewable energy.

Additional capacities were added at Chennai campus, facilities located at Talegaon, Kattupalli, Kansbahal, Kancheepuram, project sites: Cluster XXV, Lower Sutkel, Sone-Kanhar Garhwa, Ballia, Firozabad, Gurmura & Panari, Cluster XX, Parwati, Satna of the Water and Effluent Treatment business.

Emissions avoided for FY 2024-25

2,850 tCO_2e

Electric plant and machinery

Electrification is one of the key levers for the decarbonisation of operations. The Company has identified strategies to switch from fossil fuel-powered plants and machinery to electricity-driven ones. This helps improve energy efficiency and reduce emissions, which could further be reduced to zero by sourcing renewable power (electricity).

Key initiatives implemented are electrical hoists, electric air compressors, inverter-based welding machines and VFD concrete pumps. Hybrid light masts, with solar panels and battery backup, are being deployed to replace conventional diesel-powered masts.

A few EPC project sites have started using electric construction machinery, e.g. wheel loaders, on a pilot basis, and are being scaled up.

Emissions avoided for FY 2024-25

685 tCO_2e

The Company has also started exploring levers to reduce Scope 3 emissions. Certain initiatives undertaken by the Company to reduce Scope 3 emissions include:

- Upgradation to steel of higher yield strength from low yield strength leading to quantity reduction
- Use of low-carbon material or recycled material, such as steel manufactured from an electric arc furnace / induction furnace route as against steel manufactured through a blast furnace route, blended cement in place of Ordinary Portland Cement, wherever feasible
- In FY 2024-25, the Company has started deploying LNG trucks as well as electric trucks used in transportation of materials in select routes and thereby reducing emissions linked to upstream logistics.
- The Company has also put in place a scheme for promoting the adoption of electric vehicles by the employees to reduce emissions from employee commuting

For other initiatives on energy conservation and renewable energy, please refer to Annexure 'A' to the Board Report.

LNG Truck deployed at Kancheepuram- Shadnagar (Telangana) route

Electric loader deployed at project site

VFD concrete pump

Solar rooftop at Hazira facility

Biodiesel blending

Innovative ESSC Welding Solution for Enhanced Efficiency

As part of L&T's ongoing commitment to engineering excellence and self-reliance, the Heavy Engineering team at the A. M. Naik Heavy Engineering Complex (AMNHEC), Hazira, has developed an innovative solution for the Electro Slag Strip Cladding (ESSC) process - a critical technology used to apply corrosion-resistant layers such as stainless steel or inconel alloys onto reactor surfaces.

ESSC is a high-precision, high-power welding technique typically reliant on specialised machines sourced from a limited number of global suppliers. To overcome this supply chain constraint and enhance operational efficiency, the Company collaborated with a local vendor to design and deploy a custom-built, inverter-based ESSC system integrated with IoT capabilities. This indigenous solution delivers multiple benefits, viz. enhanced energy efficiency and reduced operational costs, real-time process monitoring and improved quality control, and localisation of a critical technology, reducing dependence on imported equipment.

Emissions avoided for FY 2024-25

~568 tCO_2e

Emissions avoided for FY 2024-25

~1,005 tCO_2e

Decarbonising Road Construction with Biomass-Fired Hot Mix Plants

As part of its commitment to reducing carbon emissions and promoting sustainable construction practices, the Company's Transportation Infrastructure Business introduced an innovative transition in the operation of Hot Mix Plants (HMPs) - key assets used in bituminous pavement construction. Traditionally powered by diesel or furnace oil, HMPs are energy-intensive and contribute significantly to GHG emissions. In a forward-thinking initiative, the Company replaced conventional fossil fuel burners with specialised biomass pellet-fired burners. These biomass pellets, derived from wood waste and other agricultural residues, offer a cleaner and renewable alternative with substantially lower emissions compared to fossil fuels.

This sustainable innovation has been successfully implemented at major EPC project sites such as Meerut-Hapur Expressway, Navi Mumbai International Airport and Chennai Peripheral Road. The transition contributes to the Company's decarbonisation strategy and supports circular economy principles by utilising biomass waste as fuel, demonstrating the scalable potential for green infrastructure development.

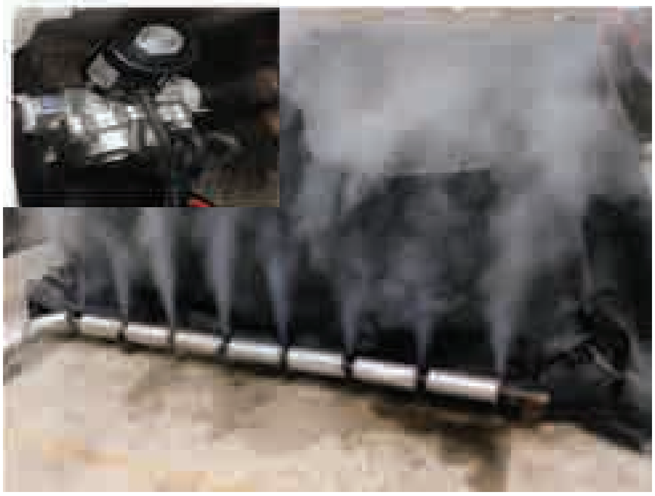
Process Innovation: Enhancing Efficiency Through Technology Integration

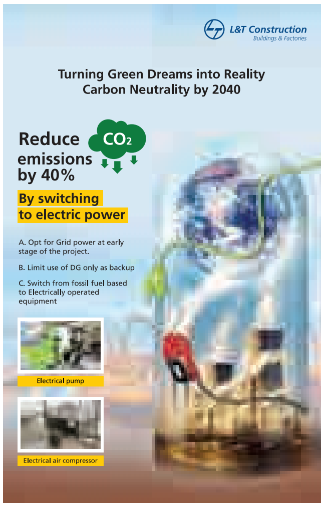
Smart Steam Curing at MAHSR T-3 Project

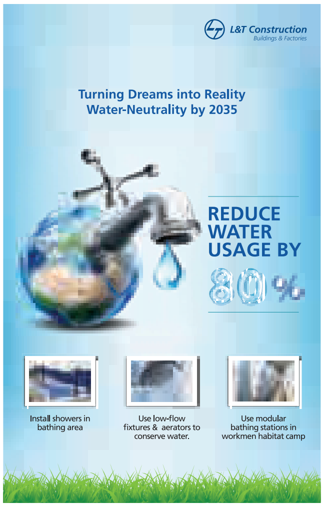
At MAHSR T-3 project, the site team implemented an innovative temperature control solution for steam curing, incorporating Resistance Temperature Detectors (RTDs) and an automatic flow control valve. This system ensures precise temperature regulation during curing and significantly enhances reliability and efficiency. The entire process is also cloud-integrated, enabling remote monitoring and real-time data access via a mobile application, supporting smarter decision-making.

Induction Heating for Heavy Fabrication at AMNHEC, Hazira

The Heavy Engineering team, developed a customised induction heating system for heat treatment in heavy fabrication. This indigenous solution is developed in collaboration with an Indian vendor, equipped with advanced digital controls for accurate temperature management and real-time monitoring. The new system improves energy efficiency, enhances process precision and reduces the carbon footprint compared to traditional heat treatment methods.







Water

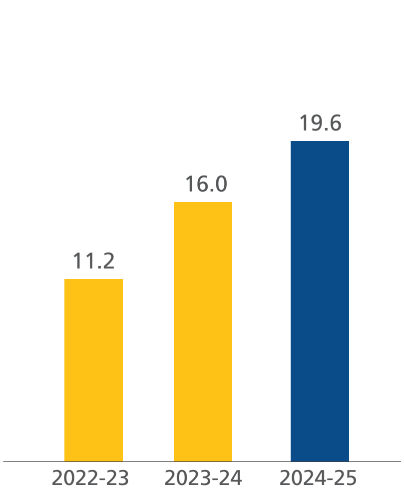
At L&T, water consumption is primarily driven by industrial activities associated with the execution of EPC project contracts, especially in civil works. In contrast, water usage at manufacturing facilities remains minimal. The Company has adopted multiple conservation strategies to minimise water consumption across operations. These include installing water-efficient fixtures such as aerator taps and low-flush toilets, regulating water pressure in pipelines and controlling system losses. Innovative construction practices like curing compounds and steam curing are also being implemented to reduce water usage at project sites.

Further, recycling and reuse are central to the Company's water stewardship efforts. Greywater and blackwater recycling systems are promoted across work locations, with treated wastewater reused for landscaping, toilet flushing, dust suppression, equipment cleaning and fire-fighting systems. In addition, rainwater harvesting and groundwater recharge initiatives are being actively explored and implemented wherever feasible. The Company also extends its commitment to water efficiency to its clients by promoting water-saving devices in certified green buildings.

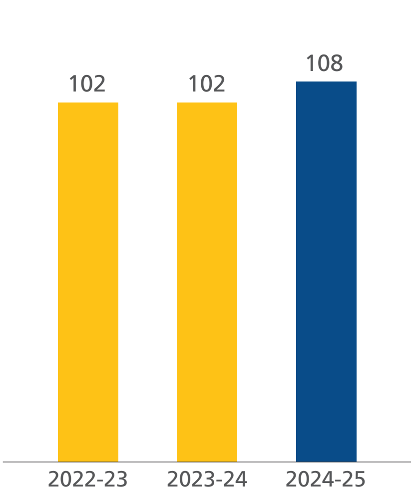
Wastewater from EPC project sites generally contains only suspended solids and is not characterised by high-effluent content. Nonetheless, the Company ensures responsible wastewater management by implementing Zero Liquid Discharge (ZLD) systems at its manufacturing units and select project sites. These are supported by Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs). At other locations, wastewater is either treated on-site or managed through authorised third-party service providers, ensuring minimal environmental impact.

To improve data collection and reporting, particularly at EPC project sites, the Company has started installing flowmeters at various sites and enabled data flow automatically to the data management system. An independent third-party assessment was also undertaken to estimate the water being conserved through the CSR interventions. **As per the assessment, the annual conservation potential of the infrastructure created was ~3.2 million kL and equivalent to ~16% of annual water withdrawal by the Company in FY 2024-25.** Similar activities have also been undertaken by some of the EPC project sites as well as manufacturing facilities and assessment of these will be carried out in the next financial year.

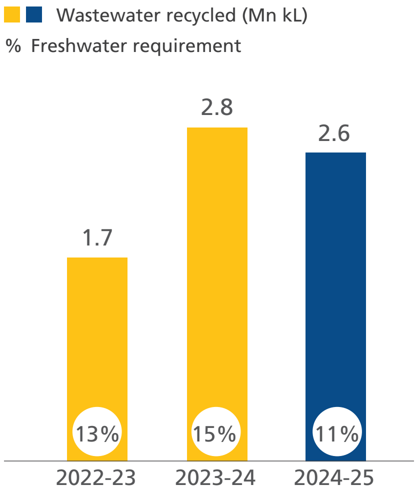
Freshwater Withdrawal *(Mn kL)*



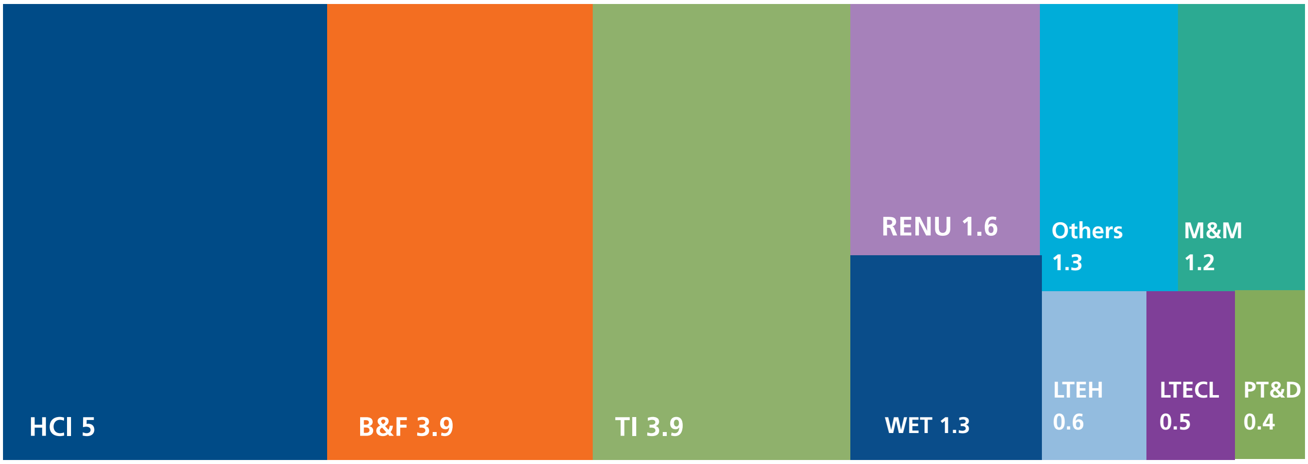
Water Consumption Intensity *(kL/₹ Cr)*



Wastewater Recycling



Business-wise split - Water Withdrawal (Mn kL)



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Sustainable Concrete Curing

Water is an essential resource in curing concrete, particularly across large-scale civil works at the Company's EPC project sites. However, rising water stress, especially during peak summer months, poses challenges in sourcing and managing adequate water for construction activities. To address this, the Company's business units have adopted the use of curing compounds as a sustainable alternative. These liquid membrane-forming compounds are applied to fresh concrete surfaces to reduce moisture loss, thereby improving their hydration efficiency and overall concrete strength.

~29,000 kilolitres
of freshwater requirement reduced in FY 2024-25

Key benefits of this innovation include:

- *A significant reduction in water usage*
- *Faster curing, contributing to overall construction efficiency*
- *Improved surface quality and surface finish of the concrete*
- *Enhanced curing performance, especially for vertical or hard-to-reach structures where conventional water curing is impractical*

Water Recovery through Sedimentation Tanks

Concrete works at EPC project sites require substantial amounts of water for different processes. Water used in batching plant and transit mixer cleaning typically gets discharged into drains. The Heavy Civil Infrastructure business has undertaken initiative for implementation of sedimentation tanks to recover the water used in these processes. Water is recovered through multi-stage gravity and chemical sedimentation. The recovered water is typically diluted with 50% freshwater to reduce its TDS (total dissolved solids) content. Recycled wastewater is used for various activities at the site, e.g. dust suppression, transit mixer cleaning and wheel washing.

Volume of wastewater recycled and used in FY 2024-25

~13,000 kilolitres

Key outcomes of the innovation are:

- *Reduced steam requirement by 30%*
- *Reduced load on the RO system*
- *Improved water recovery to more than 96%, compared to conventional designs with recovery up to 80-85%*

Redesigned Zero Liquid Discharge to improve Water Recovery

Industries across sectors are increasingly challenged by water scarcity and wastewater pollution. Zero Liquid Discharge (ZLD) systems offer a sustainable solution by recycling wastewater and eliminating liquid discharge. However, conventional ZLD processes are resource-intensive, requiring substantial steam, power and cooling water, which can limit their efficiency and scalability.

Accordingly, the Water and Effluent Treatment business developed an innovative ZLD system for IOCL Vadodara Refinery. The redesigned process treats wastewater from the Effluent Treatment Plant (ETP) and cooling tower blowdown using a sequence of pre-treatment, ultrafiltration, reverse osmosis (RO) and ion exchange to produce high-quality demineralised water.

Waste Management and Circular Economy

Waste management is a material topic for the Company, particularly due to the significant volume of waste generated at EPC project sites. Recognising its environmental impact and resource implications, the Company has adopted a structured and responsible approach to waste management, aligned with circular economy principles. The Company's waste management strategy is built on the 3R framework - Reduce, Reuse and Recycle - with an emphasis on minimising waste generation at source and maximising resource recovery.

Waste management is an integral component of the Environment, Health and Safety (EHS) Management System, which includes comprehensive policies, standard operating procedures and implementation mechanisms.

The operational locations, including EPC project sites and manufacturing facilities, maintain a project- or site-specific waste management plan, developed either as part of the overall project execution plan or in line with applicable regulatory requirements.

The key processes include:

- *Identification and quantification of waste streams*
- *Reuse and recycling wherever feasible*
- *Environmentally sound disposal of residual waste*
- *Segregation at source*
- *Collection and safe storage*

The Company has established partnerships with authorised and certified waste processors and handlers, ensuring compliance with relevant environmental regulations and waste management rules. Through these efforts, the Company is reducing its environmental footprint and contributing to creating a resource-efficient and sustainable ecosystem.

Approach towards Waste Management

Hazardous waste is segregated, stored and disposed of as per the statutory requirements.

Hazardous wastes, such as used oil, oil-soaked cotton waste, used chemical/paint/oil containers, used batteries, paint residues, ETP sludge, electronic waste (e-waste) and biomedical waste are disposed of through government-approved recyclers/processors and according to the regulatory norms.

The Company does not import, export, transport or treat any hazardous waste covered under the Basel Convention.

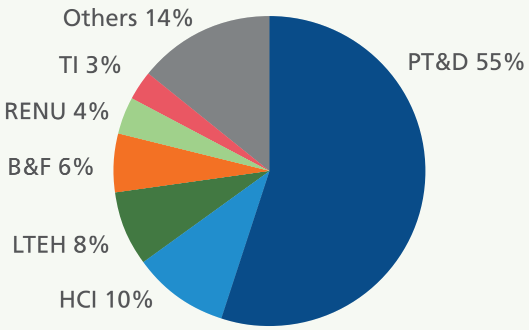
Non-hazardous waste, such as construction and demolition waste, ferrous and non-ferrous scrap, wood/plywood to come together waste, packaging waste, food waste, are managed according to the volume generated and facilities available at the specific location.

Clean-up drive at Suvali beach, Hazira

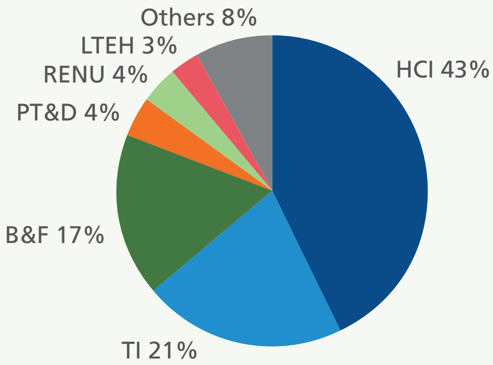
Waste Generation and Disposal for FY 2024-25 (in tonnes)

Category	Hazardous waste	Non-Hazardous waste
Generation	4,571	4,46,656
Recycled/Reused	399	80,041
Disposed/Sold	3,897	3,69,065

Business wise split of waste generation



Hazardous waste generation



Non-Hazardous waste generation

HCI: Heavy Civil Infrastructure, **TI**: Transportation Infrastructure, **RENU**: Renewables, **LTEH**: L&T Energy-Hydrocarbon, **B&F**: Buildings & Factories, **PT&D**: Power Transmission & Distribution, **Others**: Offices, Water & Effluent Treatment, Minerals & Metals, L&T Energy- CarbonLite Solutions, Heavy Engineering, Precision Engineering and Systems, Construction & Mining Machinery, Rubber Processing Machinery, L&T-Cloudfiniti, L&T-SuFin

As the Company expands its operations, especially in large-scale EPC projects, the construction and operational waste volume naturally increases. Simultaneously, continual efforts to enhance transparency and data accuracy - including digitisation of reporting systems, stricter site-level monitoring and broader coverage - have contributed to a more comprehensive representation of waste generated.

This improvement in reporting is a positive step towards strengthening our waste management practices, enabling more targeted interventions to reduce, reuse and recycle waste.

A. M. Naik Heavy Engineering Complex

Waste Reuse and Recycling for Circularity

While ensuring the safe and compliant disposal of waste is critical to minimising environmental and community impacts, the Company emphasises maximising reuse and recycling of materials. This approach reduces dependency on virgin natural resources. Also, it helps lower emissions associated with transporting waste to external disposal sites and diverting waste from landfilling.

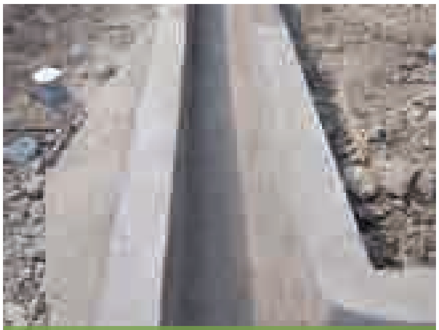
A significant portion of non-hazardous waste is generated at the Company's EPC project sites. In alignment with the circular economy principles, the locations are encouraged to identify and implement on-site reuse and recycling solutions to minimise off-site disposal.

Key initiatives include:

Construction and demolition waste from concrete and civil works is reused for temporary access roads and backfilling; recycled into aggregates, manufactured sand, or in some cases, paver blocks for on-site use

Ferrous and non-ferrous scrap, while often auctioned, is repurposed into ancillary materials such as cable/pipe supports, barriers, boards and even site furniture

Wood and plywood waste is reused or creatively repurposed into temporary site structures, shelving and boards


Concrete waste reused to create drains


Paver blocks from recycled concrete waste

Signages created from wood waste


Scrap rebar used for structural work components


Ferrous waste used for material storage


Concrete waste reused for water storage tank

These efforts enhance material efficiency and contribute to cost savings, lowering emissions and reducing landfill burden, reinforcing the Company's commitment to sustainable construction and resource conservation.

~75,700
tonnes of construction and demolition waste diverted away from landfill in FY 2024-25

Sustainable Material and Resource Efficiency

A significant share of the Company's revenues is derived from its EPC project business, which involves extensive use of bulk construction materials such as steel, cement, aggregates and sand. Given the material-intensive nature of these projects, the Company recognises the importance of embedding sustainability principles into its material sourcing and usage.

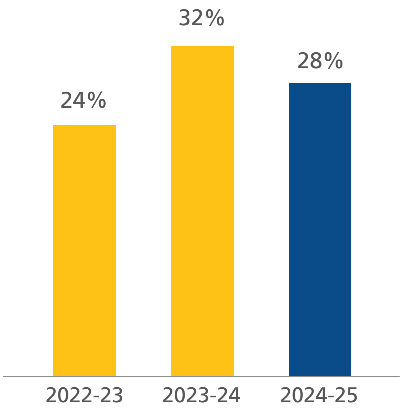
To reduce the environmental impact of construction activities, the Company actively promotes the use of eco-friendly and alternative materials. These include:

- **Fly ash, a by-product of thermal power plants, as a partial replacement for cement**
- **Ground Granulated Blast Furnace Slag (GGBS), sourced from the steel industry, as a cement substitute**

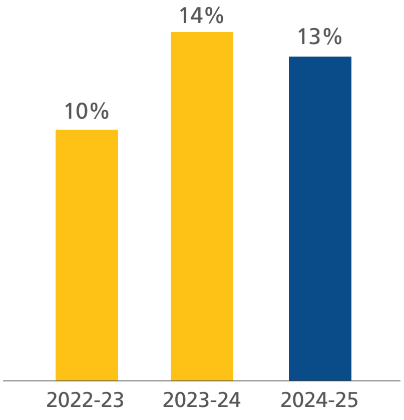
These materials help lower embodied carbon and support industrial waste utilisation, aligning with circular economy goals. However, the wider adoption of non-virgin or recycled materials is often constrained by design codes, regulatory standards and customer specifications, which limit flexibility in material choices despite the proven benefits.

In parallel, sustained efforts are being made to reuse and recycle steel and zinc at the Company's transmission tower manufacturing facilities, which are key inputs in the galvanising and fabrication processes. These initiatives reduce raw material demand and support the Company's commitment to resource efficiency and waste minimisation.

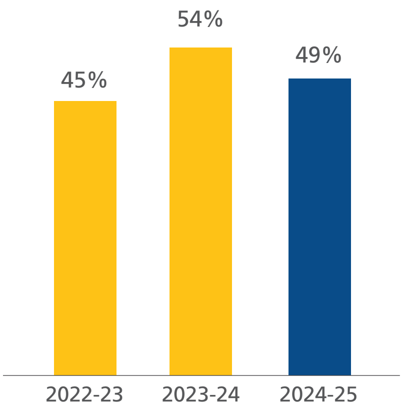
% of Eco-friendly and Recycled materials of total bulk materials



% of Fly ash and GGBS in cementitious materials



% of Manufactured sand of total sand



Waste Diversion to Cement Plants

Certain hazardous wastes, e.g. paint sludge, oil, and contaminated cotton waste, are disposed of through approved agencies by incineration in designated facilities. The ash generated is typically disposed of in designated landfill areas. The team at A. M. Naik Heavy Engineering Complex (AMNHEC) at Hazira, Gujarat, partnered with an approved waste processing agency to divert these wastes to cement plants to be used as fuel in co-firing. This approach helped avoid landfilling and reduced energy consumption associated with waste incineration while effectively advancing circular economy principles through resource recovery and reuse.

Waste processed through this method in FY 2024-25 was

~134 tonnes

L&T's First Single-Use Plastic-Free Campus

A comprehensive initiative was launched at AMNHEC, Hazira to eliminate single-use plastic (SUP) from its operations. The initiative began with a beach-cleaning drive in 2024, which sparked a broader commitment across the campus. A cross-functional team comprising members from EHS, Stores and Purchase departments was formed to lead the effort.

Key measures implemented included:

- *Replacing office dustbin liners with compostable materials*
- *Substituting tetra packs of soft drinks, which have plastic straws, with recyclable PET bottles*
- *Preparing buttermilk in-house instead of procuring it in plastic pouches*
- *Replacing packaged drinking water with steel bottles and glasses*

These actions collectively resulted in the elimination of 45 metric tonnes of SUP annually. The initiative was independently audited by the Confederation of Indian Industry (CII), which subsequently awarded AMNHEC the SUP-Free Certification, marking a significant milestone in L&T's journey towards sustainable operations.

Biodiversity

L&T recognises that healthy ecosystems and biodiversity are foundational to long-term environmental sustainability and societal well-being. As a responsible infrastructure and engineering conglomerate, the Company is committed to ensuring that its operations minimise ecological disruption and contribute positively to biodiversity protection, preservation and restoration.

Accordingly, the biodiversity protection approach is guided by the principles of:

- Minimisation of impact during the construction phase
- Compliance with national and local environmental regulations
- Restoration where unavoidable impacts occur
- Implementation of environmental safeguards of the Biodiversity Conservation Plan as per the requirements of the contracts

Key Actions and Initiatives:

Greenbelt and Landscaping

Across the campuses and project sites, greenbelts are developed and maintained using native species to promote ecological balance, reduce dust and noise, and support local flora and fauna.

Biodiversity Conservation Projects

Select business units undertake local biodiversity initiatives such as mangrove restoration and large-scale plantations.

Capacity Building and Awareness

Employees and workers are made aware of ecological sensitivities and conservation practices through site inductions.

A few of the Company's work locations are in eco-sensitive zones. It has taken proactive measures to prevent any harm to the ecosystem in these locations. *Details are included in the Leadership Indicator No. 3 in Principle 6 of the BRSR section of the Integrated Annual Report FY 2024-25*.

The Company also undertakes large-scale sapling plantation drives and has a target to plant 1.5 to 2 million saplings each year. In FY 2024-25, the Company has planted 1.7 million saplings.






Sustainable Infrastructure with Ecological Sensitivity

Wildlife Protection at High-Speed Rail Project

The Mumbai-Ahmedabad High-Speed Rail (MAHSR) project passes through ecologically sensitive areas, including crocodile habitats near Vadodara. To protect the mugger crocodile *(crocodylus palustris)* and ensure safe construction practices, the Heavy Civil Infrastructure team implemented a crocodile conservation initiative. This included measures to prevent harm to the species and safeguard work areas from animal incursions. Eighteen crocodiles have been rescued and relocated to their habitats. The plan and its implementation entailed:

Habitat Protection and Restoration

As part of the plan, key habitats - including critical nesting and basking areas - were identified for preservation and restoration. Protected zones were established around these areas to minimise disturbances from construction activities, ensuring the long-term safety and sustainability of the crocodile population.

Crocodile Conservation Plan

A baseline study of the crocodile population, their behaviour, and habitat was conducted alongside a detailed ecological survey. Based on these findings, a comprehensive crocodile conservation plan was developed with support from the National Accreditation Board for Education and Training (NABET)-accredited ecology and biodiversity experts, ensuring scientific rigour and regulatory compliance.

Crocodile Relocation and Rescue

Crocodiles found in high-risk construction zones were safely relocated to designated protected habitats. This operation was conducted by trained wildlife teams, ensuring minimal stress to the animals. Post-relocation monitoring is being carried out to track the health and successful adaptation of the relocated crocodiles.

Human-Wildlife Conflict Management

Awareness programmes conducted for the workforce on safe behaviour around crocodile habitats. Warning signs were put up, and fencing was done near the construction sites close to crocodile territory. Emergency response plans were developed to deal with cases of crocodile encounters.

Wildlife-friendly Infrastructure Design

Conduit pipes were provided to ensure uninterrupted water flow and maintain ecological connectivity in the Vishwamitri River, enabling free movement of crocodiles between habitats. Additionally, noise and pollution control measures were implemented to minimise disturbance to wildlife, including restricting night-time operations.

Green Buildings

L&T is committed to creating a sustainable built environment by integrating green building principles into its project execution and design capabilities for itself and its clients. As a leading EPC player in the infrastructure and buildings sector, the Company recognises its pivotal role in reducing the environmental footprint of the construction sector.

Green buildings, as defined or certified against industry standards, e.g. Indian Green Building Council (IGBC), Leadership in Energy and Environmental Design (LEED), have significantly lower energy and resource consumption than conventional buildings. These buildings typically incorporate sustainable materials, energy efficient systems, water conservation practices and waste reduction strategies.

L&T Data Center-1 in Kancheepuram received IGBC Platinum rating, while one of the buildings in Chennai campus received IGBC Net Zero rating for design. The Company has 14 green buildings at various locations, certified at different periods.


Net Zero rated building in Chennai campus

Air Quality Management

Air pollution continues to pose a significant environmental and public health challenge globally. The Government of India has launched the National Clean Air Programme (NCAP), focusing on reducing air pollution levels, especially in designated non-attainment cities. The Company aligns its environmental management practices with these national priorities and is committed to minimising air emissions across its operations.

As part of the Environment Management Plans (EMP) implemented at work locations, the Company adopts a comprehensive approach to controlling and mitigating air pollution, particularly at EPC project sites in urban and pollution prone areas.

Key measures include:

- *Dust suppression for materials stored on-site and during material transportation, using water sprinkling and other control mechanisms*
- *Wheel wash facilities installed at site exits to prevent dust and debris from being carried outside the project boundary*
- *Barricading and covering exposed construction zones and community-facing areas using hessian cloth to reduce particulate matter dispersion*
- *Air quality monitoring stations established at site locations, with ambient air quality monitored by approved third-party vendors*
- *Monitoring reports submitted to pollution control boards, local authorities and clients in compliance with regulatory and contractual obligations*

Through these initiatives, the Company actively supports air quality improvement efforts and ensures that its construction and infrastructure projects are executed with minimal impact on the surrounding environment and communities.

Green Campus Framework

While the main thrust of the Company's initiatives is directed at operational and project activities, it has developed a bespoke 'Green Campus Framework' for offices and administrative locations. This is inspired by recognised global and national green building rating systems and incorporates a comprehensive set of sustainability indicators, including:

- **Energy and water efficiency**
- **Water efficiency and conservation**
- **Waste reduction and recycling**
- **Use of sustainable resources**
- **Biodiversity**
- **Other areas, such as green logistics, resilient facilities, and so on**

This framework enables site-level sustainability assessments, fosters continuous improvement and supports certification readiness for green building accreditations. By institutionalising this approach, the Company is enhancing the sustainability quotient of its own campuses and setting a replicable example for sustainable workplace development.

Green Campus Rating

Offices and campuses are rated annually based on progress towards the set targets. The Green Campus Framework was rolled out in FY 2024-25. The initial assessment shows numerous locations already have plans to become more sustainable. The framework is designed to be dynamic, with rating thresholds being revised upwards each year, adaptable to include new areas and monitoring tools to assess the actions taken by the locations.

Climate Scenario Analysis and Climate Risks

Dynamic climate and weather patterns - shaped by anthropogenic activities and natural variability - pose significant risks to global systems. While some impacts are immediate and visible, others unfold gradually, presenting complex, long-term challenges that demand proactive assessment and strategic foresight. Climate scenario analysis has emerged as a critical tool for businesses to navigate these uncertainties. By modelling a range of plausible climate futures, organisations can better understand potential risks and opportunities, enabling them to develop adaptive strategies that protect operations and support long-term sustainability.

The Company recognises climate change as a material business risk with a significant potential to impact its operations, value chain and long-term strategy. In alignment with global best practices, the Company integrates climate scenario analysis into its strategic planning to proactively assess and prepare for a range of climate-related risks. The scenario analysis considers transition risks - associated with the global shift towards a low-carbon economy - and physical risks - arising from the direct impacts of climate change. These risks are identified and assessed using internationally recognised frameworks, including the Task Force on Climate-related Financial Disclosures (TCFD).

This approach evaluates how varying climate scenarios may influence future business conditions and strategic decisions. The Company has implemented risk management systems to mitigate these risks and has demonstrated resilience across its operations. Furthermore, the scenario analysis process has helped identify climate-related opportunities - including energy efficiency, green innovation and sustainable infrastructure - that can drive long-term value creation for both the business and the environment.

Approach towards Scenario Analysis

L&T adopts a robust, science-based approach to climate scenario analysis to assess potential climate-related risks and opportunities under varying future conditions. The Company considers both physical and transition risks, using globally recognised scenarios and pathways to inform strategic decision-making.

Physical Risk Scenarios

To assess physical climate risks, the Company has utilised Representative Concentration Pathways (RCPs) 4.5 and 8.5, as outlined in the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5) 2014. These were analysed in combination with Shared Socioeconomic Pathways (SSPs) to account for socio-economic and technological developments:

RCP 4.5 with SSP2 is considered a baseline (optimistic) scenario, representing moderate emissions and a stable pathway for global temperature rise, factoring in balanced societal and technological progress.

RCP 8.5 with SSP5 represents a high-end (business-as-usual) scenario, assuming limited climate action and continued fossil fuel dependency, resulting in more severe climate impacts.

This approach enables the Company to understand the potential spectrum of physical climate risks under different future climate trajectories.

Transition Risk Scenarios

To assess transition risks, the Company employs the International Energy Agency's (IEA) Net Zero Emissions by 2050 (NZE 2050) scenario. This scenario outlines a comprehensive roadmap for the global energy sector to achieve net-zero by 2050, aligning with the COP28 pledge to triple renewable energy capacity by 2030. The Company's Carbon Neutrality target aligns with this scenario, focusing on increased renewable energy uptake.

Climate Risks and Opportunities

A snapshot of the assessment of climate risks is presented here:

Transition Risks

POLICY & LEGAL

Risks (R) / Opportunities (O)	Potential Financial Impact	Response / Actions
Non-compliance with changing laws and regulations - domestic and international (R)	Increase in indirect costs due to possible penalties or fines	▪ Proactively track changes in regulations and identify gaps ▪ Collaborate with policymakers to recommend revisions to regulations
Carbon tax or carbon pricing being imposed on industries - domestic and international (R)	Increase in indirect costs due to carbon tax	▪ Track development in carbon tax and pricing and assess the potential impact ▪ Formulate a strategy to avoid carbon tax

REPUTATION

Risks (R) / Opportunities (O)	Potential Financial Impact	Response / Actions
Non-compliance by vendors and leading to negative feedback or concern from stakeholders (R)	▪ Project delays, rework or penalties ▪ In some cases, direct financial liabilities arising from contract breaches or regulatory non-compliance ▪ Increase in direct costs to handle current vendors or develop new vendors	▪ Stronger vendor due diligence and approval process prior to onboarding ▪ Regular audits, compliance checks and performance reviews ▪ Vendor grievance and escalation mechanism to ensure early identification and resolution of issues

MARKET

Risks (R) / Opportunities (O)	Potential Financial Impact	Response / Actions
Decrease in potential business from fossil fuel-linked sectors (R)	A decline in business from fossil fuel-linked sectors could impact revenue streams and long-term order inflows from these segments	▪ Assess the market scenario on a regular basis as part of business strategy
Increased investments and business from renewable energy sector (O)	▪ Increased revenues from renewable energy sectors ▪ Capex required to address some of these opportunities	▪ Renewables carved out as a separate business to enhance strategic focus and drive growth in the clean energy space ▪ Green and Clean Energy incubated as a new business to target opportunities linked to green hydrogen and related areas
Increasing demand for business offerings with a positive impact on the environment, e.g. clean mobility (O)	Increased revenue from green business offerings, already developed by the Company, which have a positive environmental impact	▪ Green business - a portfolio of business offerings of the Company developed over the years - is being enhanced to align better with the market needs and decarbonisation trends

TECHNOLOGY

Risks (R) / Opportunities (O)	Potential Financial Impact	Response / Actions
Inability to adopt clean technologies in business operations, e.g. electric P&M, battery energy storage (R)	Increase in capex or upfront cost to replace current equipment or adopt new technologies	▪ Identify and track technology development and deployment options that are commercially available and viable ▪ Revenue and capex budgeting each year includes new technology adoption ▪ Cost implications may be shared with clients, depending on contractual provisions
Innovation to adapt current processes and systems to handle future requirements, e.g. waste recycling (O)	▪ Increase in capex investments to change current processes, costs may be recovered from contracts over a period ▪ In some cases, there may be cost savings in comparison to current processes	▪ Started initiatives to adapt or modify the current processes ▪ Engaging with clients to incorporate new ways in the existing or new contracts

Physical Risks

ACUTE PHYSICAL

Risks (R) / Opportunities (O)	Potential Financial Impact	Response / Actions
Extremely high temperatures (heat waves) impacting health and safety of the workforce and execution of contracts (R)	▪ Increase in indirect costs, such as increased medical costs, lost workdays, and project delays ▪ Negative impact on execution due to productivity loss	▪ Site locations and central teams proactively track the weather advisories and projections ▪ Enhanced heat stress management protocols across project sites by revising work schedules, introducing mandatory rest periods and providing shaded rest zones with adequate hydration ▪ Contract schedules are adjusted in discussion with clients
Extreme precipitation impacting the safety of equipment as well as the workforce at EPC project locations (R)	▪ Increase in indirect costs to handle flooding and protect resources ▪ Increased equipment maintenance or replacement costs ▪ Increase in premiums for insurance policies taken for locations	▪ Site locations and central teams proactively monitor weather advisories and forecasts, making necessary arrangements to mitigate impacts at affected locations ▪ Contract schedules adjusted in discussion with clients; claims filed for force majeure events

CHRONIC PHYSICAL

Risks (R) / Opportunities (O)	Potential Financial Impact	Response / Actions
Changing weather patterns, deviating from historical trends, impacting execution as well as logistics (material supply to EPC project sites and product supply to manufacturing business clients) (R)	▪ Increasingly impacting project execution causing unpredictable delays and resource allocation challenges ▪ Disruptions in the construction timeline may lead to increased operational costs, potential project overruns	▪ Environment data analysed at the bidding stage as well as at the start of execution to assess such risks ▪ Enhanced tracking of weather patterns during the execution phase to mitigate any negative impact
Water sourcing and availability are becoming a challenge in many locations, particularly in water-stressed regions as well as in the summer months (R)	Increased costs for water sourcing	▪ Impacted locations make alternate arrangements to ensure water availability ▪ Focusing on wastewater recycling and rainwater harvesting to reduce dependence on freshwater, improving water use efficiency

MANUFACTURED
CAPITAL

L&T is committed to achieving excellence in EPC project delivery and hi-tech manufacturing. The Company strives to maintain its leadership across key industry segments by leveraging cutting-edge technologies, robust capabilities and consistent delivery performance. As the Company continues to grow and create long-term value, the focus remains on enhancing resource efficiency, boosting productivity and maximising equipment utilisation.

These efforts are geared towards improving quality, shortening execution timelines, strengthening customer focus and ensuring cost competitiveness in global markets. Accordingly, the Company is actively pursuing current opportunities, exploring new business segments, and maintaining a strong and diversified Order Book to sustain future growth.

Key Highlights of FY 2024-25

700 Active project sites

19 Manufacturing facilities

~₹ 75,500 Cr Green Business revenue

Strategy Linkage[1]

SO-I SO-III SO-V

SE-1 SE-2 SE-3 SE-4 SE-5

SDGs impacted

Material Topics

- Customer Experience and Satisfaction
- Water, Waste and Hazardous Materials Management
- Quality of Products and Project Delivery
- Skilled Manpower
- Human Rights and Labour Conditions
- Brand Management
- Sustainable Supply Chain
- Data Security, Privacy and Cybersecurity

[1] *For details, refer to 'Business Model and Strategy' section*

EPC Projects

Comprises businesses with a long track record and end-to-end design-to-deliver capabilities for delivering assets linked to infrastructure, energy and metals sectors. They have established credentials in conceptualising, designing and executing large and complex projects for various sectors. Dedicated in-house engineering teams, competency centres and specialised training facilities support them.

Buildings & Factories

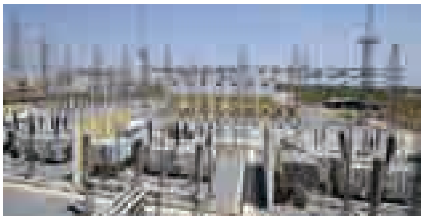
A wide spectrum of tech-enabled solutions for residences, office buildings and commercial spaces, data centres, factories, warehouses, airports, hospitals, educational campuses and public spaces.

Transportation Infrastructure

Turnkey design and build solutions for all kinds of transportation infrastructure, such as roads, runways, bridges, elevated corridors, railways, urban transit and airports.

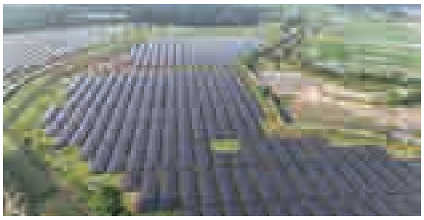
Heavy Civil Infrastructure

End-to-end solutions for executing large and complex civil construction works related to high-speed rail, mass transit systems, nuclear power plants, hydroelectric power plants, tunnels, ports and marine structures.



Power Transmission & Distribution

Technology-focused solutions for power transmission and distribution, electrification and digital solutions for power systems.



Renewables

One-stop EPC solutions for GW-scale solar PV, energy storage, microgrids and hybrid renewable projects.

Water & Effluent Treatment

EPC solutions for water treatment and distribution, wastewater treatment and collection, desalination, irrigation, industrial effluent treatment, and water systems management and monitoring.

Minerals & Metals

EPC solutions from mineral processing to finished metals for ferrous and non-ferrous industries, and a range of solutions and specialised equipment for varied applications in core sector industries.

L&T Energy - Hydrocarbon

Integrated design and build turnkey solutions for large and complex projects related to oil & gas extraction, upstream processing, mid and downstream processing, pipelines, storage tanks and terminals and coal/pet-coke gasification.

L&T Energy - CarbonLite Solutions

Turnkey solutions for gas-to-power, carbon capture, and low-carbon solutions for power plants. Also execution of large projects for supplying and installing boiler and turbine packages for thermal power plants.

Hi-Tech Manufacturing

The Company has created manufacturing facilities that are globally recognised, capabilities for producing engineered-to-order equipment solutions for process plants, nuclear power plants, aerospace and other sectors.

A. M. Naik Heavy Engineering Complex, Hazira, Gujarat

World-class manufacturing complex catering to critical, large-sized ultra-heavy equipment for process plant and nuclear power sectors, and modular fabrication for offshore and onshore packages or modules for the oil & gas sector.

Modular Fabrication Facility, Kattupalli, Tamil Nadu

Strategically located, state-of-the-art, all-weather waterfront facility for large-scale offshore and onshore packages or modules for the oil & gas sector and offshore wind farms.

Shipbuilding Facility, Kattupalli, Tamil Nadu

Globally recognised, state-of-the-art manufacturing facility for constructing and repairing ships and marine vessels.

Strategic Systems Complex, Talegaon, Maharashtra

Well-recognised facility for prototyping, manufacturing and testing precision engineering systems, sensors and electronic systems.

Manufacturing Units, Kancheepuram, Tamil Nadu

Multiple units in Kancheepuram (~70 km from Chennai) for manufacturing power transmission line towers, engineered systems for mining, cement, construction, steel, ports, and other core industries, and processing machinery for the tyre and rubber industries. A globally-accredited Transmission Tower Testing and Research Station is located at Kancheepuram.

There are other manufacturing units in Pithampur (Madhya Pradesh), Kansbahal (Odisha), Ranoli (Gujarat) and Coimbatore (Tamil Nadu).

A detailed description of the business capabilities, achievements and sector outlook is covered in the 'Management Discussion and Analysis' section of this Report.

Green Business

Building a sustainable future remains a core strategic priority for L&T, guided by two of its key strategic objectives:

SO-III **Developing business offerings to harness opportunities emerging from the global Energy Transition**

SO-V **Enabling long-term business sustainability with a strong emphasis on ESG principles and shareholder value creation**

In alignment with these objectives, the Company has strengthened its capabilities to offer and deliver solutions under its 'Green Business' portfolio. This portfolio is designed to address critical aspects of sustainability. It is centred around clean energy, mobility, water and sanitation, green infrastructure, and other emerging domains, contributing to a low-carbon and resource-efficient future.

The Company also uses its 'Green Business' portfolio to empower its customers to achieve significant sustainability outcomes, including enhanced energy efficiency, emissions reduction, improved water use efficiency, increased wastewater recycling and reuse, reduction of air pollutants, and broader resource conservation through material recycling and repurposing.

Furthermore, to ensure credibility and transparency in its sustainability disclosures, the Company classifies its Green Business revenues using the '*FTSE Green Revenues Classification System 2.0*' (*GRCS*)[2]. This system is robust, globally recognised, and closely aligned with the European Union's Taxonomy for sustainable activities, thereby ensuring a high level of alignment with global sustainability standards and investor expectations.

The Green Business constituted 53% (~₹ 75,500 crore) of the Company's revenue in FY 2024-25 as compared to 50% in FY 2023-24. Based on significant growth achieved and positive momentum of the Green Business, the Company has taken a revised target of 55% for Green Business revenue by FY 2025-26 (previously the target was to reach 40% by FY 2025-26).

Engineering News-Record (ENR), one of the globally recognised publications in the construction industry, has acknowledged the efforts of the Company. L&T has maintained third rank globally in the Top 200 Environment Firms Survey by ENR for three consecutive years (2022, 2023, 2024).

Clean Energy

- Renewable Energy - Solar, Hydel Power Plant
- Nuclear Power Plant

Clean Mobility

- Mass Transit Systems (Metro Rail, Light Rail Transit)
- High-Speed Rail, Semi-High-Speed Rail
- Conventional Rail Networks

Water & Sanitation

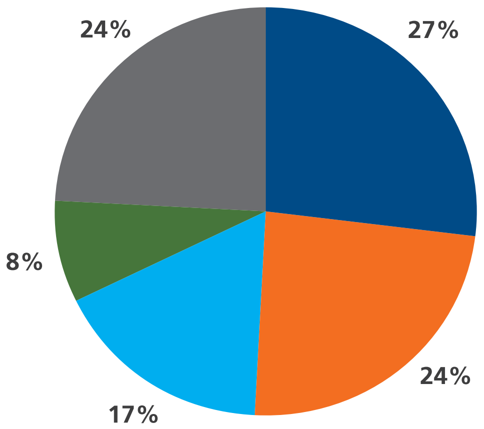
- Water Supply and Wastewater Collection Network
- Irrigation Systems
- Water, Wastewater and Effluent Treatment Plants

Green Infrastructure

- Green Buildings

Others

- Efficient Power Transmission and Distribution Systems
- Equipment for improving process efficiency
- Equipment for efficient resource extraction



[2] *Globally accepted FTSE Green Revenues Classification System is a taxonomy used to define and measure industrial transition to a Green Economy. It captures environmental products and services covering 10 green sectors, 64 subsectors and 133 micro sectors. Source: https://www.lseg.com/en/ftse-russell/green-revenues-data-model*

The 'Green Business' offerings are linked to the two common strategies to deal with the impact of climate change.

STRATEGY	OFFERINGS
Climate Change Mitigation Efforts to reduce emissions and enhance carbon sinks	Renewable Energy Plants, Nuclear Energy Plants, Mass Transit Systems, Rail Networks, Efficient Power Transmission and Distribution Systems, and Others (Process Equipment for Clean Fuels)
Climate Change Adaptation Changes in processes, practices and structures to moderate potential damages or to benefit from opportunities associated with climate change	Water and Sanitation Infrastructure, Green Buildings and Others (Equipment for improving process efficiency and resource extraction)

Snapshot of the Company's Green Business offerings


Water Treatment Plants


Hydel Power Plants


Mass Transit System


Railways


Green Buildings


Nuclear Power Plants


Solar Power Plants

HUMAN CAPITAL

L&T recognises human resources as one of the most vital enablers of long-term, sustainable value creation. The Company's workforce is a dynamic, evolving ecosystem of individuals who bring passion, purpose, technical brilliance and leadership to their work and teams. With a multi-generational talent pool spread across geographies, business verticals and disciplines, the Company thrives on the strength of its people who challenge the ordinary, solve complex problems and deliver outcomes that contribute to the progress of the nation and the global community.

Key Highlights for FY 2024-25

58,556 Employees[2]

34 Years Median Age of Employees

4.2 Mn Safety Training Hrs

Strategy Linkage[1]

SO-I SO-II SO-III SO-IV SO-V

SE-2 SE-4

SDGs Linkage

Material Topics

- Employee and Workforce Engagement, Well-being, Health and Safety
- Skilled Manpower
- Talent Management - Attraction, Retention and Development
- Diversity, Inclusion and Equal Opportunity
- Human Rights and Labour Conditions
- Business Ethics
- Brand Management

[1] *For details, refer to 'Business Model and Strategy' section of this Report.*
[2] *Employee count referred to includes permanent and non permanent employees and permanent workers*

L&T's People: Enablers of Innovation and Sustainable Value Creation

Human capital is a key driver of long-term value creation and resilience. For the Company, its people are at the heart of its sustainable journey. The Company is committed to fostering a safe, inclusive and empowering work environment where talent is nurtured, well-being is prioritised, and continuous learning is encouraged. The approach to human capital management integrates ESG considerations, ensuring that the workforce strategy aligns with the broader commitment to responsible business practices. The approach for Human Capital is built on five foundational pillars:

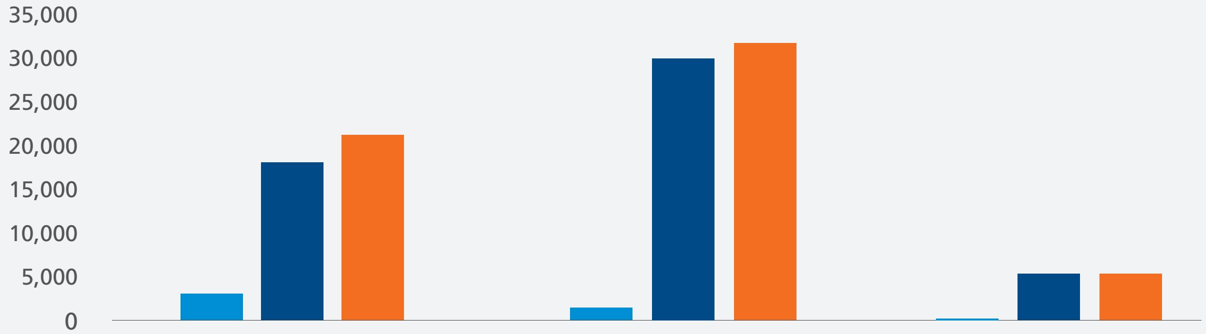
- **Continuous learning and innovation culture**
- **Performance with purpose**
- **Capability building at scale**
- **Fairness and inclusiveness**
- **Well-being as a strategic enabler**

These pillars align with the Company's strategy plan Lakshya 2026, ensuring human capital development remains integral to business success and stakeholder value creation.

Workforce Profile and Composition

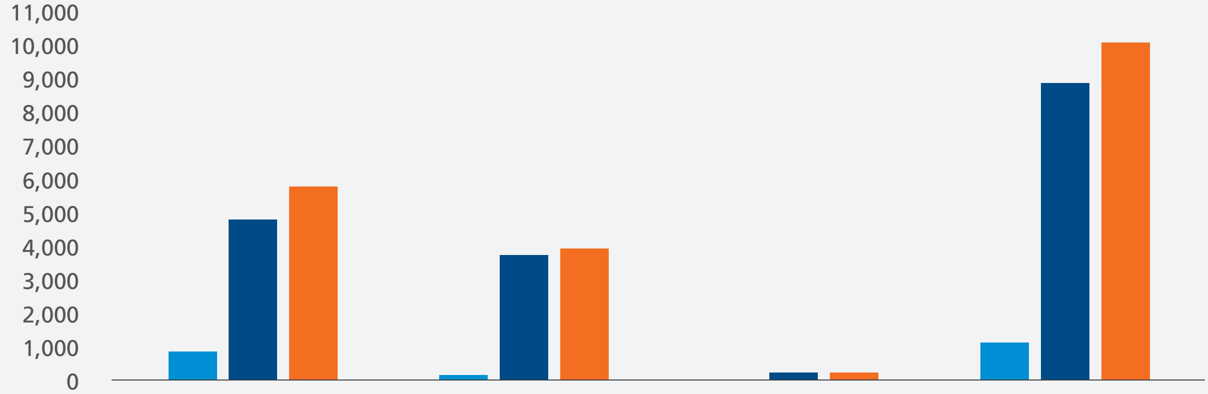
The Company's 58,556 employees - in the words of L&T's co-founder Henning Holck-Larsen - are its real assets. The young workforce brings with it an innovative approach, agile thinking and digital savviness. While employees hail from almost every Indian state and UT, the Company's diverse workforce also represents numerous nationalities. This creates a multicultural perspective that mirrors and enriches the Company's inclusive approach.

Employees: Age and gender wise distribution



	< 30 YEARS	30-50 YEARS	> 50 YEARS
Female	3,209	1,572	191
Male	18,126	30,079	5,379
Total	21,335	31,651	5,570

New joiners: Age and gender wise distribution



	< 30 YEARS	30-50 YEARS	> 50 YEARS	Total
Female	994	197	6	1,197
Male	4,853	3,813	271	8,937
Total	5,847	4,010	277	10,134

The constant and conscious efforts on increasing gender diversity have ensured that today, nearly 5,000 women employees, among whom many hold positions of critical responsibility and leadership in every domain, across engineering, construction projects, high tech manufacturing, and new age services.

Talent Acquisition and Employer Brand

In FY 2024-25, the young professional talent acquisition team recruited and onboarded over 2,600 young engineering professionals across various businesses within the L&T Group as Graduate Engineering Trainees (GET) and Postgraduate Engineering Trainees (PGET) through campus recruitment. Additionally, over 1,600 young professionals, comprising MBA graduates, chartered accountants, cost accountants, diploma engineers and other trainees, were onboarded during the year.

GETs and PGETs, after being selected, are inducted into the organisation through the campus-to-corporate programme GRACE (Get Ready for an Awesome Career in Engineering), which encompasses a diverse array of online and offline pre-joining gamified exercises on the micro-learning platform of the Company.

Beyond recruitment, the focus is on redefining the employer brand through targeted campus engagements, strategic sponsorships at leading engineering institutes and dynamic social media campaigns. The branding initiatives are further strengthened by leadership talks and industry-academia collaborations, wherein the Company's senior management shares compelling stories that shape India's infrastructure and drive national progress. These efforts consistently reinforce the Company's position as an employer of choice.

Through CreaTech, the flagship case competition for engineers, the campus interaction is expanded by offering students real-world problem-solving experiences that mirror industry challenges. These initiatives boost brand presence and give young minds a platform to showcase their technical acumen and strategic thinking.

During the year, OutThink, a business case competition, was launched. It received over 6,500 registrations across 34 premier B-schools across the country, competing to win cash prizes and pre-placement interview opportunities. Out of the 300 teams qualified for Round 2, the top 8 presented their solutions to real business problems before a distinguished jury.

Hiring of

30%

women as GETs and PGETs over the last three years

Talent Management

Talent Identification

Performance Management System differentiates, recognises and rewards talent, while its integration with Career Development and Succession Planning ensures smooth leadership transitions. High-potential employees are identified and nurtured through Development Centres (DC) and the Technology Leadership Programme (TLP), which provides participants with clear insights into their strengths and growth areas. In FY 2024-25, over 1,500 employees were assessed through Development Centres, and Individual Development Plans (IDP) were prepared to map their personalised growth journeys.

Talent Review

The Talent Council, comprising business heads, HR heads and senior executives, plays a key role in identifying and developing future leaders. Through in-depth reviews, the council designs personalised development plans based on each candidate's strengths and growth areas. Interventions include cross-functional projects, training, leadership shadowing and coaching. A dedicated digital tool supports this process by tracking talent data and progress. This structured approach strengthens leadership capabilities and ensures business continuity through robust succession planning.

The 'Talent Review Process' for employees has been further strengthened to enhance visibility and support critical talent across the business units. Led by the Talent Council, this approach involves quality discussions and a user-friendly Talent Review software module to streamline the process.

Performance Management System (FAIR Process - Framework for linking Appraisals with Incentives and Rewards)

The Company's continual success rests on the foundation of a high-performance culture. The performance management philosophy is based on the principles of meritocracy, entrepreneurship, teamwork, and continuous learning and development. Performance Management System rewards excellence in performance through

- Performance planning
- SMART goal setting
- Cascading of goals
- Continuous review, monitoring, feedback and coaching
- Focusing on learning, development and growth
- Fair and objective assessment of performance

ESG Linkage to Performance and KPIs

The Company recognises that long-term value creation is intrinsically tied to ESG performance, and therefore, KRAs and KPIs linked to ESG are embedded in performance management systems. Key ESG metrics - energy and water intensity, GHG emissions, diesel reduction, renewable energy, safety performance, diversity and inclusion goals, community engagement, and compliance - are integrated into business/project-level performance indicators and individual KRAs. The business-level performance indicators are reviewed quarterly, and individual KRAs are reviewed twice a year. The performance in the KRAs is linked to annual performance appraisals, thereby reinforcing a culture of ownership and impact.

In response to the need for improvement in safety parameters at certain projects, the Company has introduced a Reward and Penalty System for its EPC projects segment. This initiative strengthens accountability and drives a safety and environmental responsibility culture.

Under this system:

- A **fixed monetary reward** is granted to business units that exceed defined safety targets and performance
- Conversely, a **fixed monetary penalty** is applied to units that fall short of these targets

This mechanism directly impacts the **annual performance-linked rewards or bonuses** for all employees within the affected business units, reinforcing the importance of safety outcomes as a core performance metric.

By aligning ESG KPIs with operational excellence and financial metrics, the Company ensures that the sustainability ambitions translate into measurable outcomes that drive risk mitigation and innovation and generate long-term returns for all stakeholders.



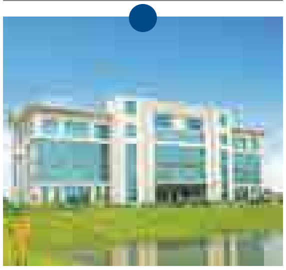


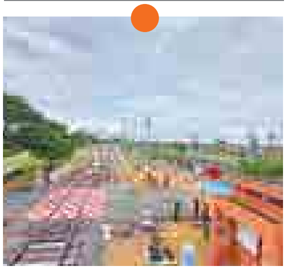

Learning and Leadership Development

Future-Ready Talent Pool

Leadership Archetypes

Business Leadership	Project Leadership	Technical Leadership	Specialised Skills Leadership
LDA	IPM	CTEA	SIS, TEA, CDC



Physical state-of-the-art L&D Infrastructure

Integrated digital state-of-the-art L&D Infrastructure

Vision, Values, LAKSHYA Plan, Competency Framework, L&T Business Excellence Model

- 7-Step Leadership Development
- ASCENT Competency Development
- Women Leadership WINSPIRE
- People Leadership
- Management Development Programme

- Pragati: 4 Step PLDP
- SCDM
- Case Centre
- PM conclave
- Knowledge@work
- Professor of Practice

- Young Talent Development
- Prayag - Fresher Training
- Level 1,2,3 Technical Development Programme
- CADFest
- Virtual Technical Summit
- Technology Conclave

- BIM
- Safety
- Railway Competency Development
- Tunneling
- Construction Vacational Training

L&T's leadership development framework is structured around four key archetypes:

Business Leadership | **People Leadership** | **Project Leadership** | **Technical Leadership**

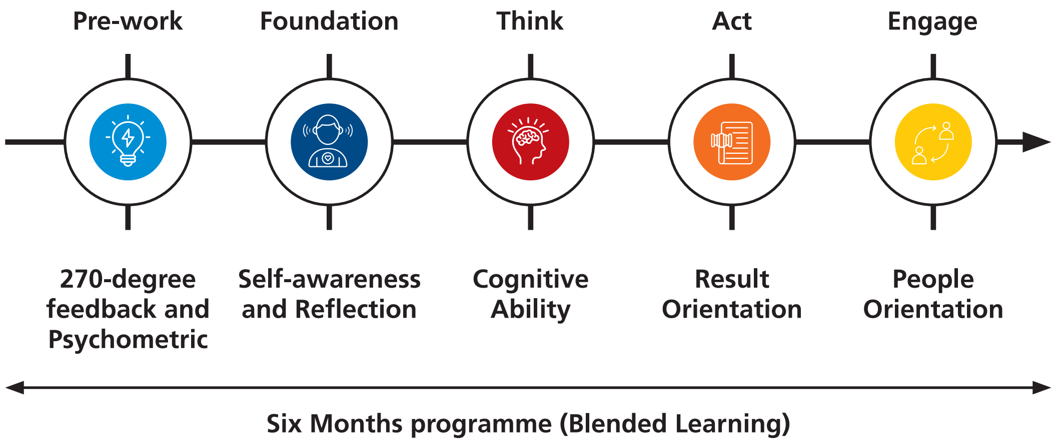
Business Leadership

Seven-Step Leadership Pipeline Programme is a flagship initiative designed to cultivate visionary leaders who drive the Company's strategic agenda. This structured programme, conducted along with the country's top business and with foreign institutions as partners, ensures that the executives transition seamlessly into roles of increasing responsibility, equipped with critical competencies and global perspectives.

To align with L&T's evolving strategy, new elements such as sustainability-focused topics and rural immersion programmes have been introduced, alongside personalised coaching, simulation-based learning and immersive projects. These initiatives are designed to build a pipeline of socially responsible leaders equipped to navigate an increasingly dynamic business environment.

Further, the Company has launched the **ASCENT series**, a six-month, multi-level leadership development programme in partnership with top business schools. ASCENT blends experiential learning through action projects, real-world business challenges, simulations and mentorship. It equips leaders at all levels with strategic thinking, agility and the competencies required to drive long-term success and ensure smooth leadership transitions.

Ascent Series programme constuct



Similarly, L&T's Management Development Programmes (MDPs) enhance functional skills and support long-term competitiveness. In partnership with premier B-schools like IIM-C, IIM-B and XLRI, these programmes help develop more than 800 employees annually through a blend of classroom learning, case studies, guest lectures and curated readings. Additionally, Executive and Supervisory Development Programmes (EDP/SDP), run with SIBM and NMIMS, focus on developing leadership at foundational levels.

People Leadership

Introduced in FY 2023–24, the People Leadership Excellence Framework is central to building the Company's leadership strength. It defines the journey of a people leader across five key dimensions of excellence: Personal, Relationship, Performance, Development and Leadership. Aligned with this, the **My People Leadership Insights** tool uses multi-rater feedback and AI analysis to provide leaders with actionable insights on their leadership style, organisational standing and growth opportunities.

L&T People Leadership Excellence Framework

Personal Excellence
- Trust
- Resilience
- Agility

People Relation Excellence
- Empathetic Communication
- Conflict Management
- Power and Influence

People Performance Excellence
- Direction Setting
- Performance Support
- Performance Appreciation

People Development Excellence
- Develoment Mindset
- Empowerment
- Coaching and Mentoring

People Leadership Excellence
- Visionary Thinking
- Intellectual Stimulation
- Leading From the Front

Leader as a Coach: Strengthening a coaching culture

This four-month-long flagship programme, conducted in partnership with the Coaching Federation of India, empowers senior leaders with coaching and managerial behaviours aimed at enhancing their performance and relationship-building.

Leading with Emotional Intelligence

Designed to cultivate emotionally intelligent leadership, this programme equips leaders to manage complexity, foster collaboration and strengthen stakeholder engagement.

Mentoring: Learning from the Best

The Company's strong mentoring culture connects emerging leaders with senior management, offering strategic guidance and leadership insights to accelerate talent development.

Project Leadership

Institute of Project Management (IPM), an authorised Training Partner of PMI (Project Management Institute, USA), runs various programmes for building execution excellence.

PRAGATI (Project Leadership Development Programme) is a four-step competency-based initiative designed to develop project leaders capable of managing mega projects and portfolios. Aligned with the Company's strategic goals, PRAGATI nurtures well-rounded leaders equipped to drive large-scale execution with confidence and capability.

Essentials of Project Planning and Control (EPPC) programme is a three-month course designed to enhance project professionals' planning and control capabilities. It covers key areas such as scheduling, cost estimation and project monitoring, with hands-on training in tools like Primavera and MS Project. The programme blends internal expertise with global best practices through e-courses from the Construction Industry Institute (CII, USA) and the in-house developed 'Accepted Cost Estimate' module. To date, IPM has upskilled over 4,200 engineers, strengthening excellence in project execution and enhancing client experience.

Knowvember is a knowledge management initiative of IPM that promotes cross-business knowledge sharing. Linked to this is **Inknowvate**, a month-long event that provides a platform for showcasing ground-breaking ideas and innovative project management practices.

IPM collaborates with various prestigious institutions to design and deliver the programmes. The Institute has partnered with IIM Indore for Level 1 Programme for Excellence in Project Delivery (PEPD), SDA Bocconi School of Management, Italy for Level 1+ International Executive Masters in Business with specialisation in Project Management (IEMB-PM), IIM Calcutta for Level 2 Advanced Project Leadership Programme (APLP), and The University of Texas at Austin, USA for Level 3 International Project Leadership Programme (IPLP).

Technical Leadership

Corporate Technology & Engineering Academy (CTEA) at Mysore and Madh delivers technical and functional training that is aligned with the Company's business needs and evolving industry trends. It offers skill enhancement for GETs, PGETs and mid-career professionals through hands-on learning, digital tools and cross-business knowledge sharing via summits and networking events. CTEA has state-of-the-art infrastructure to deliver an immersive experience, e.g., advanced labs in Precast, AR/VR, Electronics and Robotics.

The programmes offered by CTEA are:

Multi-Tiered Training Programmes

- Prayag:
  Fresher induction covering engineering fundamentals, safety and automation
- Technical Competency:
  Formwork, precast technology, offshore structural technology, predictive maintenance, fabrication, instrumentation and process control
- Advanced Technology Learning:
  AI/ML, Industry 4.0, IoT, digital transformation and smart manufacturing

Hands-on Training & Digital Learning

- Technical Labs:
  Covering manufacturing, digitalisation, electrical, instrumentation and safety
- Software & Simulations:
  Tools like CREO, CATIA, AutoCAD, Ansys and cloud based training
- E-Learning Platforms:
  IIT and IISc certified courses, digital libraries and research publications

Knowledge Sharing & Technical Events

- CAD FEST:
  Showcasing design innovations
- Technology Conclave:
  AI/ML, robotics and digital transformation discussions
- Virtual Technical Summit:
  Expert-led sessions on nanotechnology, digital supply chain and smart manufacturing

Offshore Structure Technology

Comprehensive in-house offshore technical competency development specially designed for structural engineers of L&T Energy-Hydrocarbon business.

Precast Technology

CTEA's Precast Training embraces modern, sustainable construction with mould assemblies for 3D elements, PODs, staircases and bridge segments, providing hands-on training to enhance precision and efficiency in precast techniques.

TapRoot Root-Cause Analysis & NEBOSH Safety Management

CTEA organises TapRoot® Zonal Investigator training programme, a globally recognised methodology, by bringing together safety leaders to enhance their investigative capabilities and reinforce a proactive safety approach. Also, CTEA Mysore has delivered International General Certificate programmes as a learning partner for NEBOSH, globally recognised for HSE qualification.

Specialised Skills

In addition to business-specific technical programmes, two new notable certification programmes were conducted in FY 2024-25. The Bridge Engineering Certification Programme - conducted in partnership with IIT Madras - certified 15 engineers from Heavy Civil Infrastructure and Transportation Infrastructure businesses. Similarly, the Tunnel Engineering Level 2 Certification Programme, launched by the Heavy Civil Infrastructure business in collaboration with Visveswaraya National Institute of Technology, Nagpur, involved a 12-day campus module and live action related to tunnel projects. Two batches, totalling 42 employees, have successfully completed the programme.

Long-Term Education Programmes

L&T invests in structured education partnerships to build technical and managerial capabilities among early-career employees while supporting their personal aspirations. The Company has partnered with leading global institutions to offer continuous learning in technical, project management and business domains, building individual capability and organisational strength.

Build India Scholarship:
Enables young engineers to pursue M. Tech. in construction technology and management through partnerships with IIT Madras, IIT Delhi, NIT Trichy, and NIT Surathkal

Integrated Learning Programmes:
Offers B. Tech. Degrees through BITS Pilani, KIIT Bhubaneswar, Nirma University, LPU Phagwara and VIT Vellore; M. Tech through DIAT Pune; and Industrial Safety Certification via SBTET Andhra Pradesh

Project Management Education:
In collaboration with NICMAR University, the Company introduced an Executive MBA in infrastructure construction management

M. Tech with NICMAR:
Newly launched co-branded M. Tech programmes in construction technology and management and infrastructure project management, offering industry-integrated learning at NICMAR Pune

MBA-equivalent Programmes:
Partnering with IIM Ahmedabad, SPJIMR and IFMR Krea University, the Company supports high-potential talent in pursuing advanced management education aligned with organisational growth

ATLVarsity

ATLVarsity, the virtual learning platform, offers a wide range of self-paced courses across technical, functional and behavioural areas. Alongside in-house developed content, it features curated programmes from learning platforms like SF LMS, Coursera, Skillsoft, Harvard ManageMentor and Coach Vani. Many of these offerings, developed in collaboration with top academic institutions in India and abroad, blend conceptual learning with peer interaction, mentorship and real-world projects tailored to the Company's needs. Focused on on-the-go learning, ATLVarsity offers AI-driven coaching, simulations, videos, e-books and leadership programmes tailored to employee roles.

ATLVarsity is a fully AI-curated learning academy that goes beyond content delivery to offer intelligent, personalised learning experiences. It uses GenAI for skill assessments and benchmarking, giving employees targeted feedback.

Key innovations include:

- CAISY, a scenario-based coaching tool
- Coursera Coach, a virtual instructor bot
- RaPL Craft, an AI engine that automates quiz and assessment creation

Additionally, Coach Vani leverages NLP and real-time feedback to build language and communication skills through AI-powered coaching.

Over
7.95 lakh
learning hours were recorded, with more than 90% of employees successfully completing at least one training course

People Leadership Academy

Launched in FY 2024-25 under ATLVarsity, the People Leadership Academy is built on L&T's five-stage People Leadership Framework. It offers structured, business-aligned leadership development, using Coursera's AI Course Builder to create tailored learning paths for both emerging and experienced leaders.

Engineering Academy and Capability Development

The Engineering Academy is a platform to engage with technical experts and provide them with the right opportunities, enabling an environment of adequate support and motivation to excel. In its inaugural year, L&T Engineering Academy conducted 10 specialised training programmes, reaching 293 participants across technical domains such as welding technology, structural steel design, construction safety, concrete technology, sustainable design and formwork systems. The academy also facilitated intensive training for 85 PGETs from premier engineering institutions, focusing on core subjects like building construction materials, structural engineering codes, geotechnical engineering and the design of concrete and steel structures. Additionally, 87 specialised staff were inducted through domain-specific expert development programmes.

Digital Library

L&T expanded its Digital Library by adding Skillsoft's e-book collection to the existing EBSCO subscription. With over 25,000 titles, employees can explore resources across Leadership, Business, Technology, Finance, Well-being, and more.

- Academy of Digital Transformation
- Academy of Quality
- Academy of ESG
- Academy of DEI
- Academy of GenAI
- Academy of People Leadership

- Harvard Manage Mentor
- First Time Manager Programme - N2K-The Leap
- Campus to Corporate

- POSH
- Diversity, Equity and Inclusion
- Corporate Governance and Code of Conduct
- Human Rights

- Micro simulations for Behavior Competency
- Leadership simulation

- Coach Vani-Communication Fitness Coaching
- CAISY

- Leadership
- Webinar
- Bootcamp

- S&E Cadre Competency
- Tier-1 to Tier-4 DC Competency

- Bootcamp
- Webinar
- Leader Camp

- 1000+ Journals
- 25000+ eBooks

L&D Metrices FY 2024-25

Learning Outcomes

2,014
GETs and PGETs trained

45,80,490
Number of Learning Hours

53,031
Unique Learners

ATL Varsity

7.95 lakh
Training hours clocked (increase by 53% y-o-y)

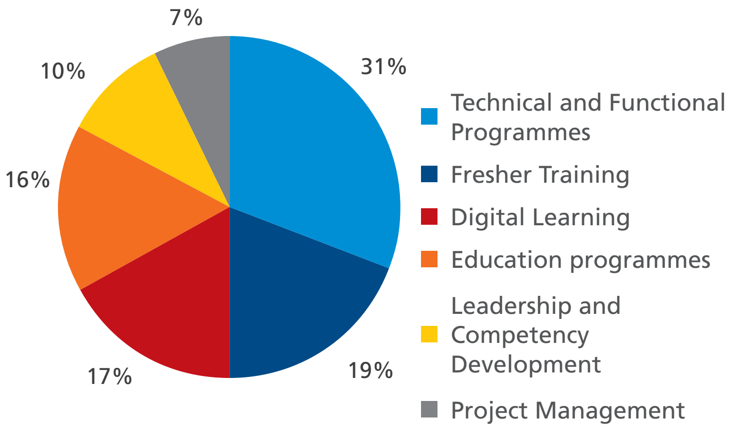
55.4 %
increase in learners compared to FY 2023–24

16,890
employees completed 'Leveraging AI' course - second most popular on ATLVarsity platform

CTEA (Madh & Mysore)

2,014
GETs and PGETs trained

Distribution of training programmes



ESG Training and Awareness Building

Training and awareness programmes have been ramped up this year to embed and strengthen ESG integration across the organisation. This year, ESG module has been included in the Management Development Programmes.

In addition to the awareness sessions conducted by the Corporate Sustainability team, business-level sustainability coordinators and teams conduct numerous sessions for different functions and locations. These trainings aim to build an understanding of ESG principles, their relevance to the business, and the roles individuals play in advancing the Company's sustainability goals.

Sessions cover a range of topics, including fundamentals of sustainability, sustainability data management, climate change, water security, biodiversity, human rights, diversity and inclusion, reporting compliance and BRSR. Training sessions linked to GHG reduction initiatives, energy efficiency, water use efficiency and waste management are conducted at work locations, i.e., EPC project sites and manufacturing facilities. Most of the employees and the contractual workforce are covered in these trainings.

Specific training is also imparted for key functions such as procurement and risk management and businesses to align decision-making with ESG considerations. Such initiatives help foster a culture of sustainability, equipping teams with the knowledge and tools required to make informed, responsible choices in their day-to-day operations.

In November 2024, hosted its annual two-day sustainability conference, ECOPHORIA, which brought together over 130 participants, including sustainability champions from across businesses and functions. Inaugurated by Shri Ajay Tyagi, Independent Director, and graced by esteemed external experts from different organisations, the event served as a dynamic platform for cross-functional collaboration, knowledge exchange, and the sharing of best practices.

15+ sessions
conducted through MDP and for businesses clocking more
>920 hours

>60,000 hours
of ESG trainings conducted by businesses

HR Digitalisation and AI Enablement

L&T's HR digital transformation began in 2019 with the rollout of SAP SuccessFactors. In FY 2024-25, this journey advanced with the launch of the SuccessFactors Learning Management System (LMS). The LMS enables personalised, flexible and device-agnostic learning while streamlining content access and reporting through a unified platform.

To further enhance employee experience, the Company introduced HEERA Plus.AI - an AI-enabled chatbot designed for HR query resolution. It provides tailored support ranging from policy information and leave tracking to workforce analytics dashboards for leadership. Leveraging Generative AI, HEERA Plus.AI handles over 300 unique scenarios, offering contextual, real-time and conversational responses, significantly improving query resolution efficiency.

Another key Gen AI-driven innovation is CAISY, a Conversational AI Simulator designed as a scenario-based, personalised coaching tool for managers, enabling them to practice difficult conversations and enhance their communication skills. CAISY offers over 70 scenarios across three distinct personas -defensive, aggressive, and dismissive - providing a realistic and immersive environment for skill development.

Additionally, the Company has launched a new digital library through the Percipio platform, providing employees with access to over 15,000 books and articles from various fields and disciplines.

An AI-based 270-degree report as part of the People Leadership Excellence Feedback Instrument has been added, giving people managers a comprehensive overview of their competencies, strengths, and blind spots. It also helps in framing customised development plans for people leaders.

In FY 2024-25, the Company expanded its online compensation and rewards platform to cover all employees, streamlining and modernising compensation management across all business units. It also implemented a strategic shift towards a role-based organisation, supported by a comprehensive employee skill inventory and an integrated technology platform. This initiative aligns individual skills with job roles, enabling smarter talent deployment, personalised training and greater career visibility. It empowers employees to navigate multiple career paths while helping leadership make informed workforce decisions.

These initiatives reflect L&T's commitment to building a data-driven, agile HR ecosystem that enhances employee experience, operational efficiency and strategic alignment.

Diversity, Equity and Inclusion

Fostering Diversity, Equity and Inclusion (DEI) remains a key priority at L&T, anchored in the four pillars of The DEI Charter – Induct, Engage, Develop and Enable. The Company strives to build a workplace where every individual feels valued and empowered.

Campus hiring and RENEW, the Company's second-career programme for women, has strengthened the efforts to hire and retain diverse talent. During the year, the focus was expanded to include hiring differently abled persons, which was supported by stakeholder workshops and office accessibility assessments. Over 10 candidates were hired in technical roles within the L&T Energy - Hydrocarbon business.

As part of the DEI Academy, two curated learning journeys have engaged over 2,800 employees, while the Allyship Awards saw 1,500 nominations celebrating those who actively champion inclusion. The DEI Virtual Showcase connected with 20,000+ employees, spreading awareness and engagement across the organisation.

To build a strong pipeline of women leaders, 765 women have been part of the WINSPIRE Leadership Series, customised for different career stages since the launch of this programme. Winspire is designed to focus on addressing the developmental needs of women at various stages of career and life and equipping budding leaders with adequate capabilities.

Furthermore, the Company continues to nurture a supportive environment for women, especially working mothers, through flexible policies, including post-maternity hybrid work, travel with infants, creche facilities, ergonomic support and the newly introduced menstrual leave.

Similarly, the Company's DEI strategy blends structural actions like inclusive hiring and policy reforms with cultural initiatives such as training and allyship. This holistic approach fosters an ecosystem where diverse talent can thrive and drive business impact. The strong focus on women's leadership development and a conducive work environment reflects a genuine shift from compliance to purposeful inclusion.

I can proudly say, I had experienced Diversity & inclusivity in L&T when it was only a budding concept in Indian construction industry. Attending the leadership journey programme, Winspire - Propel; curated for mid-career women was a life changing moment. This programme helped me to understand my strengths and barriers, provided tools to improve and become a better person and develop my leadership identity.

- DGM Civil, Heavy Civil Infrastructure

A defining moment in my leadership journey has been my participation In Winspire Rise and later Winspire Propel, L&T's women leadership program. This experience has been truly transformative, reshaping not just my approach to leadership but also my perspective on life. More than just a professional development Initiative, it become of platform for self-discovery, empowerment and personal growth. This journey has reinforced my belief that success is not just about professional achievements but about self-growth, empowerment, and the courage to embrace one's true potential. I am incredibly grateful to L&T for these opportunities, and I am excited to continue leading with passion, purpose, and commitment to inspiring the next generation of leaders.

- Senior Manager (Electricals), Power Transmission & Distribution

Promoting Diversity at EPC Project Sites

The Mumbai-Ahmedabad High-Speed Rail project, India's first-of-its-kind, includes noise barriers along its entire route to minimise impact on communities and ecosystems. To meet the demand, the Company built a second factory with a mechanised set-up for efficient precasting of noise barriers.

Heavy Civil Infrastructure created an all-women team to run this factory, to promote gender diversity at the construction sites and help achieve the Company's gender diversity targets. An existing pool of GETs trained at the Precast Works Competency Cell was leveraged to form this all-women team. Cross-functional collaboration created an enabling environment - administration teams arranged accommodation and transport, while teams from Operations, Quality and EHS set up site systems.

Simultaneously, initial hesitation from predominantly male contractual workers was addressed through support from IR and HR teams. Senior management backed the initiative wholeheartedly, entrusting young women engineers with leadership roles at the factory.

Employee Experience and Engagement

At L&T, every employee interaction shapes their journey, making each day an opportunity to create a healthier and engaging workplace. For instance, the engagement with the selected graduate and postgraduate engineer trainees commences even before they formally join the organisation through the pre-joining programme named GRACE.

As part of ensuring an enhanced onboarding experience, Pulse Engage surveys are conducted through the HEERA platform at critical milestones (7 days, 30 days, 60 days and 180 days) for new joiners. This year, over 8,000 lateral new hires and 2,800 campus hires responded to pulse surveys.

L&T Radio, with over 140 podcasts across themes like Leadership, Wellness, Employee Stories and L&T Cares, has become a key platform for employee engagement. Available on RAPL, SharePoint, and Yammer, it connects leadership with employees through inspiring stories and insights.

To promote open dialogue, the **'Let's Talk'** campaign was launched, encouraging people managers to have inclusive, real-time performance conversations using the Anytime Conversations feature integrated with the performance review system.

From the participation of 1,500 employees in its inaugural season to over 5,200 in its fourth edition in FY 2024-25, **QuizWiz** has emerged as one of the most cerebral and anticipated fixtures in the Company's events calendar.

Art Beats, an annual event conceptualised to bring out the artistic side of the employees through performances based on L&T-related themes, has become a unique platform to promote camaraderie and artistic innovation among team employees. During the year, the event witnessed around 500 entries.

Hi5 Plus App is a gamified recognition platform that drives instant appreciation through badges, wish cards and features like Wall of Fame, Long Service Awards and Birthday Corners. With AI-generated citations and a points-based reward system, it has become a hub for motivation and engagement.

The app is also a one-stop shop for holistic wellness and well-being with activities such as recording daily steps, BMI, calories, water intake, daily tutorials and videos related to fitness. During the year, we organised wellness challenges like Stepathons, walkathons, and theme-based contests that boosted participation across businesses, strengthening team spirit and promoting well-being. Every business also conducts various activities to promote a culture that values health and fitness through cricket leagues, runathons and marathons.

From annual family days and festive celebrations to career guidance for children and care hampers for new parents, the Company has created opportunities for employees to celebrate their personal and professional milestones together. It reflects its focus on engagement, recognition, and well-being, ensuring a supportive & dynamic workplace and driving both individual and organisational success.

The **L&T's own HR Excellence Model (HREM)** Awards, in its 13th edition, saw the participation of 15 businesses. The HR processes of businesses, assessed by 30 CII-certified assessors, were recognised for their functional excellence, which has driven business results, at the award event marking the culmination of the HREM 2025 cycle.

Annual HR Awards (AHA) 2024, in its 5th edition, celebrated excellence across key HR categories, showcasing innovative approaches that drive continuous improvement. With 144 applications across individual and team categories, the participants from various business HR teams showcased their initiatives in critical HR domains - excelling in talent acquisition by attracting top talent, fostering future leaders through talent development, enhancing workplace culture via talent engagement, and ensuring seamless HR operations through System Compliance and initiatives aligned with Lakshya 2026's strategic HR themes. The rigorous evaluation process followed the RADAR (Result, Approach, Deployment, Assessment and Refinement) model, with two external CII assessors conducting assessments, and a jury presentation comprising senior business executives and HR heads.

Health, Safety and Well-being

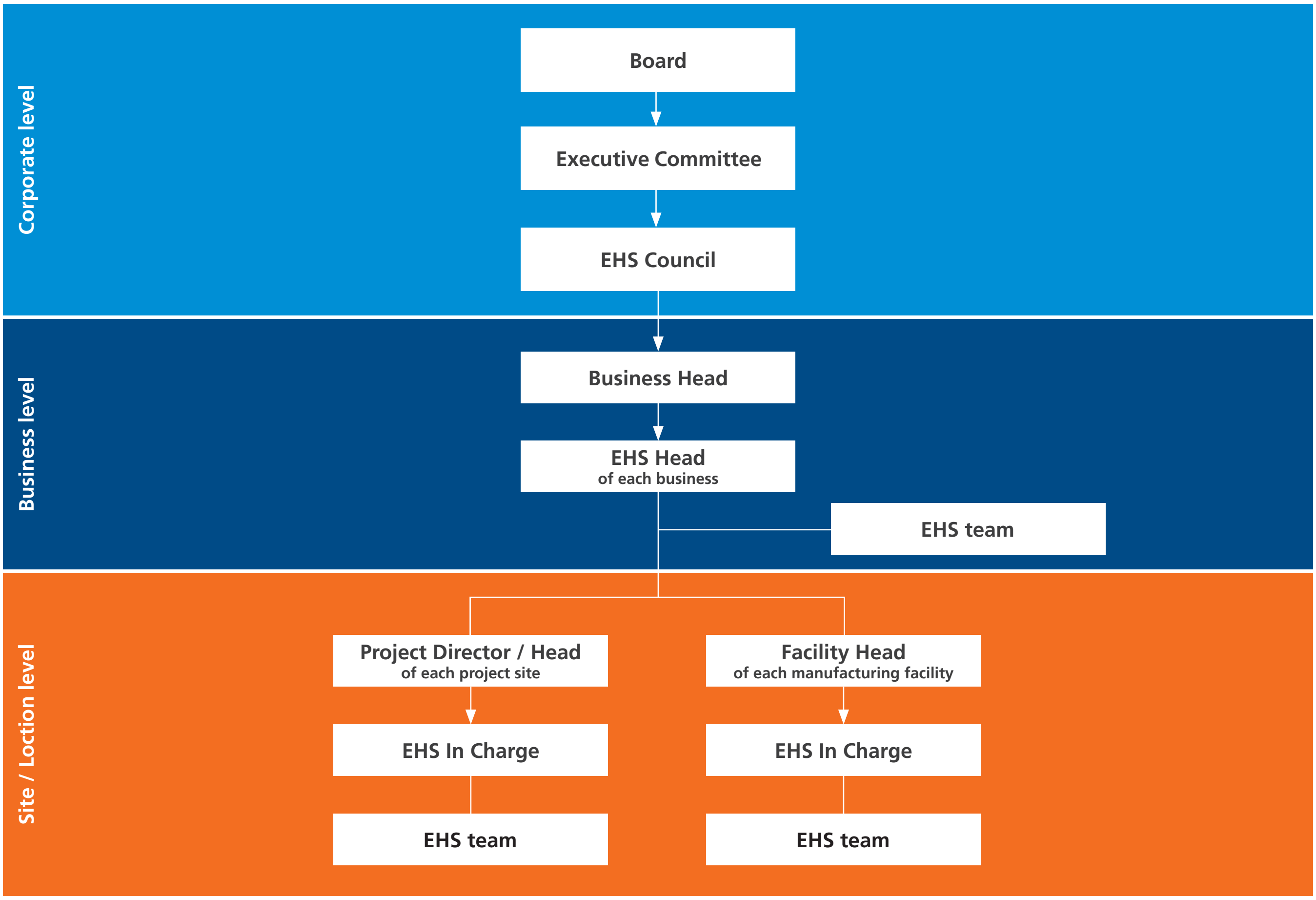
Occupational Health and Safety

Safety is deeply embedded in the corporate culture of L&T. At EPC project sites, where the nature of work often involves heightened risks, preventing accidents and safeguarding workers is of paramount importance. As a result, health and safety are recognised as material topics for the Company. This commitment extends beyond the permanent workforce and includes all categories of the workforce, including non-permanent employees and contract workers.

Driving the Safety Culture

The Company's commitment to safety is embedded in 'Mission Zero Harm', and its policies, processes and systems are aimed at achieving the same. EHS Council, headed by Deputy MD, is the apex body of the Company, which aims to make EHS processes more robust, institutionalise best practices, and help achieve its EHS targets. The EHS Council reports to the Executive Committee and the Board on a quarterly basis.

L&T's Corporate EHS Policy is the guiding document for ensuring environment, health and safety across the organisation. Each business unit has developed its own EHS policy that is aligned with the corporate framework and tailored to its specific operational context. The implementation of these policies is driven through a structured EHS Management System. This system, adopted by all business units, is based on globally recognised standards such as ISO 45001, OHSAS and relevant national guidelines and laws, ensuring a consistent and robust approach to managing EHS risks.

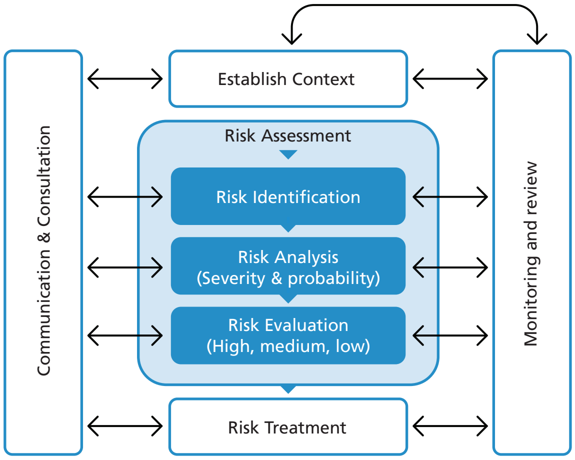


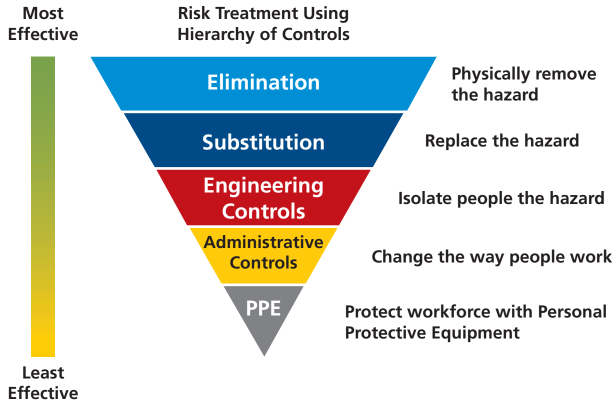
EHS Plans and Hazard Risk Management

The guidelines and procedures outlined in the EHS Management System (EHSMS) are operationalised through site-specific EHS Plans. Each work location, whether an EPC project site or a manufacturing facility, develops an EHS Plan that is tailored to the nature of its processes, activities and physical context.

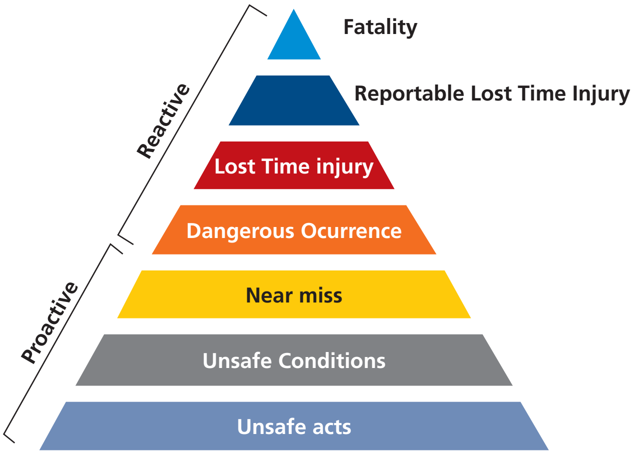
For EPC project sites, EHS planning begins as early as in the bidding and design stages. The EHS Plan is finalised and implemented prior to the commencement of any on-site activity, ensuring a proactive approach to risk management.

A cornerstone of the EHS Plan is Hazard Identification and Risk Assessment (HIRA). HIRA systematically identifies routine and non-routine hazards at a work location, assesses associated occupational health and safety (OHS) risks, and determines appropriate control measures to mitigate them. This process involves participation from all relevant stakeholders, including design and construction engineers, planning teams, EHS personnel and contract workers. Such collaborative engagement ensures a comprehensive risk assessment and effective implementation of mitigation strategies.





Safety Performance Triangle



The Company has developed various applications to digitalise the EHS processes. This helps reduce manual effort, integrate data from various sources, and generate insights for analysis and decision-making. Machine learning and the Natural Learning Process (NLP) have been used to give actionable inputs to the end users. An immersive experience of AR/VR helps enhance training outcomes for both employees and workers.

Workplace Safety Implementation and Contractor Compliance

Standard Operating Procedures (SOPs) have been developed for specific work activities at each location. Compliance with these SOPs is ensured during both the design and execution phases of the work plan. A Permit to Work (PTW) system is in place for high-risk or regulated activities to further enhance operational safety.

Given the significant reliance on a contractual and non-permanent workforce - engaged primarily through subcontractors - it is imperative that subcontractors and their workforce adhere strictly to the Company's EHS policies and procedures. Compliance with these requirements is embedded contractually. Additionally, site teams may impose enhanced EHS requirements, wherever necessary, to ensure robust on-ground implementation.

L&T's Code of Conduct for Suppliers includes provisions related to health and safety. All suppliers are required to submit a compliance declaration affirming adherence to these standards.

Importantly, every individual - whether an employee, contractual worker or third-party visitor - must undergo mandatory safety induction training before being granted access to the work location. This ensures a unified understanding of safety protocols and expectations across all on-site personnel.

Training, Awareness and Communication

Effective implementation of the EHS Management System (EHSMS) is reinforced through structured training and targeted communication. The site EHS team prepares a comprehensive EHS training plan tailored to the specific requirements of the work location, ensuring coverage of all relevant personnel, including employees and contract workers.

Training programmes are designed to familiarise participants with key elements such as the Company policies, SOPs, hazards and risk identification, emergency preparedness, consequence of non-compliance, and awareness of health and safety practices - delivered through a variety of channels to maximise engagement and retention. One of the key tools used daily is the Toolbox Talk, conducted by site engineers or supervisors at the start of work shifts. These short, focused sessions highlight specific risks and the corresponding SOPs that must be followed for the day's activities. Additionally, specialised training programmes are organised for personnel involved in high-risk operations such as working at heights, confined spaces, or tunnel environments. Notice boards and warning signs are strategically placed throughout the work site, communicating key safety information, risks and required precautions.

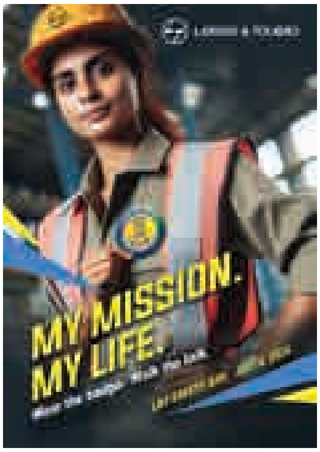
Furthermore, a Communication Matrix is developed to map out the EHSMS elements, stakeholders involved, modes of communication and the corresponding evidence or records of communication, ensuring systematic and traceable information flow.

Performance Monitoring

EHS performance and implementation of EHSMS are monitored starting at the site level and going up to the Company board level. Business-level monitoring (management review meetings) is done monthly. EHS performance of specific work locations, both qualitative and quantitative, is monitored daily. This includes proactive and reactive measures. All personnel at work locations are encouraged to report non-compliance or observations and bring them to the notice of the concerned person or team.

Further, monthly EHS Committee (comprising of various on-site teams including contractors and worker representatives) meetings at the work locations are aimed at analysing the EHS performance, devising the corrective actions and monitoring the implementation of actions to be taken. Internal and external audits, through external experts or agencies, help identify the key gaps in processes and systems. These are further aided by inter-business audits conducted within the Company.

Moreover, preliminary and detailed investigation reports are made for any incidents occurring at the site and aid in devising corrective actions and new processes to address the gaps. The monitoring focuses on lead indicators, e.g., non-compliance and near misses, to help proactively identify the shortfalls in the implementation of EHSMS and formulate strategies to address them.



Mental Well-being

L&T remains committed to employee health and wellness, with initiatives focused on holistic well-being. During the year, a pilot wellness survey was carried out based on the four-pillar framework - physical, social, emotional and financial. A few of the actions taken as an outcome of the wellness survey are:

- A structured wellness policy covering all the key initiatives taken by the Company for the employees
- Thrust on annual health check-ups and tie-ups with hospitals across the country
- Activities like Aarogya Mela are organised annually, bringing the major health-related tests under one roof

Well-being Metrics

Various programmes aimed at promoting healthcare awareness and enabling early screening and detection of diseases were organised during the year.

Training Programmes
9

No. of people trained
405

Diagnostic and screening camps
83

Beneficiaries
6,670

Webinars
70

Participants
13,588

In-house and External Counselling Services

During the year, the Company facilitated mental health counselling services both internally and through external providers. These services ensure employees have confidential access to counselling, mental health resources, and support for both personal and workplace challenges.

Registrations for external services
13,614

Counselling cases
740

Wellness coaching
117

Self-assessments taken
840

Mental Health First

Aider's campaign for employees across the Company was launched in December 2024, inviting nominations from employees across India. From a total of 200 registrations, 50 participants were chosen to take part. This initiative aims to equip employees with the skills to identify mental health challenges, support individuals in need, and provide guidance on accessing professional help.

World Mental Health Day

Is observed every year on October 10 to raise awareness about mental well-being and mobilise collective efforts to support it. The impactful initiatives include curated articles, self-assessments, insightful infographics and dedicated podcasts - all shared with employees across India. Internal communication platforms, such as employee magazines and L&T Radio, were leveraged to ensure wide reach and engagement. These channels continue to play a key role in promoting mental health awareness and encouraging employees to utilise the wellness initiatives available to them.

Emotional Well-being

L&T's wellness journey has evolved with institutionalised programmes like Mindfulness and Art of Living, expanding to cover physical, mental and emotional well-being. The Company has partnered with SRMD, Saadho Sangh Foundation, and the Heartfulness Institute to deliver holistic wellness experiences. These initiatives promote resilience, mindfulness and purposeful living through practices like meditation and lifestyle-focused micro-habit programmes.

Other Initiatives

Larsen Memorial Run: This run is organised annually as an ode to L&T's co-founder, Henning Holck-Larsen. From the first edition in 2013, participation has increased each year. In FY 2024-25, more than 3000 registrations were received worldwide. Since 2021, the run has been organised in a hybrid format with a live and virtual event in collaboration with Strava.

In its second year, the Mumbai Sea Bridge Marathon on the Atal Setu generated a huge response from fitness enthusiasts, with over 5,000 participating.

L&T's commitment to protecting and upholding Human Rights

L&T is committed to upholding fundamental human rights across its operations and supply chains. The approach aligns with globally recognised standards, including the United Nations Guiding Principles (UNGPs) on Business and Human Rights, the Universal Declaration of Human Rights (UDHR), and the International Labour Organisation (ILO) Conventions.

Human rights are integrated into the Company policies and governance frameworks as part of its sustainability commitments, ensuring a responsible and ethical business ecosystem. Various aspects of human rights are incorporated into the Sustainability policy, the Equal Opportunity Policy, the Health and Safety Policy, the Code of Conduct for employees and suppliers, and the Whistleblower Policy.

Further, the Company continually strengthens & improves systems and processes wherever necessary, undertaking internal due diligence or conducting risk assessment, monitoring, providing remedies, and taking corrective actions to ensure protection of human rights.

Governance

With a strong pipeline of projects, the availability and management of workers, a critical resource, is essential for the successful and timely completion of projects. During the year, the Head-HR for Workmen was appointed to oversee effective sourcing, deployment, development, management and retention of workers across the Company.

Additionally, to meet the ever-growing demand for workers in the Company's project businesses, a Central Workmen Mobilisation Cell (CWMC) has been formed to collate the workers requirements from all businesses, collaborate with the heads of HR for workmen, and arrange mobilisation of workers from various sourcing centres.

Furthermore, the Task Force for Subcontractor Management has been formed to dwell on various aspects of sub-contractor development, rewards and recognition, retention of workers, streamlined timely payment, worker welfare, and progressively ensuring implementation of improvement ideas in collaboration with businesses.

Workplace Rights and Fair Labour Practices

- Zero Discrimination and Equal Opportunity: The Company ensures a diverse and inclusive workplace free from discrimination based on gender, caste, ethnicity, disability, or any other status.
- Freedom of Association and Collective Bargaining: The Company respects the rights of employees to form unions and engage in collective negotiations.
- Decent Work and Fair Wages: The Company upholds fair wages, ensures no wage discrimination, and complies with national and international labour laws.

Occupational Health, Safety and Well-being

- Zero Harm Policy: The Company prioritises employee and contractor safety, following global best practices in workplace safety. Details are elucidated in the subsequent section.
- Mental Health and Well-being Programmes: Regular health check-ups, stress management workshops and wellness initiatives are conducted to ensure a healthy workforce.

Prevention of Forced and Child Labour

- Zero Tolerance for Forced Labour: The Company ensures that wages or bonuses are not withheld and are paid in a timely and regular manner; no identity cards or other personal documents are retained; and no recruitment fees are charged or money deposits.
- No Child Labour: There are reliable procedures to check the age of job candidates by birth certificate and/or identity card. Child labour across all operations and suppliers is strictly prohibited.

Human Rights in the Supply Chain

- Supplier Code of Conduct: All suppliers must comply with the clauses of L&T's Code of Conduct for suppliers, including human rights.
- ESG Audits: During the year, ESG assessment of the critical suppliers has been initiated. This was conducted by an external third-party to ensure compliance with environmental, social and human rights standards.

Human Rights and Community

Respect for human rights extends beyond its own operations - it is central to how the Company engages with the communities in which it operates. The Company's initiatives to build strong, respectful relationships with local communities include:

- Engaging communities through regular dialogue and consultation to understand local concerns and expectations
- Supporting community development through initiatives that promote education, health, economic empowerment, and access to basic services
- Respecting Indigenous peoples' rights

Integrating human rights considerations into the Company's community programmes and partnerships aims to create long-term, positive social impact while reducing the risk of harm or exclusion.

Grievance Mechanisms and Access to Remedy

- Anonymous Reporting Channels: Enabling employees, suppliers and external stakeholders to report violations through confidential whistleblowing platforms
- Internal Complaints Committee (ICC): Addressing workplace harassment complaints as per the POSH Act, 2013
- Grievance Redressal for Workmen: Officers in charge of project accounts/admin/IR/project safety are mostly responsible for grievance redressal, which includes lodging, resolution, escalation, feedback and closure, record-keeping, reporting, periodic review and audits.

Training and Communication

Embedding respect for human rights across the operations begins with awareness and education. The commitment extends beyond policies - it involves equipping the employees, suppliers and partners with the knowledge and tools they need to uphold human rights in their daily work.

Employee Training

Regular training on human rights is provided to employees at all levels in different forms (online and offline). During the year, a specific learning module on ATLVarsity was launched to make the learning more interactive. This training is extended to both permanent and non-permanent employees. The module is designed to:

- Raise awareness of internationally recognised human rights standards
- Explain the company's human rights processes and expectations
- Identify and respond to potential human rights risks
- Promote ethical decision-making and a culture of respect and accountability

The effectiveness of the training is continuously evaluated, and content is updated to reflect emerging issues, regulatory developments and stakeholder expectations.

>23,500

employees trained on human rights through ATL platform

Supplier Engagement on Human Rights

Human rights training is also extended to suppliers. Through the supplier onboarding process and ongoing engagement, the Company communicates expectations regarding human rights, labour rights and workplace practices. In FY 2024-25, the Company organised four supplier awareness sessions covering more than 255 companies, comprising domestic and international supply chain partners. Additionally, 120 critical supply chain partners were assessed in five areas, including human rights and labour management. Moreover, the Company encourages suppliers to cascade training within their own operations and provide access to third-party resources and capacity-building initiatives where appropriate.

For further details on incorporating sustainability in the supply chain, please refer to Social and Relationship Capital.

Outlook and Strategic Priorities

The world is currently experiencing three concurrent shifts - digital (data), green energy and a shift from a unipolar to a multipolar world. These transformative shifts heighten global competition for top talent, particularly in emerging fields such as green energy infrastructure, data centres, e-commerce, and digital architecture.

To maintain a competitive edge, the Company is intensifying its commitment to talent development by investing in continuous learning, targeted upskilling and leadership programmes that align with evolving industry and market needs. This includes a focus on building a future-ready, high-performing workforce while prioritising employee well-being, ethical conduct and inclusive growth.

By embedding integrity and fairness into our culture and value chain, the Company empowers the people to thrive and lead with purpose. The Company remains steadfast in its commitment to human rights, fostering a workplace rooted in integrity and inclusivity. By inculcating ethical principles across the workforce and broader value chain, an environment is created where employees can thrive, collaborate, and contribute meaningfully.

The expected outcomes from these initiatives include:

Enhanced talent acquisition: Attracting top talent in the existing domains of L&T as well as the emerging fields like green energy infrastructure, data centres, e-commerce and digital architecture

Enhanced employee well-being: Prioritising the well-being of employees, ensuring they feel valued and supported

Strengthened Leadership with Purpose: Empowering employees to lead with purpose, contributing meaningfully to the Company's goals and the broader community

Skilled workforce: Developing a future-ready, high-performing workforce through continuous learning, targeted upskilling and leadership programmes

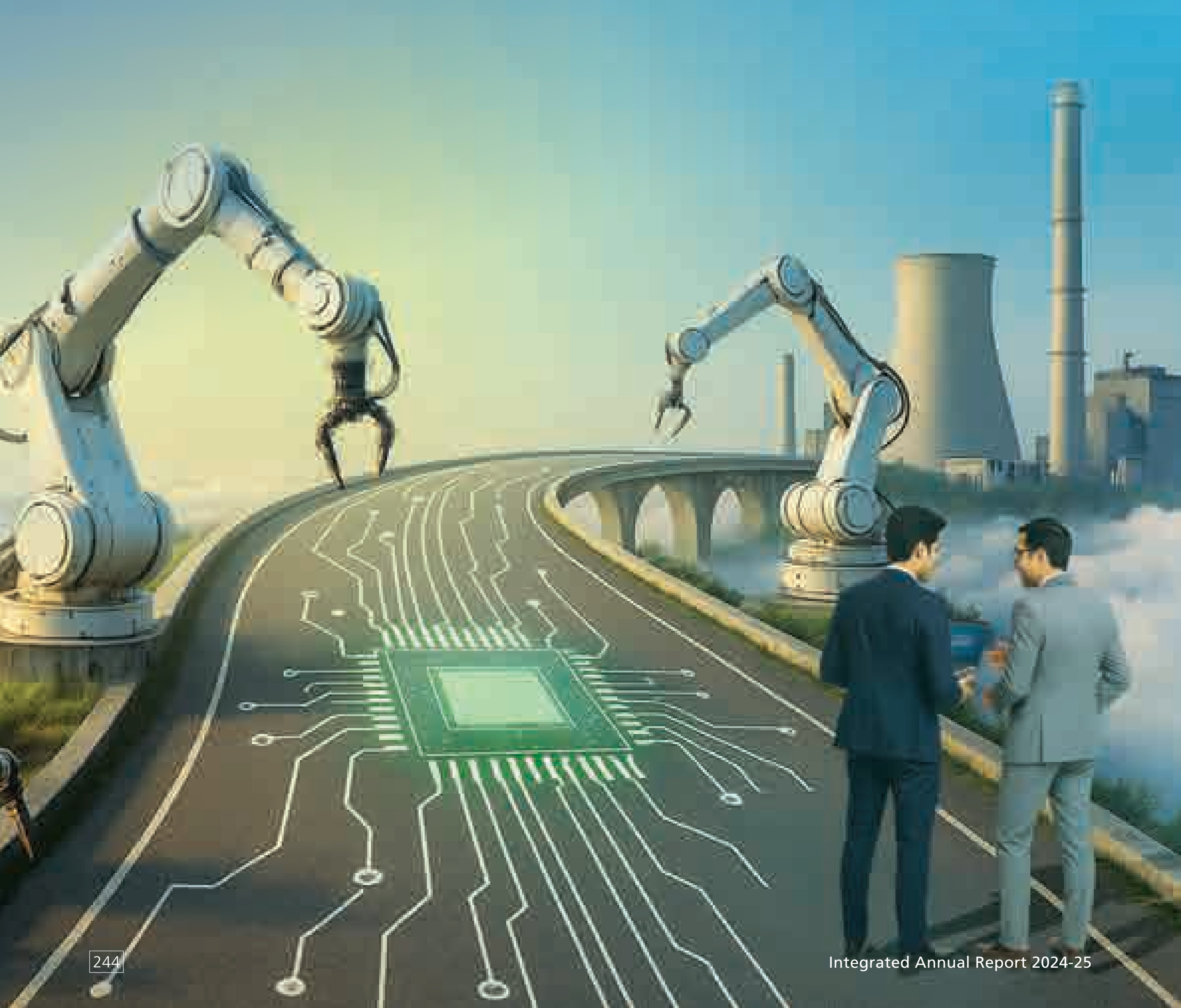
Reinforcement of ethical and inclusive culture: Embedding integrity and fairness into the Company culture, fostering an environment of inclusivity and ethical conduct

Commitment to Human Rights: Upholding human rights and creating a workplace rooted in integrity and inclusivity

These outcomes collectively aim to position the Company as a leader in its industry, capable of navigating and thriving amidst the ongoing digital, energy and geo-economic shifts.

INTELLECTUAL
CAPITAL

Innovation is a key enabler for the Company to improve its operational performance, reduce its environmental footprint and enhance customer satisfaction through better offerings and delivery. Focus areas for innovation are improving product design/features, enhancing resource (manpower, machine) productivity, reducing delivery timelines, reducing environmental impact, increasing the use of non-virgin and eco-friendly materials, and improving the climate resilience of assets created. R&D teams, engineering and design teams, competency cells, and site-level execution teams drive action in these areas.



Key Highlights of FY 2024-25

₹ 479 Cr Total R&D spend (cumulative over last 3 years)

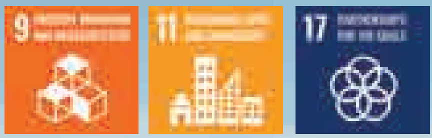
144 R&D Engineers and Scientists

Strategy Linkage[1]

SO-I | SO-III | SO-IV | SO-V

SE-1 | SE-2 | SE-5

SDGs impacted



Material Topics

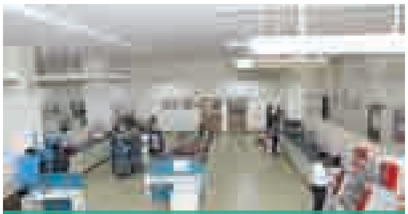
- Quality of Products and Project Delivery
- Talent Management - Attraction, Retention and Development
- Data Security, Privacy and Cybersecurity
- Brand Management
- Business Ethics

[1] *For details, refer to 'Business Model and Strategy' section*

R&D initiatives at L&T Construction Research and Testing Centre

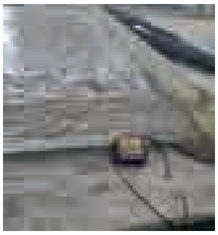
The L&T Construction Research and Testing Centre (LTCRTC) is a distinguished facility within L&T, recognised by the Department of Scientific and Industrial Research (DSIR) and accredited by the National Accreditation Board for Testing and Calibration Laboratories (NABL). It is the only centre of its kind in India's private construction sector.

The Centre tests various construction materials, provides value-added solutions to critical issues, and undertakes R&D projects. Also, LTCRTC is active in various nodal committees and professional bodies and publishes technical papers in reputed journals. It serves as a hub for innovation and quality assurance in the construction industry.



LTCTRC, Chennai

LTCTRC, Chennai



Maturity Meter for Concrete

Determining the early age strength of concrete is an important parameter for monitoring its quality. The typical method involves cube casting, curing, and testing at different intervals (3 days, 7 days, 28 days and 56 days) and destructive testing which is time consuming and generates concrete waste. Maturity Meter is a technology adopted by some companies across the globe to streamline the process. However, the adoption remains low due to high instrumentation costs and data processing complexities.

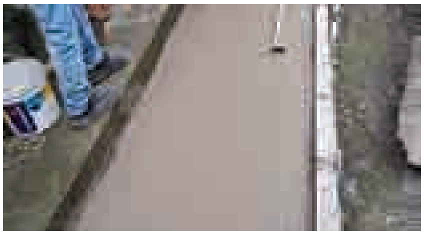
LTCRTC team developed an in-house maturity meter using Bluetooth Low Energy technology for wireless data logging and AI, which helps monitor and predict concrete strength development. This solution not only reduces the time for testing but also helps avoid the cube-making process and material consumed for the same.

As a result, **the cost of concrete testing is reduced significantly by almost 60%, while the time to determine concrete strength is cut down by 20% compared to the conventional method.** This enables near real-time quality monitoring while ensuring compliance with the rigorous demands of high-production environments and strict execution timelines. The solution has been trialled at five sites, yielding promising results that support its full-scale implementation.

Chloride Removal from Concrete

The durability of concrete structures is a concern in harsh environmental conditions, such as marine environments, primarily due to chloride ion penetration leading to reinforcement steel corrosion. Typically, this issue is addressed by reducing concrete permeability or using specialised reinforcement steel. However, if the chloride content in hardened concrete exceeds technical limits, the conventional approach involves either demolishing the affected structure or patching damaged sections. This increases costs and disrupts execution timelines.

LTCRTC has developed a solution that involves extracting the chloride ions by passing a DC current and using a sacrificial anode. This solution can potentially reduce **the costs of handling chloride penetration cases by up to 70% while reducing the waste generated.** The solution is at the prototyping stage, and likely to be deployed at project sites in a year.



Geopolymer Concrete

Embodied carbon in the concrete significantly contributes to the value chain emissions of the construction sector. These primarily include emissions from cement production, steel reinforcement, and transportation of materials to the construction site. Globally, several alternate materials are being developed to replace cement in the concrete.

LTCRTC has developed a Geopolymer Concrete that replaces Ordinary Portland Cement (OPC) with industrial waste products, i.e. fly ash and granulated ground blast furnace slag (GGBS). The mix is activated with alkaline solutions, e.g. sodium hydroxide and sodium silicate, to bind the aggregates and improve the open time of the mix. Concrete is then produced using the admixture to eliminate the use of water. Due to waste material usage, **the embodied carbon of the concrete is reduced by almost 60% and avoids water use.** This innovative product is highly suitable for precast applications (e.g. sewer lines) and has been used for precast elements in two residential housing projects so far.

Textile-Reinforced Concrete (TRC)

Cement and steel have high embodied carbon, making reinforced concrete a material with a high carbon footprint. Various alternative materials are being explored to replace such high-carbon materials.

LTCRTC has developed an optimised fine-grained concrete mix by incorporating glass fibre textiles as reinforcement for creating TRC, thereby eliminating steel requirement in such a mix. This facilitates the fabrication of thin structural elements with improved strength and durability. **In addition to a lower carbon footprint (~15-20%), this concrete has lower weight (per m^3), further reducing energy requirements in transportation and handling.** TRC has been used in civil works of a lift irrigation project in Odisha.

High-Performance Asphalt Mixes

Rutting has long been a major challenge for bituminous pavements, particularly in warm and hot climates. High-Performance Asphalt Mixtures (HiPER) have been widely adopted to address this issue, offering a combination of high modulus and exceptional fatigue resistance.

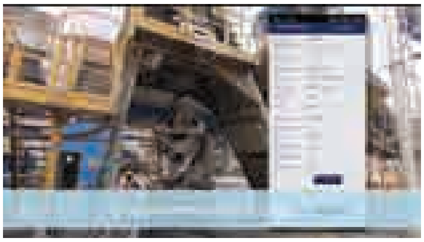
LTRCTC has developed HiPER mixes using three approaches: incorporating synthetic co-polymers, replacing aggregates with reclaimed asphalt pavement (RAP), and using specially designed hard-grade binders. This reduces overall pavement thickness in traditional bituminous pavements, resulting in a 7-10% lower cost than conventional mixes. Also, using synthetic co-polymers and RAP helps **reduce the consumption of virgin aggregates by 25-35%, lowering the carbon footprint of the process by 10-15%.**

Further, the superior fatigue endurance of HiPER mixes extends pavement lifespan, reducing overall repair and maintenance costs. The use of HiPER mixes, in areas susceptible to creep loading and rutting, is being explored for upcoming highway and airport runway project contracts.

EPC Projects : Digital Transformation

L&T has been actively pursuing digital transformation across its diverse business segments to enhance operational efficiency, foster innovation, and maintain a competitive edge in the industry. Digital transformation of EPC Projects is a key lever to improve the execution speed, control costs, enhance quality, and maintain a high level of safety. The Company's digital journey started with digitising and installing various sensors and then moved to digitalisation of systems and processes.

During the year, the Company deployed new-age technologies like Machine Learning (ML), Natural Language Processing (NLP), Generative Artificial Intelligence (GenAI) and other technologies to enhance the efficiency of various systems and processes.



Legend

| New solutions developed

Pre-Construction

Optrix

Automatically generates multiple design options and recommends best-suited ones for a particular category of work, helps reduce reliance on subject experts, as well as enables cost optimisation to support bidding

3D-based Constructability Simulations Using VR

3D-based Constructability Simulation tool that evaluates construction feasibility before execution, identifying potential challenges, optimising sequences, and improving resource allocation

Dhruv

GPS-based application, with project BOQ added, to simplify the survey process and reduce survey time

Dharti

Centralised data repository of subsurface data, quarry and crusher locations to optimise the aggregate sourcing

Project Management

ProWPack

Enables construction-driven project management by defining construction areas into manageable work packages

SPTrack

Smart piping and structural tracking tool for construction-driven planning and monitoring, maximising full kitting of priority lines, expediting the critical areas and generating system alerts for all the stakeholders

Pronto

Centralised work order and customer management platform to support invoicing, subcontractor billing, vendor payments, and other related areas

IPMS

Integrated Project Management System that captures all relevant KPIs across domains with customised dashboards and analytics; includes connectors for direct integration with Primavera and Microsoft Project

Procube

Project monitoring application providing real-time insights into project progress, enabling teams to track milestones, allocate resources, and ensure timely delivery

WRENCH

Centralised platform with automated live S-Curves and progress dashboards; enables document management and communication control across all stakeholders

Resource Management and Productivity

FormPro

Solution to monitor formwork related activities and avoid excess ordering by controlling retention of formwork after work completion

mTRACK with eALPS NxT

QR-based Material Tracking System seamlessly integrated with eALPS Nxt (a project management tool), to reduce manual intervention in progress updates and help optimise resources in real-time

Rebar Pro

Monitors daily rebar usage and generates an optimised cutting plan to reduce rebar wastage

Material NxT

Material management solution to provide real-time stock visibility, indent raising through mobile app, enhanced checks in material issues and seamless integration with ERP

ConPro

Solution to enable end-to-end tracking of concrete supply chain at the project sites, to help monitor and control wastage and improve utilisation of resources, e.g. transit mixers

T-Trax

RFID-based solution for tracking transmission tower bundles across factories and site locations to improve tower-wise visibility, traceability, and lot completion

Material Management and Supply Chain

P&M Equipment Allocation

Application to manage the daily allocation of equipment across multiple sites and track utilisation as well as productivity of the assets, has the ability to handle scenarios of conflicting requirements from sites

Precast Cycle Time Tracker

Real-time tracking and monitoring of precast segments alongside resources deployed in both casting and erection

Tunnel Segment Management System (TSMS)

Enables Tunnel Segment tracking in the casting yard and erection site through barcode and RFID, also helps in quality checks

Asset Insight

IoT-based solution to monitor equipment and machines deployed at sites and improve productivity of assets

Workforce Induction & Skills Application (WISA)

Digital platform to streamline worker onboarding process and worker data management

Safety, Quality and Others

Quality Sanyog

A platform for end-to-end tracking and monitoring of quality-related observations or non-compliance, training, and related processes

Optimuck - Muck Disposal System

A digital solution for tracking and recording muck disposal data with minimal human intervention to ensure accurate documentation of disposal data; incorporates innovative technology to optimise the disposal process

Safety, Health & Environment for Industrial Landscape through Digital (SHEILD)

A digital platform to communicate work plans and approvals, create checklists, record safety parameters, support safety audits and provide data visualisation with analytics

Vision Analytics

A solution utilising ML to enhance worker safety, productivity and vehicle tracking at project sites by leveraging real-time CCTV feeds

Help Lightning

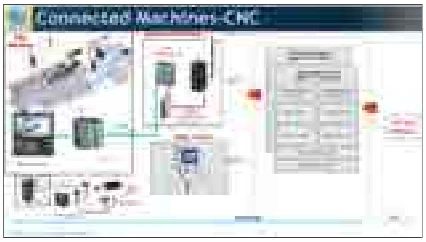
AR-enabled remote assistance application, including video collaboration services that enable experts to work virtually side-by-side with site personnel

Gaps Information Monitoring Systems (GIMS)

Solution to help monitor gaps in pipeline network projects using a mobile application, enables real-time monitoring and analytics to identify potential bottlenecks

Hi-Tech Manufacturing : Digital and Automation

L&T is at the forefront of integrating digital technologies and automation in the Hi-Tech Manufacturing segment, aiming to enhance operational efficiency, product quality, and innovation. These initiatives have also helped to reduce workforce requirement in production as well as improve safety performance.



Engineering

Auto Digishop

Automates the process of generating shop drawings directly from General Arrangement (GA) drawings, streamlining workflows and enhancing productivity; output is directly fed to the Computer Numerical Control (CNC) machine, resulting in hassle-free tower manufacturing

3D model-based Product Lifecycle Management (PLM) system

3D model-driven platform replacing manual 2D processes, automating the creation of the Bill of Materials (BOM), automating the Place Cutting Request (PCR) generation for 3D model parts, with a comprehensive digital library for weld sub-types, facilitating easy assignment and management

Design and Engineering Automation

Automation of entire design and engineering activities using a rule-based algorithm to generate 3D models, drawings, BOM, Seam List, and other related items

Quality and Other Applications

RAM Automation

Application that automates calculating the reliability, availability, and maintainability (RAM) of critical components

Image Processing Analytics for BOM Inspection

Inspection of electronic panels and PCB cards with the help of advanced image processing and analytics

Integrated Engineering, Manufacturing and Quality System (IEMQS)

Integrated application to automate various procedures for engineering, planning and quality functions, along with digital documentation

Digital Shop Floor

Operation sequence mapping (OPSQ) for the assembly process for machine building, provides a visual insight into the progress at the shop floor directly to the customer

Carousel and MTS

Automation of storage and retrieval process by installing carousel machines integrated with ERP system with QR codes for material entry and issue

Legend

New solutions developed

Equipment Productivity and Utilisation

Automated pipe inner diameter cleaning crawler

Motorised crawler developed with a rotating head to clean pipe inner surface thoroughly; eliminates manual effort and provides consistent, high-quality output

Auto setup station for a circular seam of shells

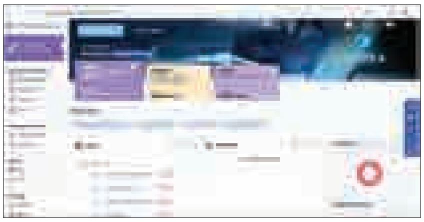
System developed in-house, equipped with the driver turning rollers and submerged arc welding stand, movable on longitudinal rails and controlled by a single operator; with the ability to handle high capacity and large diameters, thereby eliminating the use of overhead cranes and reducing the requirement of skilled operators

All position nozzle overlay station

Developed a servo-controlled special purpose machine to mount nozzle on a rotating positioner and mounting plate featuring four jaws; allowing precise control and synchronisation with arc welding torch's travel, reducing cycle time and optimising gas requirements

Connected machines

IoT solution through deployment of sensors to collect machine-related information to help monitor utilisation, process parameter compliance and overall equipment effectiveness

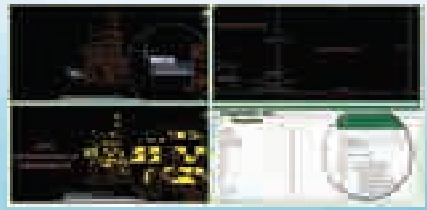


3D Metrology, IIoT and Advanced Tooling

3D scanning for machining without loading the job on the machine and IIoT allows vendors to monitor machinery conditions remotely; Alberti angle head used to reduce machining cycle time

Welding Automation for Shells

Automating welding using Robotic Gas Metal Arc Welding with advanced pulse synergic weld metal transfer technology, for external welding of shells, reducing manpower requirement and improving quality



Value Engineering and Design Optimisation

The design and engineering teams at L&T follow a continuous improvement process to explore options against conventional designs and experiment with new materials. This helps optimise material requirements, minimise execution time at the site, and reduce costs.

Sea wave Simulator

Customised in-house sea wave simulator developed by repurposing old inventory items to develop key components; reduces costs and overcomes constraint of availability of limited facilities in India

Friction-cum-Hydraulic Buffer Stop

Unique design of friction buffer stop for semi-high speed rail projects; new design transfers energy from coupler of rolling stock to dampener and then to friction action of shoes in rails, thus reducing material requirements as well as sliding length in concrete track

Elastomeric Separation Layer for PORR Slab

Collaborated with local partners to indigenously manufacture specialised elastomeric mixture for PORR slabs using recycled rubber crumb; not only reduced costs substantially compared to import but also decreased delivery time while promoting Make-in-India

Automating RCC Box Bridge GADs

Using AutoLISP, key design parameters were linked to AutoCAD and helped to reduce the General Arrangement Drawing (GAD) generation to minutes instead of days while ensuring accuracy and consistency

Automation of BIM Design and Models for Substation Projects

Solution developed in-house to automate repetitive tasks in 3D modelling of substations and improving the coordination between various stakeholders

Early Detection of Failures in PV Plant

A software solution was developed to predict underperformance of generation in solar PV plants using data analysis trends

Autonomous Transportation Robot for Solar PV Panel Cleaning Systems

An autonomous robotic vehicle developed to transport solar PV panel cleaning robots across different rows in large-scale solar photovoltaic power plants

Structural Weight Optimisation for Jacket and Topsides

Structural design optimisation to simplify design, reducing material quantity as well as installation requirement

Automated Generation of Instrument Engineering Drawings

Utility developed to automate 2D drafting activity for Instrument Loop Drawings and Instrument Interconnection Drawings; reduces manual effort as well as improves accuracy of drawings

Design Optimisation of Burn Pit

A new system to automatically control blowdown (safe gas discharge and burn) without continuous monitoring by the operator and to use pipeline gas for pilot burner, thus improving operation reliability and monitoring while eliminating the use of propane gas for burner

AG-UG Interface Utility

Application developed to automate the monitoring and control of Aboveground (AG)-Underground (UG) interfacing; using inputs from PI&D (Piping and Instrumentation Diagrams) and 3D models, reducing manual efforts, and improving accuracy

SRFC for TBM LaunchPad

Steel Fibre Reinforced Concrete (SFRC), combined with higher-grade concrete, was used instead of Rebar in Reinforced Cement Concrete (RCC) for the Tunnel Boring Machine (TBM) launch system; supporting the execution time as well as workforce requirements

Earth Retention System for Shinso Pile Foundation

In-house designed innovative earth retention system for large diameter Shinso Pile Foundation using circular liner plates reinforced with intermediate stiffeners in the form of ring beams, which resulted in substantial cost savings as well as lead time reduction in supply chain and execution time

Ground Improvement in Portal Zone

Ground improvement was done to control the surface settlements in the portal zone of the NATM Tunnel Rail project, using cement grouted columns; helped reduce additional load on tunnel lining and ensured safety during execution

Bearing Capacity Assessment using Scaled-down Plate Load Test

A scaled-down plate load test was used to simulate real-world conditions, offering insights into the bearing capacity and behaviour of various soil layer combinations; helped reduce foundation overdesign and improve the reliability of shallow foundations

Barrette in Top-down Construction

In the top-down construction of the Cut & Cover section, the barrette was extended to the top level of the roof slab, thereby eliminating the need for structural steel plunge columns; resulting in significant material savings and reduced construction time

Inclined Strut Arrangement in Underground Metro Projects

An inclined strut was proposed between the D-wall and concourse slab in top-down construction to eliminate temporary struts and walers placed between the base slab and concourse slab; the innovative design reduced the material requirement significantly and improved ease of construction

Precast Overhead Storage Tank

A new design using Precast method developed for overhead water storage tanks to substitute conventional steel storage tanks, leading to significant reduction in on-site execution time and manpower besides improvement in quality

Hybrid Construction of Intake Pumphouse

A new technique was adopted to implement the Hybrid approach, i.e., combining precast elements with in-situ construction; precast was used for beams and roof slab; rafts and walls were constructed using mass concreting and slip form; leading to significant reduction in execution time and improvement in quality

Precast Staging for large Overhead Tanks

Precast Staging was designed, where staging components like columns, beams and slabs were made in a factory and then transported to the site for assembly to replace in-situ staging construction for overhead tanks; which significantly reduced execution time and manpower requirements

i-TSP

Developed i-TSP (Innovative Technology Selection Portal), a centralised platform designed to automate and optimise the evaluation and comparison of wastewater treatment schemes; helps automate analysis as well as generation of BOQs for different schemes

Centralised Web-Based Portal for Engineering

Web-based Portal developed using Python and JavaScript for auto-generation of design calculation documents for water projects, helps in the bidding process to automate the engineering calculations as well as generation of options

Auto Zoning

Automatic zoning, using ML GIS technology, developed using SCMC algorithm to optimise village zoning based on geospatial attributes; significantly reduces manual effort for zoning calculations; results are integrated into pipeline design for optimised routing

UCCC for Unmanned Tubewell Automation

Multi-level Control System for centralised water management using IoT, SCADA automation with PLCs, sensors, and predictive maintenance for efficient operation; VSAT Communication for unmanned, remote-controlled tubewell operations

Molten Salt Bath Reactor (MSBR) System in Specialty Chemicals

In-house design and development of Molten Salt Reactor Systems using advanced fluid analysis and simulations

Vaporisers in Refining and Petchem

An innovative in-house design developed for a Dryer Regenerant Vaporiser and a special design of Flare KOD Vaporisers, leveraging extensive expertise and validation through advanced fluid analysis and simulation

Leveraging AI in Processes

Precast Operations

AI incorporated in the casting yard's CCTV cameras to track the cycle time of processes for precast elements and resource utilisation in the yard

Chatbots for Project Data

AI-powered chatbots provide real-time assistance for project-related queries on commissioning, punch points, logistics, and other areas

Galvanisation monitoring

AI-based OEE (overall equipment effectiveness) monitoring through video analytics for the galvanisation process in the Transmission Line Tower factory

NRW Reduction using Digital Twin

AI-driven Digital Twin solution for loss identification in District Metered Areas (DMAs). By simulation, real-time data can be continuously monitored and analysed, further predicting potential leak points and identifying areas with high probabilities of Non-Revenue Water (NRW) losses

Auto defect recognition for PAUT

Phased Array Ultrasonic Testing (PAUT) is used for the inspection of the steel welds; an AI solution was deployed for UT data interpretation using a hybrid mathematical model reinforced with ML

Data Extraction through AI/ML and automated survey vetting

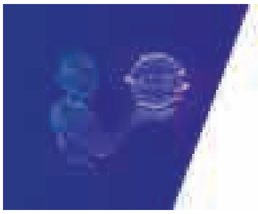
AI/ML integration with GIS to transform satellite imagery analysis, enabling efficient extraction of habitation and road network data, even in remote areas, ensuring high accuracy and minimising manual effort

L&T Cognitive Services

The Company has established L&T Cognitive Services to spearhead its AI initiatives, aiming to enhance operational efficiency, reduce costs, and foster innovation across its diverse business segments. Operating under a hub-and-spoke model, L&TCS emphasises a 'Business First' approach, ensuring that AI solutions align closely with the Company's strategic objectives.

Strategic Pillars of L&TCS:

- 'Single Source of Truth' for reliable data
- Optimised AI outputs through advanced algorithms
- Domain-specific small language models for unique business challenges



Key Initiatives and Achievements:

- AI-driven Contract Management: Leveraging Azure OpenAI, innovative solution developed to streamline contract analysis by rapid identification of crucial clauses and extraction of technical deliverables from extensive documentation
- Operational Efficiency Enhancements: By integrating AI applications, machinery and workforce planning processes have been reduced to 10 minutes from 2 weeks earlier. AI-driven insights have led to ~2 to 3% cost savings, contributing to enhanced operational productivity.
- Comprehensive AI Strategy: Developed a customised PolyLLM framework and adopted a composite AI approach to provide a secure and scalable infrastructure for AI initiatives. This strategy encompasses over 100 AI-driven use cases, targeting significant cost savings and enabling strategic decision making across the organisation.

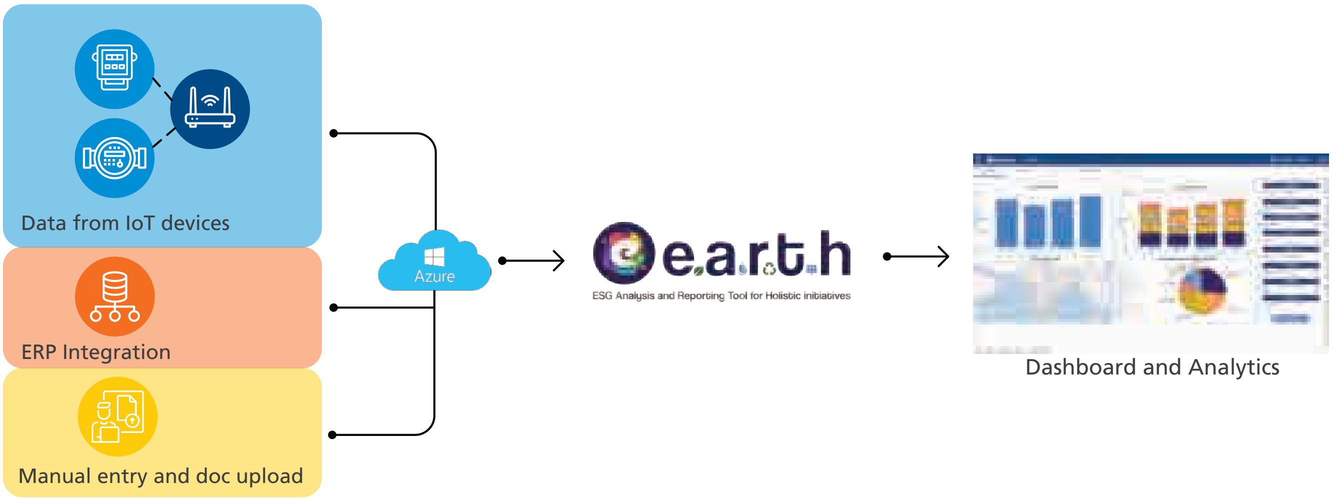
Through L&T Cognitive Services, the Company continues to integrate AI technologies into its core operations to maintain a competitive edge in the industry and aims to deploy over 100 innovative AI solutions tailored to various business use cases. L&TCS is strategically aimed at making AI adoption more accessible and scalable for businesses across the Company.

Transforming Sustainability Data Management

During the year, L&T partnered with its subsidiary company, L&T Technology Services Ltd, to develop a cloud-based platform to enhance sustainability data management. The platform has been aptly named as 'L&T-EARTH' (ESG Analysis and Reporting Tool for Holistic Initiatives).

Key features of the platform:

- Cloud-based platform with a modular and scalable architecture
- Designed to suit organisational hierarchy and enable data capture at the location level
- Data visualisation through dashboards and reports
- Data validation through logic checks and alerts to users
- Ability to ingest and integrate data from multiple sources, e.g. APIs, IoT and other sources



Data from ERP systems has been linked to L&T-EARTH to automate the data flow. In addition, L&T has also initiated automation of the data capture for water withdrawal and electricity consumption at various locations. This automation is done by installing flow meters and smart meters, and connected through IoT Gateways to L&T-EARTH.

L&T Business Excellence Model (LTBEM)

L&T Business Excellence Model (LTBEM) was launched in FY 2023-24, heralding a new era of organisational excellence and underlining the Company's commitment to continuous improvement and innovation. The development of LTBEM draws inspiration from three globally recognised frameworks: the EFQM (European Foundation for Quality Management) BE Model, the Malcolm Baldrige BE Model and the Deming Model.

This BE model has been developed through extensive collaborative efforts of the Quality Council of L&T and the Corporate HR - Learning & Development. Drawing insights from industry leaders like Tata and Godrej, and industry bodies like CII, the core team adapted the EFQM Business Excellence model, incorporating customisation and contextualisation for L&T's operations.

LTBEM emphasises key areas such as leadership, strategy, execution, supplier and business partners management, people management to improve processes, and superior business results.

The journey towards launching LTBEM was marked by leadership awareness sessions, task force formation, and workshops across businesses, engaging over 450 senior leaders and task force members. The LTBEM assessment cycle was started in FY 2024-25 to baseline the Company's businesses, a significant milestone in the Business Excellence journey, with a framework for quantitatively assessing organisational performance and employing thorough and effective evaluation processes.

The assessment process, involving external assessors, was kicked off with an Assessor Meet conducted by Corporate HR jointly with the Quality Council and conducted from August to October 2024. 24 external and 44 internal assessors were involved in the assessment process to benchmark performance against industry leaders, identify improvement areas, and implement effective strategies to drive sustainable growth and success.

The assessment cycle culminated with the LTBEM Awards at the Quality Summit in November 2024 at Chennai where 14 L&T businesses were recognised.

As L&T embarks on this transformative journey towards operational excellence, the launch of LTBEM stands as a testament to the Company's unwavering commitment to quality, innovation and continuous improvement.

Pi-Awards

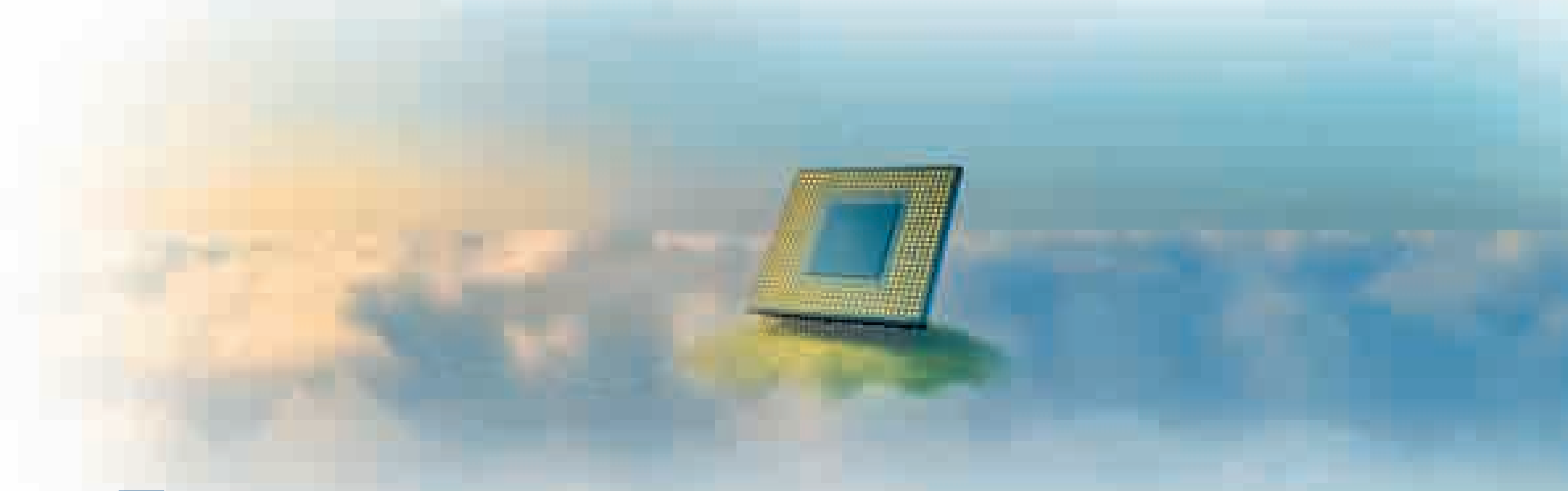
Pi-Awards, a pan-L&T innovation competition, witnessed a huge participation in its 8th edition. The name 'Pi-Awards' draws inspiration from the mathematical constant Pi, whose decimal representation never ends, thus symbolising ceaseless innovation at L&T. Pi-Awards are announced on International Pi-day, celebrated on March 14.

In line with one of the Strategic Objectives under LAKSHYA, ESG category was added this year and received more than 90 applications. Over 800 teams from across 188 locations participated in the Award, and 149 teams made it to the presentation round. The top 12 teams that made it to the finale competed across four categories: Product, Project, Service and ESG.

A special award, **Sustained Excellence** was instituted to recognise the businesses that have consistently driven an innovation culture. A compendium was also released in the finale function, featuring the top 12 innovation projects, to promote knowledge sharing and drive the implementation of such innovations.

Winning innovations from Pi Awards 2024

INNOVATION PROJECT	BUSINESS	CATEGORY
Transforming Disinfection: Enabling Multioxidant Technology as a Replacement for Chlorination	Water & Effluent Treatment	Product
Process Development & Execution of Tube to Tubesheet joints with first-time requirement of Pre-heating and 100% Radiography having stringent acceptance criteria for Ethylene Oxide Reactors	Heavy Engineering	Product
Design and Development of firing recoil simulator system for 40 MM L70 Armament to overcome the challenge of proof firing trials	Precision Engineering & Systems	Product
Ozonated Nanobubble Technology: Industrial-scale drinking water treatment technology to eliminate seasonal ammoniacal nitrogen	Water & Effluent Treatment	Project
DFS solution to accelerate execution of Deck Furnishing Items in HSR C4	Heavy Civil Infrastructure	Project
Implementation of Continuous Flight Auger (CFA) Piling for the first time in India	Geostructure	Project
AI-based Unified Command Control Centre for Unmanned Tubewell Automation with VSAT communication under Jal Jeevan Mission	Water & Effluent Treatment	Service
Integrated Engineering & Design Platform: Solar PV Engineering	Power Transmission & Distribution	Service
Mono Pile - New era of Indian deep foundation bridges for Mecon Roundabout Flyover Project (MFRP)	Transportation Infrastructure	Service
World's First Indigenous Inverter-based ESSC (Electro-Slag Strip Cladding) Welding Systems Invention	Heavy Engineering	ESG
Reduction in carbon footprint (CO_2 emission) by using Non-Fossil Fuel (Compressed Bio gas) for galvanising process	Power Transmission & Distribution	ESG



Indian Foundation for Quality Management (IFQM): CEO/CXO Delegation Visit to A. M. Naik Heavy Engineering Complex

The IFQM initiative's concept, 'Making Brand India Globally Respected,' evolved over a first meeting of like-minded industry captains from Tata Sons, TVS Motors, Sun Pharma, Tata Steel, Bharat Forge, Motherson Group, and Biocon in January 2022. L&T joined IFQM as a founding member, with Mr. S. N. Subrahmanyan chosen as a Board member and a member of the Governing Council.

Under the aegis of the IFQM initiative to learn from member organisations, the Company hosted CEOs/CXOs from different industries spanning Pharma, Life Sciences, Engineering, Power, Automotive, Consumer Products, etc., and executives from IFQM at A. M. Naik Heavy Engineering Complex, Hazira in February 2025.

Further, the Company's excellence in engineering, innovation and quality was showcased to the delegates, including the steps undertaken to upskill the workforce to meet the changing work requirements. Also, the Company is actively collaborating with the IFQM Academy and Centre of Excellence to enhance the quality culture in India, with a special focus on strengthening the MSME sector.

Innovation, Operational Excellence and Sustainable Growth

L&T continues to invest in advanced technologies and digital capabilities to enhance the efficiency, quality and resilience of its EPC and manufacturing operations. The Company strategically emphasises resource optimisation, productivity improvement and equipment utilisation to deliver high-quality outcomes at globally competitive costs.

Furthermore, the Company aims to strengthen its diversified order book and drive sustainable, long-term growth by fostering a culture of innovation and exploring new and emerging business segments. In parallel, a strong focus on risk mitigation and business continuity planning enables the Company to navigate dynamic market conditions effectively, ensuring value creation for all stakeholders.

SOCIAL AND RELATIONSHIP CAPITAL

L&T strongly emphasises building and nurturing long-term relationships grounded in mutual trust, respect and shared value. These relationships are pivotal to the Company's sustained growth and profitability. By proactively addressing customer needs, engaging in meaningful collaborations with suppliers and promoting inclusive development within communities, L&T has cultivated robust social and relationship capital. This approach reflects the Company's commitment to responsible business practices and value creation for the stakeholders.

Key Highlights of FY 2024-25

18,99,250 CSR Beneficiaries

9.1 Customer Satisfaction Score

Strategy linkage[1]

SO-III

SO-IV

SE-2

SDGs impacted

Material Topics

- Social Engagement and Impact
- Customer Experience and Satisfaction
- Sustainable Supply Chain
- Diversity, Inclusion and Equal Opportunity
- Human Rights and Labour Conditions
- Business Ethics
- Brand Management

[1] *For details, refer to 'Business Model and Strategy' section*

Building India's Social Infrastructure

L&T is committed to fostering inclusive growth through targeted interventions in water and sanitation, healthcare, education and skill development. The CSR & Sustainability Committee of the Board guides and reviews CSR initiatives, which are implemented by the teams through direct action, partnerships with NGOs, collaborations with government agencies, and engagement with on-site teams. L&T empowers underserved communities, bridges socio-economic disparities, and contributes to accelerated and equitable development.

Beneficiaries across Thrust Areas

5,86,851
Water and Sanitation

10,09,069
Health

2,85,580
Education

17,750
Skill Building

Drivers of CSR Interventions

Corporate CSR Team

The team is dedicated to maximising social impact by designing, implementing and managing CSR programmes in alignment with Board-approved policies and strategic frameworks. The team ensures effective execution by collaborating with NGOs, community stakeholders and internal business units as required, thereby reinforcing L&T's commitment to responsible and impactful social engagement.

CSR Coordinator and Teams at the Campuses, Area Offices and Project Sites

Decentralised approach through dedicated teams located at campuses, area offices and project sites. These teams play a vital role in assessing local needs, identifying appropriate projects and NGO partners and overseeing the implementation and monitoring of CSR initiatives.

Accessible Healthcare through L&T Health Centres

L&T's multi-speciality health centres, staffed by trained medical professionals, provide accessible and affordable healthcare services to underprivileged communities. These centres help bridge health disparities and contribute to improving community well-being in the areas surrounding L&T operations.

Prayas Trust

Comprising female employees and spouses of L&T employees, dedicated to supporting vulnerable communities in proximity to L&T facilities. Through a range of initiatives focused on health, education and empowerment, the Trust amplifies the Company's social impact at the grassroots level.

L&T-eering

Employee volunteering and engagement through structured volunteering programme.

L&T Public Charitable Trust (LTPCT)

A non-profit entity within the L&T ecosystem that implements CSR activities, particularly in health, in line with the Company's CSR framework.

Unnati - Integrated Community Development Programme

Unnati is L&T's flagship integrated rural development initiative, which begins with watershed management - recognising water security as the foundation for improving quality of life. Once access to water is established, a phased approach is adopted over four years, encompassing health, sanitation, education and skill-building interventions. Since its inception in 2014, Unnati has positively impacted 30,092 households and treated 44,856 hectares of land across Rajasthan, Maharashtra, and Tamil Nadu. In 2022, the programme expanded further to reach additional underserved communities within these states, deepening its impact and promoting sustainable rural development. The growth of the project is depicted below:

2014
- 10,737 households
- 15,465 hectares

2022
- 12,545 households
- 20,746 hectares

2024
- 30,092 households
- 44,856 hectares

Watershed Management

Water security remains a pressing challenge in India, particularly in rural areas dependent on natural resources. To address this, L&T has adopted an integrated watershed management approach that combines the revival of traditional water structures with the development of new infrastructure, ensuring year-round water availability.

Interventions are focused on ecologically sensitive areas such as Aurangabad, Jalna, and Ahmednagar (Maharashtra), Rajsamand (Rajasthan), and Coimbatore (Tamil Nadu), where declining groundwater levels and poor resource management affect agriculture and livelihoods. Communities actively plan and execute water and soil conservation measures, such as check dams, anicuts, gully plugs, contour trenches, and farm bunds. Indigenous sapling plantations help reduce erosion and retain soil moisture, improving crop yields and livestock rearing.

Further, Village Development Committees (VDCs) sustain these efforts by enforcing resource-use by-laws, collecting maintenance fees, and linking communities to government schemes and market opportunities. This ecosystem-based model has significantly enhanced water security, agricultural productivity, and household incomes - ensuring food availability and economic resilience throughout the year.

Paniyara anicut, Sewantri in Rajsamand district, Rajasthan before and after repair

Projects launched in FY 2024–25

The Unnati programme was launched in Pachapalayam, Coimbatore, to address critical challenges such as water scarcity, inadequate sanitation, and agricultural stress in Sultanpet and Kinathukadavu blocks. Designed as a 3.5-year initiative, it aims to benefit around 8,000 people through community-driven interventions focused on water resource management, hygiene and livelihood support.

In Devgaon and Nagzari clusters, the education component of Unnati was introduced to enhance children's access to quality reading material. This initiative promotes regular reading habits, strengthens literacy and numeracy skills, and improves academic performance.

Agriculture

In India, 86% of farmers operate on small or marginal landholdings, facing challenges like low productivity, limited inputs, rainfall dependency, and poor market access. L&T supports these farmers through an end-to-end approach across pre-production, production, and post-production stages.

The intervention begins with water availability and soil conservation, followed by soil testing and moisture retention to enable multi-seasonal cultivation. Farmers are grouped for seasonal crop planning and introduced to inter- and multi-cropping. Techniques like drip irrigation, mulching and organic input preparation help reduce costs, addresses issues of water scarcity and dependency on chemicals.

Best practices are shared through Farmer Field Schools and demonstration plots, best practices are shared and climate resilience is built. Meanwhile, kitchen gardens and horticulture orchards provide nutritional support and additional income. By strengthening every stage of the farming cycle, L&T helps farmers enhance productivity, reduce input costs and improve incomes - contributing to food security and long-term sustainability.

Shri Pratap Singh – Reviving Farming through Unnati

After 43 years in Mumbai, Shri Pratap Singh returned to his village, Thoria Ki Bhagal, in Rajsamand (Rajasthan) and resumed farming with support from Unnati programme. With year-round water availability, he began cultivating vegetables on his land. Through monthly Farmer Field School sessions, Singh adopted sustainable practices like raising seedlings in pro trays with cocopeat and compost - reducing seed wastage, conserving water and improving seedling quality. Guided by experts and state support, he grew diverse vegetables across the Rabi, Kharif, and Zaid seasons using natural farming methods such as Jeevamrit and biopesticides.

Beyond selling produce, Singh earned ₹ 76,000 by selling seedlings to fellow farmers. He is now sustainably managing his livelihood through farming and cattle rearing.

25,839

farming households since the inception through L&T's farming initiatives.

1,622

farmers trained through Farmer Field Schools supported by Krishi Mitras and Vasundhara Sevaks

Ganga & Krishna Gite – From Struggle to Self-Reliance

Despite owning 10 acres, Ganga and Krishna Gite from Devgaon, Aurangabad, struggled to support their family. Krishna, battling alcoholism, was disengaged from farming, and their children often sought refuge elsewhere. The Unnati programme brought a turning point, introducing soil and water conservation measures like river deepening and dam repairs.

Inspired by the transformation in his village, Krishna became actively involved, eventually training as a Vasundhara Sevak. He led community mobilisation, ensured quality construction of water structures, and coordinated with the Gram Sabha and VDC. Ganga joined him on the farm, and together, they adopted improved farming practices. They started a silkworm cocoon unit, planted mulberry and citrus trees, and boosted their income from a meagre amount to nearly ₹ 3 lakh annually - with ₹ 6 lakh projected this year from cocoon sales.

"Unnati brought light into our lives when we were lost in darkness," says Ganga. Krishna adds, "I'm proud of who I've become - and now, my children are proud of me too."

Krishi Mitras and Vasundhara Sevaks: Bridging Knowledge and Impact

To ensure widespread outreach, L&T trains local volunteers such as Krishi Mitras or Vasundhara Sevaks, who serve as key connectors between farming communities and external institutions. They facilitate training, promote soil and water conservation, share best farming practices, and link farmers to government schemes and resources. They also organise community meetings and lead livelihood initiatives at the village level.

Empowering Farmers through SHGs and FPOs

L&T supports farmers by promoting Self-Help Groups (SHGs) and Farmer Producer Organisations (FPOs), which provide access to affordable credit through revolving funds. These platforms offer training, connect farmers to government schemes and help them scale operations, access inputs at lower costs and secure better market prices. Beyond credit support, they empower farmers to manage pre- and post-production activities like optimising output with limited resources.

The Unnati project has 305 active SHGs and 52 farmer groups in its locations.

Empowering Women through Community Institutions

VDCs and SHGs serve distinct yet complementary roles - VDCs manage community resources, while SHGs promote financial inclusion and access to government schemes. Both platforms enable women to participate in development activities, enhance household income and build leadership skills through accounting, management and decision-making training. These opportunities have empowered women with greater agency, visibility and community recognition.

Livestock Development: A Resilient Livelihood Strategy

Livestock rearing is a critical livelihood source in L&T's project areas, offering a safety net during climate shocks. However, barriers like limited fodder, water, veterinary access and credit often hinder viability. L&T addresses these through improved pastureland management, regular health camps, timely vaccinations and training on modern livestock practices.

Farmers are linked to government schemes and supported by SHGs for credit and infrastructure needs, while VDCs manage grazing norms to prevent land degradation. These efforts have improved livestock health and productivity, diversified farmer incomes and strengthened resilience against climate uncertainties.

Promoting Safe Sanitation: Towards Open Defecation Free Villages

Open defecation poses serious health risks - especially to children - and hinders human development, gender equity and social justice. Tackling it requires not just infrastructure but also a cultural shift in attitudes, particularly around ritual purity and menstrual stigma.

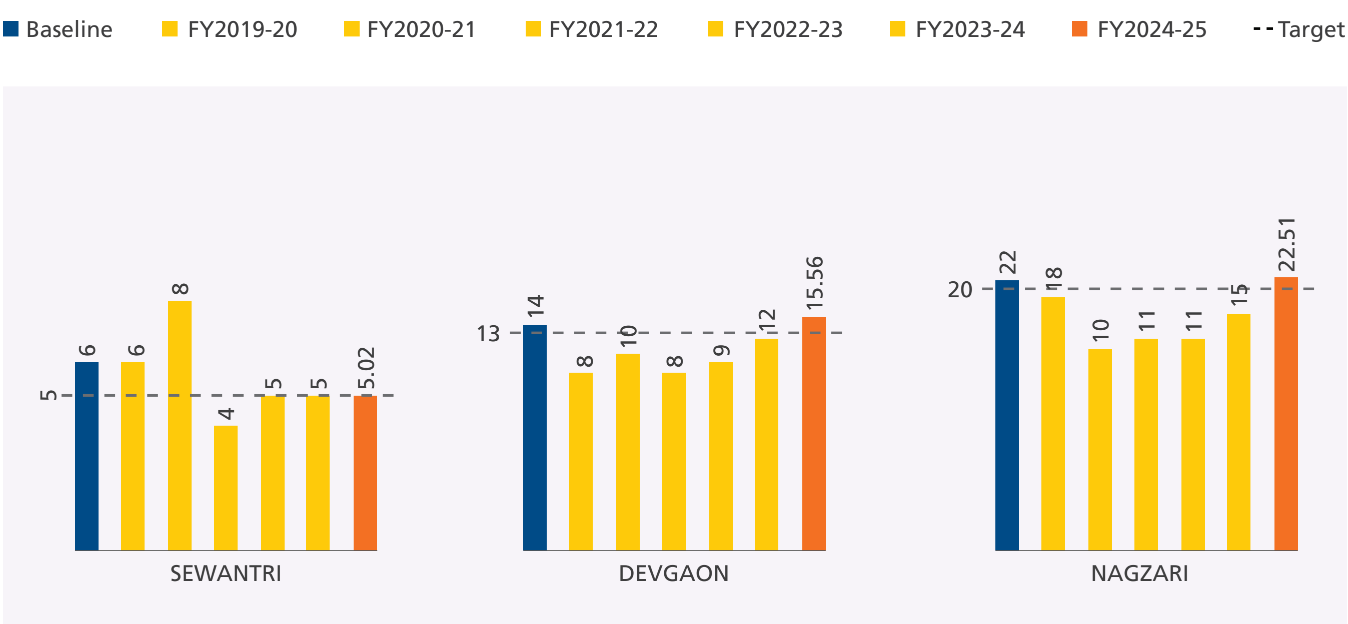
With water access secured, L&T initiated sanitation interventions in 11 locations across Maharashtra, Rajasthan and Tamil Nadu. The approach focused on community engagement from the outset-through consultations on hygiene, involvement and ownership of local leaders and awareness of the health hazards of open defecation. Village-level Nigrani Samitis (surveillance committees) were formed to monitor sanitation practices, while students became Swachhta Doots (messengers of cleanliness), promoting hygiene within their communities. Youth were trained in masonry, gaining livelihood skills and supporting sustained toilet construction and maintenance.

These efforts aim to make villages ODF and foster long-term behavioural change for safe, inclusive sanitation.

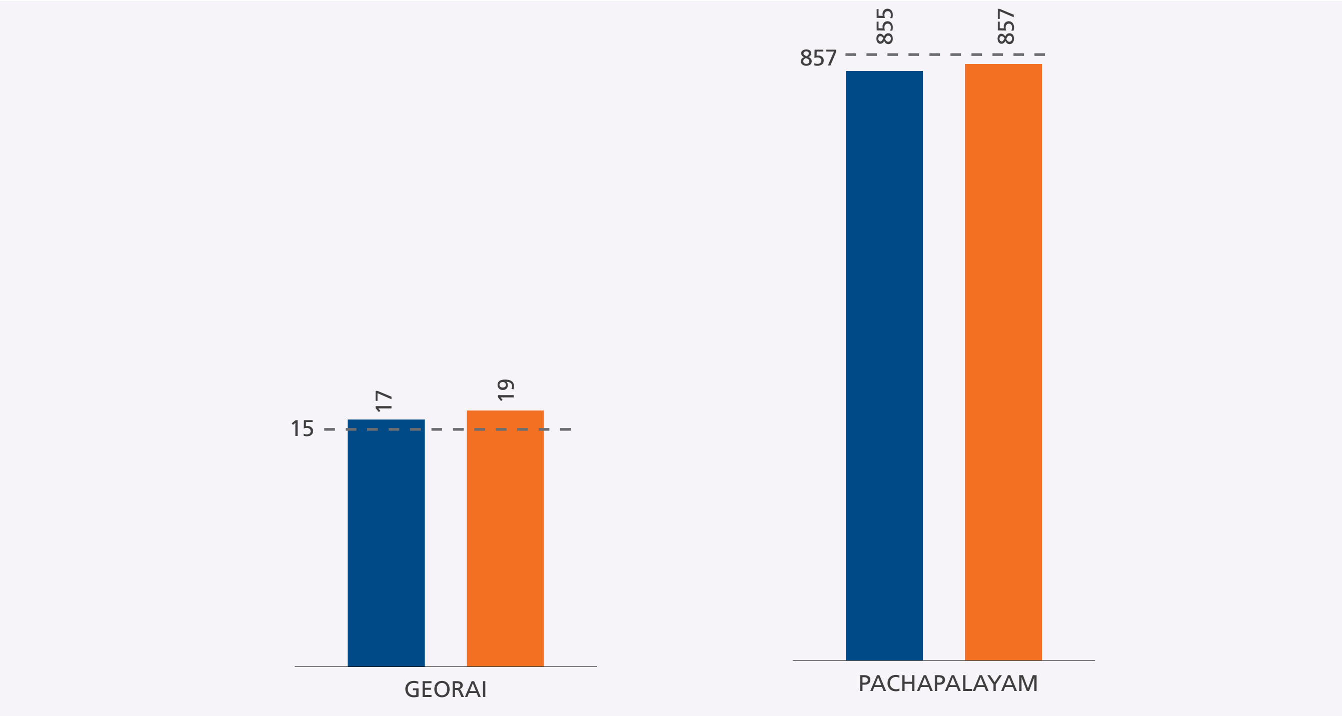
To date, 4,456 sanitation units have been built through the project, and 2,719 households have followed suit. 41 villages across the three states are now Open Defecation Free (ODF).

School sanitation unit constructed at Swaraj Secondary School in Brahmangaon Village, Devgaon, Maharashtra

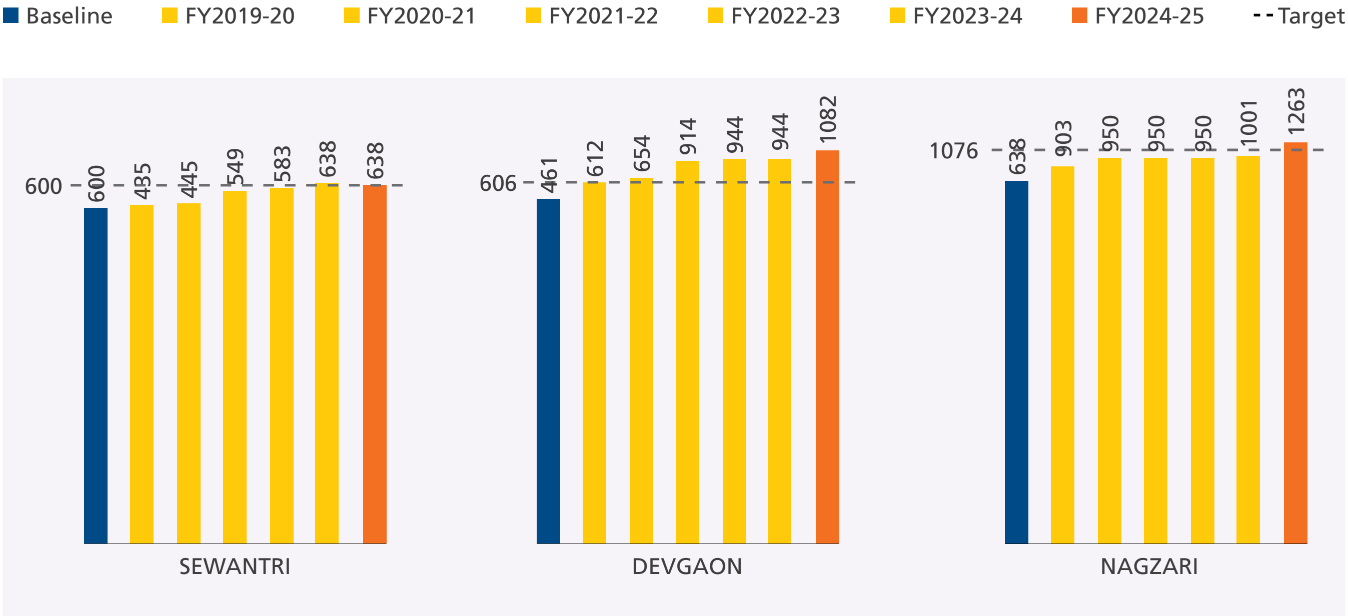
Depth of Water from Land Surface (metre)



Georai in Maharashtra and Pachapalayam in Tamil Nadu are being newly reported from FY 2024-25. Unnati has been in Devgaon and Nagzari in Mahrashtra and Sewantri in Rajasthan since FY 2019-20



Total area covered under irrigation in FY 24-25 (hectares)



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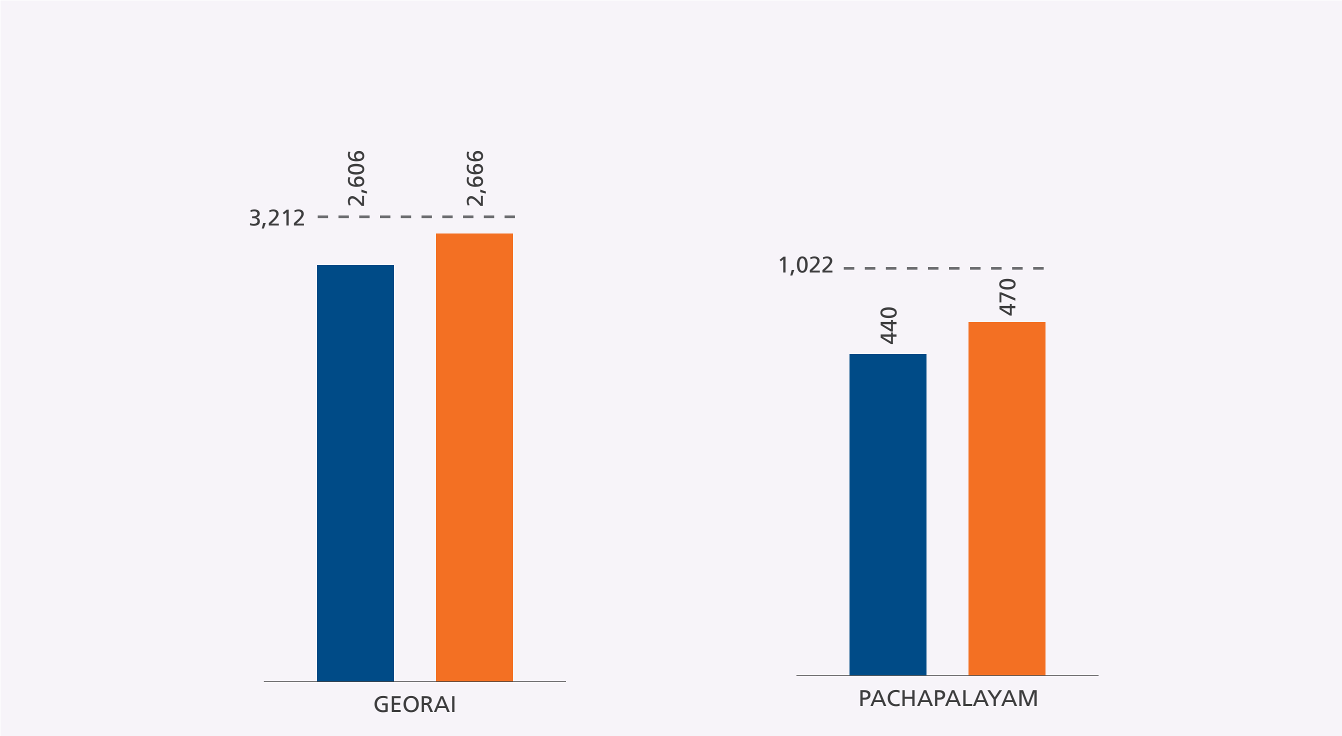


Health

Rural India faces intertwined challenges of food insecurity, cultural norms and limited public healthcare access. The Unnati programme focuses on food-insecure households with restricted access to diverse diets. Deep-rooted gender norms often prevent women from prioritising their health - many eat last, avoid seeking medical help, and primarily access healthcare for other family members. These factors contribute to maternal malnutrition, underweight births and childhood stunting. Unnati aims to break this cycle by promoting nutritional awareness, healthcare access, and behavioural change.

L&T addresses health holistically by improving food security through agriculture, horticulture, livestock, and allied livelihoods - enhancing household nutrition. Unnati's health efforts aim to improve dietary practices, raise awareness of government schemes, and strengthen access to public healthcare. The programme strengthens engagement between women and frontline workers like Accredited Social Health Activist (ASHA) and Auxiliary Nurse Midwife (ANM) by training women's groups and community volunteers to navigate cultural barriers. It also fosters dialogue with key stakeholders - Health Departments, Anganwadis, Panchayats and Block officials - to address systemic and institutional challenges.

Community volunteers, supported by VDCs and SHGs, lead health initiatives focusing on dietary improvements, kitchen gardening, hygiene practices, and awareness of Anganwadis. These efforts have resulted in increased health-seeking behaviour and greater demand for quality healthcare services. Additionally, communities have been empowered to advocate for supply-side improvements and collaborate with local authorities to identify and implement sustainable solutions.

Nikhil's Recovery from Malnutrition

One-year-old Nikhil from Koyla village showed signs of severe malnutrition during a home visit by Bal Sakhi Sohna Devi. Weighing only 5.7 kg and measuring 68 cm, Nikhil was enrolled in a Community-Based Management of Acute Malnutrition (CMAM) camp, where medical staff recommended admission to the Malnutrition Treatment Centre (MTC) for specialised care. Despite initial hesitation, Sohna Devi reassured the family and with continued support, they agreed to take Nikhil to the MTC in Kankroli for 15 days of treatment. Afterwards, Nikhil was re-enrolled in CMAM camp, where he received therapeutic food, medicines along with his mother also receiving nutrition training.

Today, Nikhil has made a remarkable recovery, having a healthy weight of 7.3 kg, and is thriving - thanks to the dedicated support of Sohna Devi and his mother.

Challenges and Solutions in Rural Education

India has made progress in education, but challenges like high dropout rates (26% before 5th grade) and poor learning outcomes persist, particularly in government schools. Rural areas face issues such as inadequate infrastructure, lack of resources, shortage of qualified teachers, and language barriers, with gender disparities compounding the problem. Challenges remain, as many second-grade students struggle with reading and older students face difficulties in basic math. Parental involvement is limited, with many parents not having completed education beyond the 10th grade.

To improve education, efforts focus on strengthening early childhood education in Anganwadis, providing teacher training, Teaching and Learning Materials (TLMs), and supplementary literacy and numeracy classes. Parents are trained to support their children's learning, and mobile libraries and Learning Resource Centres (LRCs) in areas like Rajasthan encourage reading and provide resources. Managed by community volunteers, these centres are handed over to the community for long-term sustainability.

Empowering Mothers through the ELM at Home Initiative

The Emergent Literacy and Mathematics (ELM) at Home initiative, part of the Saajhi Shiksha project, was introduced in Kookra and Lasadiya Gram Panchayats, Rajasthan, to empower mothers in teaching 3-6-year-old children. Sixty-five mentor mothers were trained in pedagogy, child development and using Teaching and Learning Materials (TLM). Regular meetings ensured continuous learning and engagement, enabling these mothers to support other parents and children.

Hemlata, a 25-year-old mother from Akhariya, Kookra, became a mentor mother when her daughter, Navya, was 3. Using toys and available resources, Hemlata taught Navya basic language and mathematics. Noticing that many local children couldn't attend Anganwadi due to distance, Hemlata began inviting them to her home for lessons. Despite initial resistance, she persisted, explaining the benefits of the ELM initiative and organising parent orientations.

Her efforts gradually built trust, and Hemlata's use of play-based learning methods increased engagement. Over time, the community became more involved, creating TLMs and supporting children's education. One villager said, "Hemlata teaches our children very well and imparts good values."

Hemlata's journey transformed from teaching her own children to supporting the education of an entire community, earning her respect and a sense of belonging.

A rapid assessment of 12 villages in the Devgaon and Nagzari clusters revealed significant gaps in children's reading and mathematics, particularly among children from Anganwadi to grades II and III-VIII. The assessment found a lack of access to essential reading materials, such as books, magazines, and newspapers, both at home and in schools, which hindered children's reading habits and academic progress. To address these gaps, an intervention was designed to improve educational outcomes for children aged 6-14. The intervention includes library programme, parent workshops and learning support classes focused on enhancing reading and mathematics, aiming for long-term academic growth.

Coverage under Unnati in five Locations – Devgaon, Nagzari, Georai, Sewantri and Pachapalayam

Households covered under ICDP		8,750
Area of land under the project area (hectares)		22,248
People covered		42,308
	FY 2023-24	**FY 2024-25**
Water Availability		
Water harvested (lakh litres)	51,727	53,391
Increase in water table level (metres - average)	12.9	14.6
Percentage of households with drinking water	98%	84%
Agriculture		
No. of crop demonstrations	338	569
Additional area protected from direct run-off (hectares)	2,620	8411
Increase in area under cultivation/irrigation	56%	43%
Fallow land converted to agricultural land (hectares)	218	344
Area under horticulture (hectares)	521^	722
Health and Nutrition		
No. of kitchen gardens	180	685
No. of children in Balwadi-s supported	195*^	1344
Livestock Livelihood		
No. of veterinary camps	14*^	24
Pastureland area under protection (hectares)	22*	28
Institution Building		
Village Development Committees	66	44
No. of active SHGs	237	305
SHG Savings Fund created for inter-loaning (in ₹ lakh)	126	192
No. of farmer groups formed	8#^	18
Capacity Building		
No. of farmers who attended Farm-Field Training	1,643	1,622

** In ICDP Sewantri Location*

 # In ICDP Devgaon and Nagzari Location

^ Interventions till September 2023

~ Last year, three locations-Devgaon, Nagzari and Sewantri were covered under ICDP

Education

L&T's educational initiatives aim to drive social progress and inclusive development in India's education system. These efforts include improving infrastructure in under-resourced rural, peri-urban and urban schools, establishing community learning centres, enhancing teacher skills and promoting community monitoring systems. Project Jyoti, the STEM education programme bridges the urban-rural divide by introducing Science and Mathematics to students in resource-limited government schools, sparking interest in STEM fields.

India's education system faces challenges like inadequate infrastructure, limited resources, varying learning levels, and disparities in teaching quality. Integrating STEM pedagogy with existing science and mathematics curricula requires comprehensive teacher training to engage students in STEM effectively.

672 **schools**

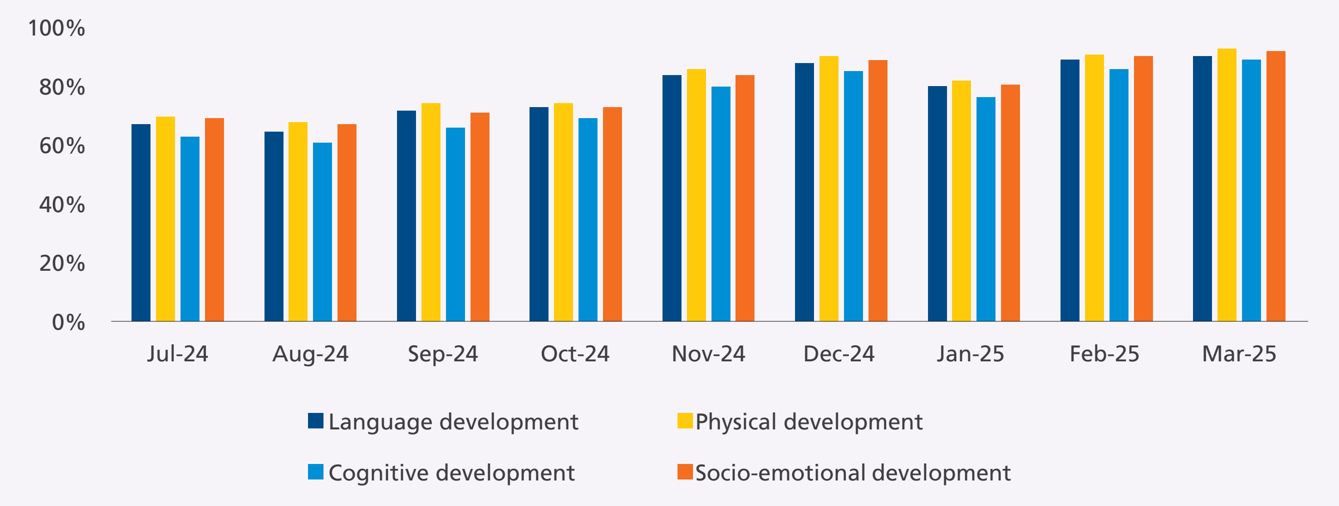
reached across India in FY 2024-25

Early Childhood Support

L&T's preschool initiative in Mumbai's low-income areas creates a nurturing environment for children's development. Operating for 10 months in 87 community preschools (Balwadis), the programme serves 4,302 children, preparing them for primary school. It focuses on emotional, cognitive, language, and sensory-motor skill development.

The initiative also empowers local women by training them to become Balwadi teachers and providing support and resources. The programme includes teacher training, learning assessments, and home visits, boosting attendance and parental involvement while ensuring a joyful and secure learning environment. As a result, children's cognitive, emotional, language, and motor skills improved by an average of 43%. The programme aims to support vulnerable children's holistic development, helping them realise their potential and contribute to society.

Average Score in Classroom Learning Evaluation (CLE)



CLE is a Classroom Learning Evaluation tool that measures children's language, physical, cognitive and socio-emotional development.

Mamata Chaudhary and Hansika's Journey

Mamata Chaudhary, a 33-year-old mother of two, is determined to provide her children with the education she could not afford. Living in a one-room home with her husband, an office boy, Mamata faces financial challenges. While searching for a preschool for her 3-year-old daughter, Hansika, she discovered a free Balwadi run within a local temple in Andheri, Mumbai.

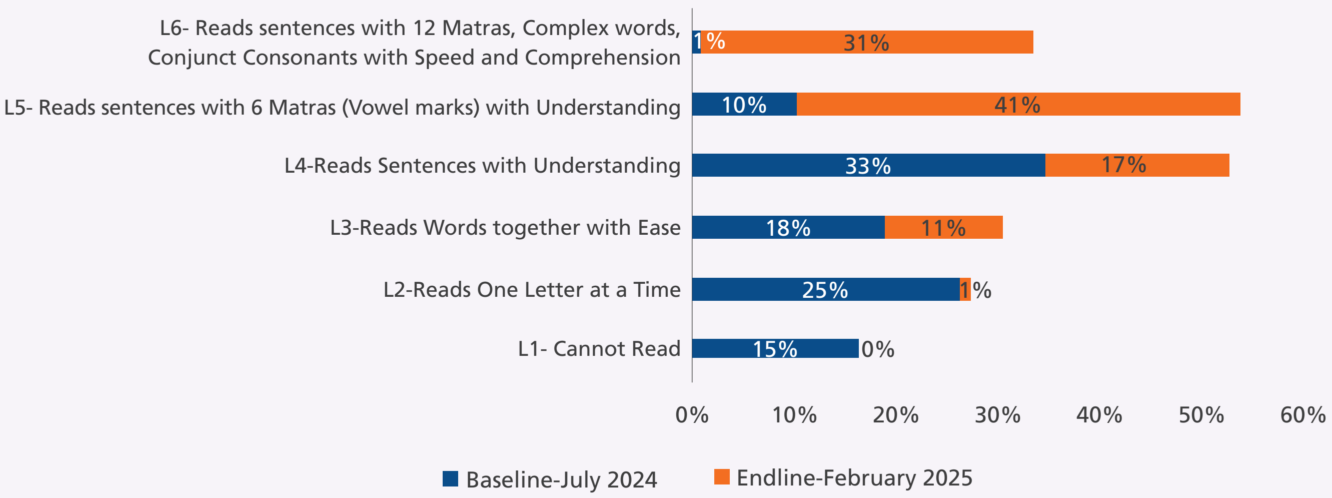
Many children in their low-income community lacked access to quality early education due to the high cost of private preschools. At first, Hansika was reserved and unresponsive, but she thrived at the Balwadi, where play-based learning methods like rhymes and imaginative play sparked her interest. She can now count and recognise alphabets, colours and animals.

The Balwadi also supports parents through workshops on child development, mothers' groups and WhatsApp communication, empowering parents like Mamata to engage more in their children's learning. Mamata adopted techniques like storytelling to support Hansika's growth further. The combination of quality education at the Balwadi and active parental involvement has provided Hansika with a solid foundation for lifelong learning. Mamata is thrilled with her daughter's progress.

Learning Enhancement through the School Partnership Programme

L&T's School Partnership Programme in nine Municipal Primary Schools in Powai, Mumbai, focuses on enhancing foundational literacy and numeracy (FLN). The programme improves learning outcomes through interactive methods by shifting from teacher-led to learner-led teaching. It reached 2,965 children and introduced initiatives like Reading Promotion and Home Lending to boost linguistic skills. As a result, 19% of children showed improvement in literacy, 44% in numeracy, 46% in reading levels, and 27% in language development through the library initiative.

Reading Promotion Programme Assessment



Jyoti – STEM Education Initiative

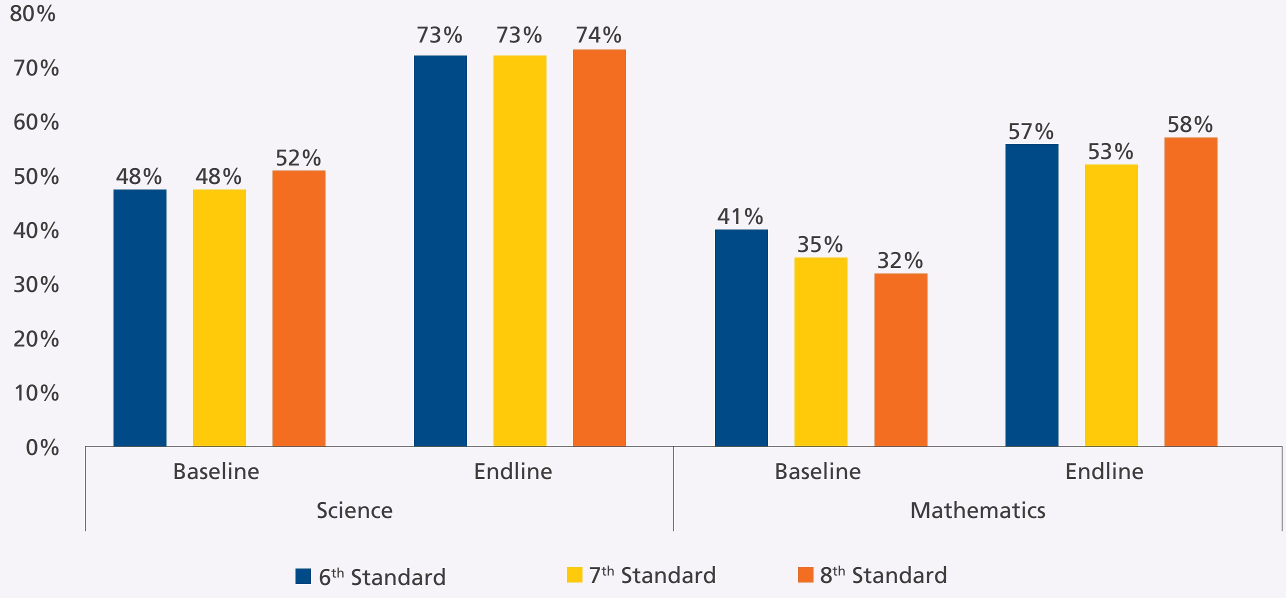
Project Jyoti, the STEM programme aims to bridge educational disparities in grades 6-8 in government schools across Gujarat, Tamil Nadu, and Maharashtra by enhancing STEM education. The initiative provides digital infrastructure, teacher training, hands-on models, and activity-based learning (ABL) to engage students and spark curiosity in scientific concepts. Teachers are trained to implement ABL and create Edu-Reels (short curriculum-aligned videos). The programme also introduces robotics and space kits, enriching students' STEM knowledge and skills. Key components of the programme include:

- Teacher Training: Teachers receive extensive training in STEM pedagogy and ABL strategies, including sessions at the District Institute of Education and Training (DIET). During the year, 200 teachers were trained and 68 students created 24 models.
- Teacher Innovation Contest: Teachers innovate STEM or entrepreneurial prototypes to solve local challenges, fostering a culture of innovation. Around 208 teachers from 123 schools participated in creating STEM models.
- ABL Sessions using STEM TLM help students grasp science and mathematics more effectively.
- Young students at Entrepreneurs Bootcamp present entrepreneurial solutions to real-world problems, developing their critical thinking and innovative mindset.
- National, state and district-level science fairs boost students' confidence and recognition in STEM fields after completing experiments and projects.
- STEM Innovation and Learning Centres (SILC) integrate all four core STEM disciplines and support students' advancement.

The programme has led to 80% of teachers finding it easier to teach concepts, 95% of students showing better conceptual clarity, and 85% of parents noticing increased interest in STEM. Additionally, 83% of students improved their grades in mathematics and science, and 89% expressed a strong interest in science.

"The STEM lab at DIET is a remarkable initiative that ignites curiosity and a love for science. I see it growing into a hub for innovation and research, equipping students to excel and become future innovators."
– Mr. Lakshminarasimhan, Principal, DIET

Subject-Wise Average Percentage



Sparking Scientific Curiosity Through Jyoti STEM Labs

Kanishka, a student at Government High School in Coimbatore, once found science classes unengaging due to the heavily theoretical approach. Her perspective shifted after joining the Jyoti STEM lab and participating in ABL sessions. With access to interactive tools and the Life App - a mobile platform that connects STEM concepts to real-life applications, Kanishka's interest in science grew. She even created a simple water purification system that her mother now uses at home.

Encouraged by her teacher and Jyoti facilitators, Kanishka began building hands-on models such as water rockets and electric circuits. Her involvement in STEM clubs over the year helped her further explore and apply scientific principles through various projects.

Young Entrepreneurs Finale 2025: Nurturing Innovation for Social Impact

Held on February 28 and March 1 as part of the Jyoti initiative, the Young Entrepreneurs Finale 2025 brought together budding innovators from 75 schools across Mumbai and Talegaon. 450 students showcased community-driven solutions, with 149 finalists presenting 75 unique ideas aimed at tackling real-world challenges. The top three ideas were recognised at the event for their creativity and potential impact. The event was the culmination of an intensive 18-hour "Thinking Coaches" workshop, where students were introduced to Design Thinking and Future Technologies, helping them frame and solve local problems through innovation. In parallel, 150 teachers received training to guide and mentor future cohorts of young changemakers.

Adding a strong industry-school connection, 10 L&T-eers mentored students from 8 schools, fostering a spirit of creativity, collaboration, and entrepreneurship. In total, 10,000 students and 150 educators engaged with the programme - demonstrating L&T's commitment to empowering the next generation of innovators and leaders.

Community Learning Centres: Strengthening Foundational Literacy and Numeracy

L&T's Community Learning Centres provide critical remedial support to primary school students aged 7 to 12, with the goal of bridging foundational literacy and numeracy (FLN) gaps. Located within government schools or public spaces, these centres function after school hours in partnership with local Municipal Corporations, ensuring access to academic support within students' communities.

Children lagging in grade-level competencies are grouped into small, focused cohorts and attend two-hour daily sessions facilitated by qualified teachers or trained volunteers. These sessions offer personalised attention in language and mathematics, creating a safe and supportive environment that boosts confidence and academic growth.

Currently, L&T operates 41 centres in Mumbai, reaching 2,305 children, and 10 centres in Chennai, supporting 728 children. The programme has demonstrated measurable improvement in learning levels and has garnered strong parental appreciation, validating its role in promoting inclusive, quality education for all.

Suraj's Journey from Struggling Student to Confident Learner

Suraj, a 5th standard student, lived with the burden of economic hardship, limited academic support, and a lack of access to quality education. Unable to read simple sentences or perform basic mathematical operations, Suraj also struggled with low self-esteem and hesitated to ask questions in class. His learning experience was passive, devoid of practical or interactive methods, leaving subjects like language and mathematics intimidating and inaccessible.

A turning point came during a home visit when his family learned about L&T's Community Learning Centre programme and enrolled him. The programme introduced hands-on activities, interactive teaching techniques, and real-life applications of academic concepts. Suraj began to see relevance in his studies, which sparked his interest. Within four months, his communication skills improved, and he began asking questions and expressing himself more freely. Over the next two years, Suraj made significant academic gains in mathematics and language. He also developed leadership qualities by participating in extracurricular activities such as public speaking and dance.

Today, Suraj is confident, curious and self-motivated, embodying the transformative impact of targeted educational interventions that go beyond textbooks. His story is a testament to the power of holistic, inclusive learning environments in unlocking a child's potential.

Anjali Narsing Tadale – From Academic Struggles to Aspiring Nurse

Anjali grew up in a financially constrained household, supported by her mother who works as a domestic help. Despite her determination, she faced significant academic hurdles, especially in mathematics and language, due to a lack of quality educational support and the limitations of rote-based classroom teaching. These barriers left her discouraged and disengaged from her studies.

Her journey took a positive turn when she joined L&T's Community Learning Centre. In just three months, Anjali began to thrive in the centre's interactive, concept-focused learning environment. She gained confidence, started asking questions and actively participated in class discussions. The programme's learner-centric methods helped her grasp challenging concepts and develop a deeper understanding of the subjects she once struggled with.

Beyond academics, Anjali discovered her public speaking and singing strengths and took on leadership roles within the learning centre. She completed her 12th grade in science with consistent support and is now pursuing a degree in General Nursing and Midwifery while working part-time to support her ambitions.

Reflecting on her experience, Anjali shares, "The interactive teaching methods made learning exciting and practical."

Her story is a powerful example of how equitable education and supportive ecosystems can change a student's life's trajectory.

Self-Learning Classes

As part of the broader education programme, self-learning groups have been established for children in Grades 6 to 8, encouraging peer collaboration and independent study. On average, 131 children participate monthly, forming groups of five that meet at least once a week. These sessions run for 23 days each month and involve working through instructional materials and practice exercises in a collaborative setting.

This model supports academic learning and fosters teamwork, critical thinking and self-discipline among children. A notable ripple effect of the intervention is the increased involvement of the local elderly population, who now offer their homes as safe, quiet learning spaces. Many of them also take an active interest in the children's progress by monitoring sessions and providing encouragement.

Supporting Schools through Infrastructure Development

L&T plays a pivotal role in strengthening infrastructure and learning environments in under-resourced government schools across rural, tribal, and underserved urban areas. The support includes:

- Construction and renovation of critical infrastructure such as classrooms, libraries, laboratories, compound walls, toilet facilities, and playgrounds
- Supply and installation of classroom furniture, science and computer lab equipment, library resources, and digital classroom solutions
- Upgradation of facilities through building repairs, solar power implementation, and the installation of clean drinking water stations

To ensure equitable access to education, L&T also provides essential learning and recreational material - including uniforms, textbooks, notebooks and sports equipment - to students from low-income backgrounds in government and unaided schools.

These efforts are aimed at creating a safe, inclusive and stimulating educational environment, enabling students to learn, grow and thrive.

Transforming a Tribal School in Nigade Village, Pune

The Zilla Parishad School in Nigade village, Pune, caters to a tribal community facing economic hardship and limited access to quality education. The school was plagued by overcrowded classrooms, inadequate infrastructure and erratic power supply, which hindered learning and student well-being. Recognising these challenges, L&T intervened with comprehensive infrastructure and resource support, including:

- Construction of a safety wall, kitchen, and modern classrooms
- Upgradation of toilet facilities, installation of digital learning tools and a PA system
- Provision of a water filtration unit for safe drinking water
- Installation of a 5kW solar power system to ensure uninterrupted electricity

The transformation had a tangible impact on the school community. As one parent noted, *"My daughter now studies in a school that feels like a private one."* This sentiment reflects broader outcomes such as increased enrolment, greater parental involvement, healthier, more engaged and more confident children.

The school principal shared, *"This transformation has uplifted both the school and our spirits. L&T's support will be remembered for years."*

Sustainable Water Access in Chak Dhani, Nagaur, Rajasthan

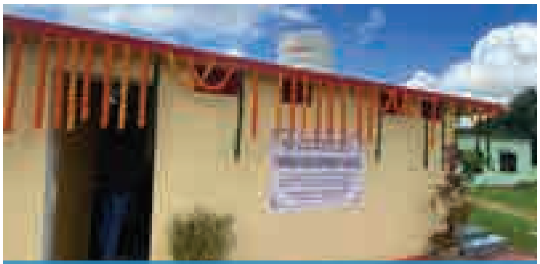
Chak Dhani, a remote village in the Thar Desert, faces extreme summer temperatures of up to 50°C and a severe water crisis due to depleting groundwater. The Government Senior Secondary School, serving 230 students, struggled with acute water shortages affecting hygiene and learning conditions.

To address this, L&T implemented an integrated rainwater harvesting (RWH) system that captures monsoon rainfall and ensures year-round water availability. The system has already conserved 181 kilolitres of water, providing a sustainable solution to the school's water challenges and setting a model for water conservation in arid regions.

Before infrastructure developement in Zilla Parishad School, Nigade Village, Pune

After infrastructure developement

Desks and Benches donated at Nagarnar High School, Chhattisgarh



Toilet Block constructed at Jagannath Government High School, Jagatsinghpur, Odisha

The education programme partners with school principals to ensure active participation from teachers and students, fostering pride and encouraging knowledge-sharing across schools. Teachers and students also visit other schools for exposure to project activities. The Jyoti programme promotes STEM education through competitions and exchanges.

The programme strengthens School Management Committees (SMCs) by equipping them to address learning outcomes and sustain initiatives beyond the project. Parents are educated on their role in education, becoming active participants in SMCs and monitoring progress. Government collaborations, like teacher training with DIET under the Jyoti programme, ensure the involvement of government stakeholders, sharing best practices and ensuring long-term impact.

Interventions	Schools	Students
Jyoti	314	52,924
Digitisation	44	11,259
Preschool Interventions	87	4,302
Interventions to Enhance Learning and Life Skills	187	58,081
Community Learning Initiative-Centres and Schools	160	12,828
Infrastructure Improvement	252	89,431

Health

Since 1968, L&T has been committed to improving community health by providing accessible, affordable healthcare to disadvantaged populations. The Indian healthcare system faces challenges such as rising costs, a shortage of trained medical personnel, rural-urban disparities, and inadequate public health funding. Many lack health insurance and awareness of key health behaviours.

To address these issues, L&T operates 10 Community Health Centres (CHCs) and 12 Mobile Health Units (MHUs) across Gujarat, Maharashtra, and Tamil Nadu, providing primary care, speciality services, and outreach programmes. These include health education, medical camps, and support for vulnerable groups like children, pregnant women, the elderly, and differently abled individuals.

Furthermore, L&T integrates services with National Health Programmes, including RMNCH+A, family planning and disease prevention for leprosy, tuberculosis and HIV. The centres manage non-communicable diseases, mental health, early cancer detection and therapeutic care for children with disabilities. L&T also leverages government schemes to reduce patient expenses, offering financial support and subsidised medications. Through these initiatives, L&T enhances healthcare accessibility and equity for vulnerable communities across India.

Cancer Care Services

L&T is dedicated to promoting cancer awareness, early diagnosis, and preventive education through targeted interventions for both men and women. The goal is to increase awareness that cancer is treatable and encourage regular screening for early detection. In the past year, 1,417 individuals participated in these camps. Additionally, L&T supports a shelter programme providing temporary housing for caregivers and children undergoing cancer treatment in Mumbai. Over the year, 10 children and 20 caregivers received shelter, and 55 counselling and motivational sessions were held to support the children.

Raginiben Bakkariya's Journey to Recovery

Raginiben Bakkariya, a 36-year-old woman from Udhana village, Surat, was diagnosed with kidney failure during childbirth. Despite a modest income and the added responsibility of supporting her family, Raginiben was advised to begin dialysis without delay.

In January 2024, she began dialysis at the L&T Health and Dialysis Centre (LTHDC) in Surat, which offers free dialysis services under the Pradhan Mantri National Dialysis Programme. The centre, operational since 2015, provides multispecialty OPD services, diagnostics, and 11 dialysis beds. Initially, Raginiben experienced complications such as vertigo, headaches and vomiting during dialysis. With support from her family, who took care of her children, she continued her sessions twice a week. Over time, the LTHDC team closely monitored her progress and saw a significant reduction in symptoms and improvement in health.

Raginiben is now registered for a kidney transplant and remains hopeful for a successful outcome. She expresses deep gratitude for the care and support at LTHDC, which has helped her regain her health and strength.

Mr. Sivaraja's Health Journey

Mr. Sivaraja, a 73-year-old farmer from Murugapathi village, Coimbatore was diagnosed by the MHU team of health risk as he was showing signs of high blood pressure. With limited awareness of the risks and access to healthcare, urgent intervention was needed. The MHU doctor recommended lifestyle changes and prescribed consistent medication. Mr. Sivaraja was referred to the Primary Health Centre in Arisipalayam for further treatment, and his case was shared with the Makkalai Thedi Maruthuvam team. A month later, a follow-up showed that Mr. Sivaraja adhered to the treatment plan and he now receives monthly medication at his doorstep through the Makkalai Thedi Maruthuvam initiative (flagship programme of the Government of Tamil Nadu offering a comprehensive set of Home-based health care services).

This case highlights the significance of collaborative health programmes like MHU and Makkalai Thedi Maruthuvam in improving healthcare access in rural areas and enhancing the quality of life for individuals like Mr. Sivaraja.

Skill Development

L&T has been leading efforts to address India's skill development challenges, particularly in the construction sector, by bridging the gap between the high demand for skilled labour and the limited employability of youth. In 1995, L&T established its Construction Skills Training Institutes (CSTIs) to equip underprivileged rural youth with industry-relevant skills, thereby enhancing their employability and contributing to national infrastructure growth.

L&T operates CSTIs across nine locations, namely; Kancheepuram, Tamil Nadu; Panvel, Maharashtra; Pilkhuwa, Delhi; Jadcherla, Telangana; Cuttack, Odisha; Attibelle, Karnataka; Chacharwadi, Gujarat; Hyderabad, Telangana; and Serampore, West Bengal. These institutes offer training in over 14 construction trades, such as welding, scaffolding, masonry, and electrical work, with a focus on practical, hands-on training (80% of the courses). The curriculum aligns with National Skills Qualification Framework (NSQF) standards and trainees who successfully complete the programme receive certification from the National Council for Vocational Training (NCVT). In addition to technical training, L&T incorporates soft skills, digital literacy and safety protocols into its courses, ensuring that trainees are prepared for the evolving needs of the workforce.

First batch of women trainees from Skill Hub, Mayurbhanj, Odisha deployed for their job postings

L&T is dedicated to promoting gender inclusivity within the construction industry. Through its targeted initiatives, the CSTIs have successfully trained and placed women in various construction roles, breaking traditional gender barriers and empowering women to pursue careers in this sector.

L&T's CSTIs trained 12,594 candidates, achieving a 72% placement rate with an average monthly salary of ₹ 17,800.

Multi-Skill Training Centre trained 121 candidates, and through other vocational courses trained 2,466 individuals.

In partnership with the Ministry of Skill Development and Entrepreneurship and the National Skill Development Corporation (NSDC), L&T's Skill Trainers Academy (STA) in Mumbai trains high-calibre trainers who effectively impart skills to youth, ensuring a continuous supply of qualified professionals to meet the demands of the industry. Through these initiatives, L&T not only enhances the employability of youth but also significantly contributes to the development of India's infrastructure and economy.

Story of Laxmi Murmu, who defied societal norms

Laxmi Murmu, a 20-year-old from the Santhali community in Mayurbhanj, Odisha, faced significant challenges after losing both her parents at a young age and was raised by her grandparents, who were daily wage labourers. Determined to create a better future, she completed her intermediate studies and enrolled in a plumbing trade course at L&T Skill Hub in Mayurbhanj. Additionally, she pursued a Microsoft Digital Literacy course for Data Entry Operators.

After completing her training, Laxmi secured a job as a data operator and office assistant at L&T HRRL-DFCU site in Barmer, Rajasthan, earning approximately ₹ 20,000 per month. This job marked a turning point in her life. Laxmi used her income to build a house for her family and is now funding her siblings' education.

Her journey has not only transformed her own life but has also inspired others in her community to seek vocational training. Laxmi aspires to become a computer data operator trainer to empower other young tribal girls facing similar challenges.

1,889 women

Trained catalysing lasting change in their lives through skill development and livelihood opportunities.

Recognising the importance of trainers in building a competitive workforce, L&T established the Skill Trainers Academy (STA) in 2021 in Madh, Maharashtra. The STA aims to bridge the industry-academia gap by enhancing trainer capabilities through its 'Training of Trainers' (ToT) programme. The programme focuses on domain expertise, delivery techniques and soft and life skills to ensure industry-relevant instruction. The centre boasts modern infrastructure and expert trainers, including former L&T professionals and certified experts with MEPSC credentials.

In the past year, STA has trained 835 ITI trainers, polytechnic instructors and assessors affiliated with the Construction Sector Skill Council. Recognised as an Exclusive Centre for ToT/ToA by the Construction Skill Development Council of India (CSDCI), STA has established itself as a leader in trainer development.

Impact Assessment of CSR Projects

A total of 27 CSR projects implemented in FY 2022-23 qualified for impact assessment in FY 2024-25. Thinkthrough Consulting conducted the assessment during the year. These initiatives collectively reached approximately 5.5 lakh beneficiaries across thematic areas such as skilling, education, health, water and sanitation.

The assessment found that these interventions had a tangible and positive impact on both individual lives and community well-being. Beneficiaries reported improved quality of life through enhanced livelihood opportunities, increased income and savings and improved access to education, healthcare and knowledge for sustainable living. Furthermore, the adoption of better health and hygiene practices has contributed to a notable reduction in disease incidence, thereby strengthening overall community resilience and well-being.

Linking CSR Interventions with Government Schemes and Programmes:

Government Schemes and Programmes	L&T's Initiatives
Swachh Bharat Abhiyan	▪ 4,761 household toilets constructed since FY 2017-18 using local skills and materials ▪ 916 school toilets constructed since FY 2015-16 ▪ 40,172 children provided WASH awareness since FY 2015-16 ▪ Community-based monitoring committees ensured that these villages became open-defecation-free
Swajal Yojana under the Rural Development Ministry	Watershed development programme under Unnati, ICDP
National Rural Livelihood Mission (NRLM)	SHG programme under Unnati, ICDP
Agricultural Technology Management Agency (ATMA) scheme	Exposure visit, training, demonstration under Unnati, ICDP
Pradhan Mantri Krishi Sinchayee Yojana	Drip irrigation in Unnati, ICDP
Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)	Farm bunding activity in Unnati, ICDP
Sarva Shiksha Abhiyan (SSA)	Community preschool programmes and community learning centres prevent dropouts and ensure enrolment
STEM Initiative of National Science and Technology Communication Council and the Department of Science and Technology, Government of India	L&T's STEM Education Programme Jyoti
National AIDS Control Programme (NACP)	L&T ART Centre at Andheri
National TB Control Programme (RNTCP)	L&T TB Centre at Andheri
National Family Planning Programme	Contraceptive services made available at L&T Health Centres
Integrated Child Development Scheme	Improving the quality of services at Anganwadi and capacity building of Anganwadi workers
Mother and Child Health Programme	ANC PNC care and immunisation services provided at the health centres are linked to this programme
Ayushman Bharat Yojana	Linking patients visiting L&T health centres to this scheme
Pradhan Mantri Jan Arogya Yojana	Linking patients availing dialysis services at L&T centre to this scheme
Pradhan Mantri Bhartiya Janaushadhi Pariyojana	Linking patients visiting L&T health centres to this scheme
Mahatma Jyotiba Phule Jan Arogya Yojana in Maharashtra	Linking patients visiting L&T health centres with this scheme
Widow Pension Yojana	Linking HIV impacted widows at ART Centre
Adhar Poshan Yojana	Provide nutritional support to HIV-affected patients at the ART centre
National Skill Development Mission	L&T CSTIs and STA at Madh

L&T-eering: Employee Volunteering Initiative

L&T fosters a strong culture of employee volunteering, encouraging its staff to actively support social causes. In FY 2024-25, 9,590 L&T volunteers dedicated their time and skills to a range of initiatives, including creativity camps, STEM workshops, educational trips, NGO and craft melas, and Daan Utsav. Many volunteers focused on mentoring underprivileged children to bridge learning gaps and build future-ready skills. Employees also contributed to healthcare efforts through medical camps, blood donation drives, and awareness campaigns. Additionally, environmental initiatives like tree plantations, clean-up drives, and promoting renewable energy showcased L&T's commitment to community development and sustainability.

Young Science Leader (YSL) Initiative – Fostering Scientific Mindset in Rural Gujarat

On June 2024, LTPCT launched YSL Initiative - a Science Model Making Competition aimed at nurturing curiosity, creativity, and scientific thinking among students from Navsari and Dang districts. The initiative actively engaged L&Teers from AMNHEC, Hazira, in mentoring and guiding student participants.

Mentor Capacity Building

A dedicated workshop was conducted on November 2024, in collaboration with ENPower to equip L&Teers with mentoring skills focused on model creation, presentation, and idea refinement.

Special Session

On December 2024, a Fire & Safety Awareness was conducted at the Naik Foundation by L&Teer including quiz and practical demonstration.

Grand Exhibition

The final exhibition took place at KVS High School, Kharel, from December 20-21, 2024, showcasing 126 science models created by 378 students. 20 L&Teers served as jury members. The exhibition saw a footfall of 5,022 visitors.

A total of 59 L&Teers contributed 1,611 volunteer hours, significantly enriching the learning experience of participating students and promoting STEM education in underserved regions.

Student Engagement

Following interactive sessions at Deep Darshan School (Dang) and A.M. Naik Technical Training Centre (Navsari) on November 2024, 32 L&Teers began mentoring students both online and offline from November to December 2024. Their support included model enhancement, presentation and coaching.

Outlook Ahead

Two new Construction Skills Training Institutes (CSTIs) are being set up to expand access to skill development for youth and support their gainful employment while also strengthening existing CSTIs as Centres of Excellence. This step addresses the pressing workforce gap in the construction sector. Despite its scale, currently contributing about 9% to India's GDP and employing nearly 50 million people, the industry faces an annual shortage of around 4 million skilled workers, hampering growth and efficiency. Projections indicate that by 2030, India will require approximately 91 million skilled construction workers - an increase of about 45% over the current workforce - to meet rising industry demands. (Construction Skill Development Council, 2022)

To further promote STEM education in government schools, the programme will place greater emphasis on engaging key stakeholders, including parents and the wider community. This collaborative approach aims to build a supportive ecosystem where STEM education can flourish, ensuring better management and long-term sustainability of the project activities in these schools.

Relationship Capital

Refers to the value derived from an organisation's relationships with its stakeholders, including customers, suppliers, employees, investors, and the broader community. It encompasses trust, communication, collaboration, and goodwill, collectively fostering strong, mutually beneficial connections. Unlike physical or financial assets, relationship capital is intangible but pivotal in long-term business success and sustainability. Key aspects of relationship capital in the value chain include:

- **Trust and Collaboration**: When partners work together transparently and share information, it leads to more efficient problem-solving, innovation, and mutual growth.
- **Engagement and Loyalty**: Building long-term relationships with suppliers and customers enhances reliability, reduces lead times, and ensures better quality control.
- **Communication and Transparency**: Open, honest communication builds a foundation of trust, which is vital for anticipating issues, addressing challenges, and driving continuous improvement in the value chain.
- **Risk Management**: Strong relationships with the direct stakeholders help organisations better anticipate, mitigate, and manage risks such as supply disruptions, price volatility, or regulatory changes.

Embedding Sustainability in Supply Chain

L&T acknowledges the critical importance of a sustainable supply chain in fostering business resilience and generating long-term value for all stakeholders. As a leading, diversified engineering and construction conglomerate with an extensive and intricate global supply network, the Company is committed to embedding sustainability principles throughout its procurement and supply chain operations.

At L&T, procurement is viewed as a strategic lever to nurture long-term, trust-based relationships with the suppliers and partners. These relationships are a vital component of the capital and significantly enhance resilience and sustainability of the operations. Through the initiatives, the Company goes beyond contractual compliance to establish structured, collaborative partnerships with critical and strategic suppliers. These initiatives emphasise co-innovation, capability building and performance improvement. By focusing on these areas, L&T aims to build a robust and sustainable supply chain that supports the business objectives and contributes positively to the broader community and environment.

ESG Integration

The Company is guided by the Sustainable Supply Chain policy and Code of Conduct for suppliers, which outlines expectations related to labour practices, environmental protection, human rights, ethics and anti-corruption to ensure ESG factors are embedded across the supply chain.

650+
supply chain partners were trained on ESG in the past two years

Capacity Building

The Company believes in enabling the suppliers to grow sustainably alongside us. L&T conducts regular training and capacity-building sessions to familiarise suppliers with evolving sustainability expectations and standards. This includes topics such as fundamental of ESG, regulatory frameworks, BRSR, L&T's sustainability prerogatives, environmental management, health & safety and human rights.

Ethical Sourcing and Governance

All suppliers are expected to comply with the Supplier Code of Conduct and submit a declaration of compliance. This is a mandatory step towards onboarding any vendor. Additionally, the suppliers are assessed on limited ESG KPIs such as quality, safety, environment management systems and other compliances during the screening process. Also, grievance redressal and whistleblower mechanisms are in place and communicated regularly to enable suppliers and vendors to report concerns confidentially.

ESG Assessment of Supply Chain Partners in FY 2024-25

L&T undertook an internal ESG assessment of its top 200 supply chain partners in FY 2023-24, based on their contribution to total procurement spend. This initial assessment focused on limited ESG key performance indicators (KPIs), including environmental compliance, human rights, labour practices, CSR and basic governance parameters.

Building on this foundation, L&T further strengthened its approach to supply chain sustainability in the current reporting year by partnering with an independent third-party agency to conduct a more comprehensive ESG assessment. This external engagement brings enhanced objectivity and benchmarking capability and helps identify both risks and improvement opportunities across critical suppliers.

The refined approach includes detailed supplier questionnaires aligned with global ESG standards, desk reviews, disclosures, and on-ground validations (as applicable), scoring and classifying suppliers into ESG risk categories and developing corrective action plans for medium- and high-risk suppliers.

Identification of ‘Critical’ Supply Chain Partners

L&T undertook a structured and strategic exercise to identify critical supply chain partners - those with the highest influence on business continuity, operational performance and sustainability outcomes. Given the Company’s diversified portfolio across infrastructure, engineering, manufacturing and EPC domains, the identification process was guided by a set of well-defined criteria, including:

- **High Value / High Volume Suppliers**: Partners supplying essential materials such as steel, cement, aggregates, or capital-intensive equipment.
- **Single or sole source suppliers**: Vendors providing proprietary technologies, niche components, or critical engineering systems with limited alternative sourcing options.
- **Strategic Impact Suppliers**: Suppliers deeply integrated into project delivery or long-term collaboration with innovation and co-development potential.
- **Geographical or Risk-Based Importance**: Suppliers operating in high-risk geographies or critical to time-sensitive project execution.
- **Client-Designated Suppliers**: Partners mandated or preferred by clients due to specific technical, compliance, or strategic reasons.

Based on this multi-dimensional criteria, 120 critical supply chain partners were identified for focused engagement. Suppliers engaged in commodity supplies, finished product supplies, engineered system supplies, service providers and labour subcontractors were identified to ensure a fair mix. During the reporting year, these suppliers underwent a comprehensive ESG assessment, forming the cornerstone of L&T’s effort to strengthen sustainability performance, resilience, and transparency across its supply chain.

Training Programmes for Critical Supply Chain Partners

To support the ESG assessment process and foster shared responsibility, L&T conducted dedicated training sessions for its critical supply chain partners. These programs were designed to onboard suppliers into the Company’s ESG journey and build awareness of the assessment framework, methodology, and expectations.

Phase 1 Self-assessment by the Supply Chain Partners

L&T leveraged a dedicated digital platform of a third party to conduct a structured self-assessment of its critical supply chain partners across five key ESG modules: **governance, ethical business practices, human rights and labour management, health and safety, and environment**. The assessment questionnaire was developed in alignment with applicable regulatory requirements, BRSR disclosure expectations, and global sustainability standards. Suppliers were required to submit supporting documentation for each response to ensure transparency and verifiability. To ensure objectivity and credibility, the responses and documents submitted were validated by independent third-party assessors. Based on the assessment, the suppliers were categorised into three categories reflecting their maturity in ESG performance: **green, yellow, and amber**.

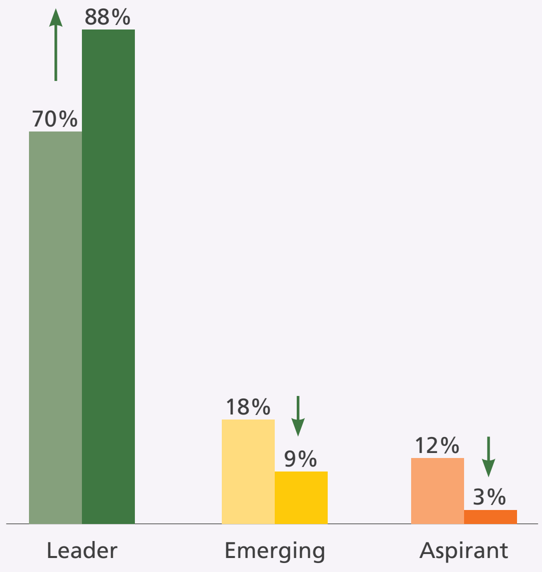
Phase 3 Re-assessment of ESG score

The yellow and amber band suppliers were subsequently reassessed through the digital platform, confirming measurable improvements in their ESG scores based on the corrective actions implemented.

Phase 2 Gap Assessment Report and Handholding Workshops

Following the first level ESG assessment, a customised action report was shared with yellow and amber rated supply chain partner, highlighting key findings and priority improvement areas. This enabled the suppliers to set specific targets and timelines to enhance their ESG performance and progress toward higher maturity bands. To support suppliers, those in the yellow and amber bands, L&T conducted targeted handholding sessions focused on recurring improvement areas across five ESG modules. Topics included *EMS implementation, ESG integration into business strategy, climate risk management, occupational health & safety, sustainable supply chain development, and water and waste management*. Suppliers were also assisted in developing and implementing action plans to enhance their ESG frameworks, policies, and implementation. This initiative demonstrates L&T's commitment to assessing ESG risks and building supplier capabilities through collaborative engagement and continuous improvement.

Impact of intervention and hand holding of the supply chain partners



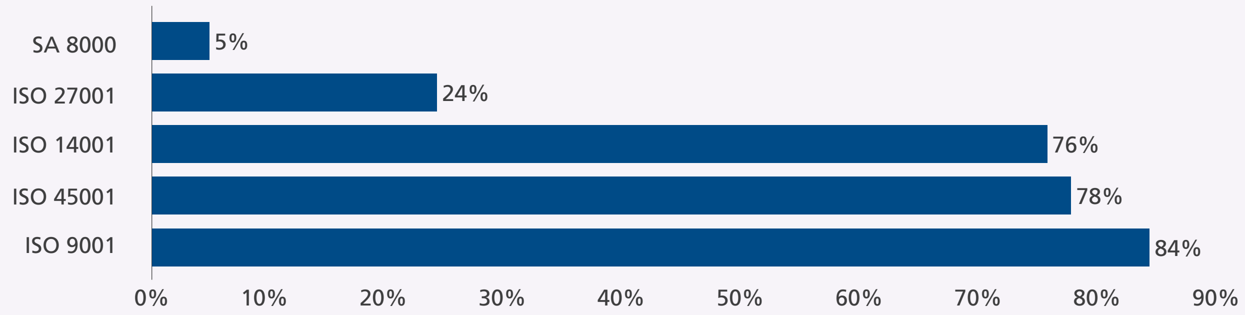
- *Increase from 84 to 106 suppliers to Green band*
- *Decrease from 22 to 11 suppliers in Yellow band*
- *Decrease from 14 to 3 suppliers in Amber band*

Band	Score Range	Interpretation	Phase I	Phase III
Green	> 60%	Leader		
Yellow	> 40% and < 60%	Emerging		
Amber	< 40%	Aspirant		

This outcome underscores the effectiveness of continuous engagement and capacity-building in driving tangible improvements in supply chain ESG performance.

Sustainability certifications in the supply chain play an important role in supporting ethical, environmental, and social responsibility throughout upstream and downstream operations. They help demonstrate alignment with recognised sustainability standards, enhance transparency, and contribute to managing ESG-related risks more effectively. Below is a categorised overview of widely recognised certifications:

Critical Suppliers with Certifications



By fostering open communication, joint problem-solving, and a shared commitment to responsible growth, L&T continues to deepen its relationship capital. These efforts enhance the Company's reputation as a partner of choice while ensuring alignment with global sustainability standards and stakeholder expectations.

The basis of identification of these stakeholders has been elucidated in the '*Driving Stakeholder Engagement*' chapter, along with the mode of engagement, frequency, and topics covered in these engagements. Furthermore, *Principle 4 of the BRSR* aligns closely with relationship capital by highlighting the importance of building strong, trust-based, and mutually beneficial relationships with stakeholders. This relationship capital, in turn, drives sustainable business growth, innovation, and long-term value creation.

A grievance redressal mechanism plays a crucial role in building and maintaining relationship capital by fostering trust, improving communication, preventing conflicts, and ensuring stakeholder loyalty. By addressing stakeholder concerns effectively and fairly, an organisation strengthens its relationships and enhances its long-term sustainability and reputation. The mechanism related to investors, shareholders, and supply chain partners is explained in Section A of the BRSR of this Report. *The mechanism for workers, communities, and customers are explained in Principles 3, 8, and 9, respectively, of the BRSR section of this Integrated Annual Report FY 2024-25.*

Relationship capital is a crucial intangible asset that reflects the strength and quality of an organisation's relationships with its stakeholders. It is built on trust, effective communication, and mutual respect, driving long-term success and sustainability. By fostering strong relationships, organisations can enhance stakeholder loyalty, improve reputation, and unlock new opportunities for growth. Managing relationship capital through consistent engagement, transparency, and responsiveness to stakeholder needs ensures a competitive edge and contributes to overall organisational resilience.

FINANCIAL
CAPITAL

Financial capital is fundamental to the Company's resilience, allowing it to effectively manage risk amidst macroeconomic volatility and unforeseen disruptions. It enables the Company to maintain a balance between managing risk and pursuing sustainable growth. Backed by a record-high order book, a robust balance sheet, a well-diversified business portfolio, and a consistent track record of successful execution, the Company is well-positioned to navigate the current business environment. Continued growth in core business segments, alongside strategic forays into emerging sectors is expected to play a pivotal role in advancing the Company towards its Lakshya 2026 goals. These efforts are also expected to deliver long-term value for all stakeholders.

Key Highlights of FY 2024-25

39% Order Inflow growth

13% Revenue growth

43% Dividend payout ratio

Strategy linkage[1]

SO-I SO-II SO-III SO-IV SO-V

SE-1 SE-3

SDGs impacted

Material Topics

- Business Ethics
- Climate Action
- Data Security, Privacy and Cybersecurity
- Social Engagement and Impact

[1] *For details, refer to the 'Business Model and Strategy' section of this Report.*

L&T's standalone financials reflect the performance of Infrastructure Projects segment, Energy Projects segment (comprising Hydrocarbon, CarbonLite Solutions, and Green and Clean Energy), Hi-Tech Manufacturing segment (comprising Heavy Engineering and Precision Engineering & Systems), and Others segment (includes Realty, Construction & Mining Machinery, Rubber Processing Machinery, Smart World & Communication {reflects residual portion}, E-commerce/Digital platforms and Data centers).

Key highlights of FY 2024-25:

- L&T Energy Hydrocarbon Engineering Limited and L&T Offshore Private Limited, wholly owned subsidiaries have been amalgamated with the Company w.e.f. April 1, 2024.
- The Company, on April 10, 2024, concluded the sale of its stake in L&T IDPL to an infrastructure fund managed by Edelweiss Alternative Asset Advisors Limited.
- In February 2025, the Company acquired the remaining 26% stake in L&T Special Steels and Heavy Forgings Private Limited (LTSSHF) from the Nuclear Power Corporation of India Limited (NPCIL), thereby making LTSSHF, a wholly owned subsidiary.
- The Company has acquired 15% equity shareholding of E2E Networks Limited through preferential allotment on December 04, 2024 and recognised it as an investment in an Associate of the Company.

Performance Summary for FY 2024-25:

- Order Inflow achieved a growth of 39% y-o-y, basis robust growth of more than 100% in international orders.
- Revenue registered growth of 13%, reflecting improved execution momentum from the opening order book.
- Buoyancy in customer collections and advances improved operational cash flows.
- The Board of Directors has recommended a final dividend of ₹ 34 per equity share for the approval of the shareholders, resulting in a dividend payout of 43%.

Economic Value Generated and Distributed[1] [in ₹ Cr]

Data	Description	FY 2024-25	FY 2023-24
Economic Value Generated	Total income	1,51,340	1,33,626
Economic Value Distributed	Manufacturing, construction and operating expenses	1,20,900	1,06,644
	Employee wages and benefits	10,349	9,034
	Payments to providers of capital		
	Interest	2,195	2,406
	Dividend	4,676	4,693
	Payments to exchequer	7,481	8,974
	Community investments (CSR)	165	151
Economic Value Retained		5,573	1,725

[1]Excluding exceptional items

Value Generated

Total Income [in ₹ Cr]

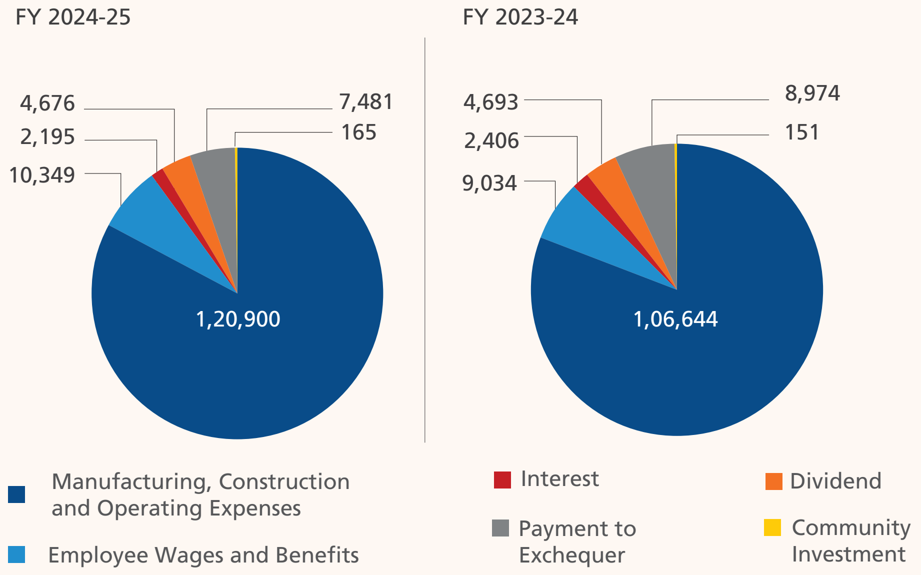
FY 2024-25

1,51,340

FY 2023-24

1,33,626

Value Distributed [in ₹ Cr]



Notes on Sustainability Information

The Integrated Report on various information across ESG parameters and based on defined standards or methodology. This section includes details on coverage, methods and references used for the disclosures.

Scope and Reporting Boundary

This report has been prepared for L&T Limited i.e. the Standalone entity. The scope is aligned with the businesses considered in the Company's standalone financial reporting. Listed subsidiaries of the Company i.e. LTIMindtree Limited, L&T Technology Services Limited, L&T Finance Limited, and unlisted subsidiaries have not been included in the reporting boundary.

Data disclosed for Scope-1 emissions, Scope-2 emissions, water, waste covers 100% of the Company's revenue in FY 2024-25.

Methodology and References

Scope-1 Emissions

Scope-1 emissions have been calculated based on GHG Protocol and considers all the fuels consumed by the Company in various processes or operations.

Emission factors for fuels (diesel, petrol, natural gas, liquified petroleum gas, furnace oil, acetylene) are as per the latest emission factors in IPCC AR5. Emission factors for certain other fuels (Biomass – wood pellets, Biodiesel – tallow oil) have been taken as published by DEFRA UK.

Scope-2 Emissions

Scope-2 emissions have been calculated based on GHG Protocol for the electricity consumed by the Company in various processes or operations. The Company does not consume any purchased steam, heat, or cooling. Scope-2 emissions is based on market-based method in all disclosures and targets. Location-based Scope-2 emissions have also been disclosed.

Electricity sourced from renewable power has been accounted based on the contracts signed by the business units of the Company or generated within the Company. The contracts have the relevant green attributes as required for accounting as renewable power. Residual mix for electricity sourced from the grids has been considered based on the country where the specific unit of the Company is consuming power. For India, the emission factor (residual mix) is that published by Central Electricity Authority (CEA) in December 2024. For other countries, emission factor has been taken from latest data published by International Renewable Energy Agency (IRENA).

Water

Water data has been disclosed based on direct measurement and estimation. Direct measurement is either through the flowmeters or through the bills provided by the supplier agency. Estimation method has been used wherever direct measurement was not available. For water used for industrial activities, estimation has been done based on quantity of work done in the time-period and average water consumption per unit of production. For water used for domestic purposes, estimation has been done based on per capita water requirement as published by National Building Code, 2016.

Waste

Waste data has been disclosed based on direct measurement and estimation. All hazardous waste is based on direct measurement. Direct measurement is either through weighment or through the bills or invoices provided by the waste processing agencies. Estimation method has been used primarily for some categories of non-hazardous waste wherever direct measurement was not available. Production or activity volume for the specific time-period and wastage % has been considered for the estimation e.g. concrete waste generated from concrete cube testing activity.

BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORTING

SECTION A: GENERAL DISCLOSURES

I. DETAILS OF THE LISTED ENTITY

1	**Corporate Identity Number (CIN) of the Listed Entity**	L99999MH1946PLC004768	
2	**Name of the Listed Entity**	Larsen & Toubro Limited	
3	**Year of incorporation**	07-02-1946	
4	**Registered office address**	L&T House, Ballard Estate, Mumbai - 400001, Maharashtra	
5	**Corporate address**	L&T House, Ballard Estate, Mumbai - 400001, Maharashtra	
6	**E-mail**	infodesk@larsentoubro.com	
7	**Telephone**	+91 22 67525656	
8	**Website**	https://www.larsentoubro.com/	
9	**Date of start of Financial Year**	**Start Date**	**End Date**
	Financial Year	01-04-2024	31-03-2025
	Previous Year	01-04-2023	31-03-2024
	Prior To Previous Year	01-04-2022	31-03-2023

10 **Name of the Stock Exchange(s) where shares are listed**

1. BSE Limited
2. National Stock Exchange of India Limited

11	**Paid-up Capital**	₹ 275.04 crore

12 **Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report**

	Name of contact person	Santosh Kumar Singh, Chief Sustainability Officer
	Contact number of contact person	+91 22 61238564
	Email of contact person	Santosh.Singh3@larsentoubro.com
13	**Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).**	Standalone entity
14	**Name of assurance provider**	Deloitte Haskins & Sells LLP
15	**Type of assurance obtained**	Reasonable Assurance for Core KPIs *[GHG footprint, water footprint, energy footprint, waste management, spend towards well-being measures and safety statistics of employees and workers, gross wages paid to females as % of wages paid, complaints on POSH, purchase from MSMEs and from within India, job creation in smaller towns, events related to data breach and cybersecurity, number of days of accounts payable, and concentration of purchases & sales done with trading houses and related parties, loans and advances & investments with related parties].*

II. PRODUCTS/SERVICES

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of main activity	Description of business activity	% of turnover
1	Infrastructure Projects	Engineering and Construction of (a) Building and Factories, (b) Transportation Infrastructure, (c) Heavy Civil Infrastructure, (d) Power Transmission & Distribution, (e) Renewables, (f) Water & Effluent Treatment and (g) Minerals and Metals	73%
2	Energy Projects	EPC solutions in (a) Hydrocarbon Onshore and Offshore businesses covering oil & gas, refineries, petrochemicals & offshore wind energy sectors, from front-end design through detailed engineering, modular fabrication, procurement, project management, construction, installation and commissioning (b) CarbonLite Solutions business covering power generation plants including power generation equipment with associated systems and/or carbon capture utilisation & utility packages (c) Green and Clean Energy space	17%
3	Hi-Tech Manufacturing	Design, manufacture / construct, supply, revamp/retrofit of (a) Heavy Engineering business covering custom designed, engineered critical equipment and systems for the process plants, nuclear energy and green hydrogen sectors (b) Precision Engineering and Systems business covering marine and land platforms including related equipment and systems; aerospace products and systems; precision and electronic products and systems for the defence, security, space and industrial sectors	7%

17. Products/Services sold by the entity (accounting for 90% of the entity's turnover):

S. No	NIC Code			Product/Services	% of total turnover contributed
	Group	Class	Sub Class		
1	282	2824	28246	Manufacture of parts and accessories for machinery / equipment used by construction and mining industries	6%
2	410	4100	41001	Construction of buildings carried out on own-account basis or on a fee or contract basis	13%
3	421	4210	42101	Construction and maintenance of motorways, streets, roads, other vehicular and pedestrian ways, highways, bridges, tunnels, and subways	23%
			42102	Construction and maintenance of railways and rail-bridges	
4	422	4220	42201	Construction and maintenance of power plants	12%
			42202	Construction / erection and maintenance of power, telecommunication, and transmission lines	11%
			42204	Construction and maintenance of water main and line connection, water reservoirs including irrigation system (canal)	10%
			42205	Construction and repair of sewer systems including sewage disposal plants and pumping stations	
5	429	4290	42901	Construction and maintenance of industrial facilities such as refineries, chemical plants	15%

III. OPERATIONS

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	19	29	48
International	0	13	13

19. Markets served by the entity:

a. Number of locations

Location	Number
National (No. of States)	Pan-India
International (No. of Countries)	58

b. What is the contribution of exports as a percentage of the total turnover of the entity?

29%

c. A brief on types of customers

The Company's primary businesses are EPC projects related to infrastructure and energy and manufacturing of equipment and systems for process industries. Government (sovereign, sub-national, local) and related entities (government owned/controlled corporations, e.g., public sector enterprises) are the largest clients of the Company and contributing to ~80% of the revenue. Other clients are from private sector, comprising both Indian and foreign companies, in various sectors and industries.

IV. EMPLOYEES

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

S. No	Particulars [1]	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	EMPLOYEES					
1.	Permanent (D)	52,505	47,747	90.9%	4,758	9.1%
2.	Other than Permanent (E)	3,960	3,753	94.8%	207	5.2%
3.	**Total employees (D + E)**	56,465	51,500	91.2%	4,965	8.8%
	WORKERS					
4.	Permanent (F)	2,091	2,084	99.7%	7	0.3%
5.	Other than Permanent (G)	3,54,415	3,52,339	99.4%	2,076	0.6%
6.	**Total workers (F + G)**	3,56,506	3,54,423	99.4%	2,083	0.6%

[1] *Other than permanent employees comprise Fixed Term Employees (FTEs). 'Permanent' workers include only those workers who are employed for full-time or part-time work with L&T for an indeterminate period. 'Other than Permanent' workers include workers on third-party roll and on contract.*

b. **Differently abled employees and workers:**

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
	DIFFERENTLY ABLED EMPLOYEES					
1.	Permanent (D)	60	57	95%	3	5%
2.	Other than Permanent (E)	8	8	100%	0	0%
3.	**Total differently abled employees (D + E)**	68	65	95.6%	3	4.4%
	DIFFERENTLY ABLED WORKERS					
4.	Permanent (F)	11	11	100%	0	0%
5.	Other than Permanent (G)	10	10	100%	0	0%
6.	**Total differently abled workers (F + G)**	21	21	100%	0	0%

21. **Participation/Inclusion/Representation of women**

Particulars	Total (A)	No. and percentage of Females	
		No. (B)	% (B/A)
Board of Directors	15	1	6.7%
Key Management Personnel	1	0	0%

Note: The Chairman & MD and CFO are included in the Board of Directors.

22. **Turnover rate for permanent employees and workers**

Particulars	FY 2024-25 [values in %]			FY 2023-24 [values in %]			FY 2022-23 [values in %]		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	7.8%	11.8%	8.1%	11.5%	14.0%	11.7%	11.8%	20.1%	12.5%
Permanent Workers	6.9%	28.6%	7.0%	9.5%	0	9.5%	1.8%	0	1.8%

V. HOLDING, SUBSIDIARY AND ASSOCIATE COMPANIES (INCLUDING JOINT VENTURES)

23. (a) **Names of holding / subsidiary / associate companies / joint ventures**

S. No.	Name of the Company (A)	Subsidiary / Associate/ Joint Venture	% of shares held by the listed entity	Does the entity indicated at column (A), participate in business responsibility initiatives of the listed entity? (Yes/No)
1	Bhilai Power Supply Company Limited	Subsidiary	99.9%	No
2	L&T Aviation Services Private Limited	Subsidiary	100%	No
3	L&T Capital Company Limited	Subsidiary	100%	No
4	L&T Global Holdings Limited	Subsidiary	100%	No
5	Larsen & Toubro International FZE	Subsidiary	100%	No
6	L&T Community Welfare Association^	Subsidiary	100%	No
7	L&T Semiconductor Technologies Limited	Subsidiary	100%	No
8	L&T Metro Rail (Hyderabad) Limited	Subsidiary	99.99%	No
9	L&T Finance Limited	Subsidiary	66.24%	No*
10	L&T Financial Consultants Limited	Subsidiary	66.24%	No

S. No.	Name of the Company (A)	Subsidiary / Associate/ Joint Venture	% of shares held by the listed entity	Does the entity indicated at column (A), participate in business responsibility initiatives of the listed entity? (Yes/No)
11	L&T Infra Investment Partners Advisory Private Limited	Subsidiary	66.24%	No
12	L&T Infra Investment Partners Trustee Private Limited	Subsidiary	66.24%	No
13	L&T Energy Green Tech Limited (Formerly L&T Power Limited)	Subsidiary	100%	No
14	L&T Electrolysers Limited	Subsidiary	100%	No
15	L&T Special Steels & Heavy Forgings Private Limited	Subsidiary	100%	No
16	L&T Modular Fabrication Yard LLC	Subsidiary	70%	No
17	L&T Hydrocarbon Saudi Company LLC	Subsidiary	100%	No
18	Larsen & Toubro Electromech LLC	Subsidiary	70%	No
19	Larsen & Toubro Heavy Engineering LLC@	Subsidiary	70%	No
20	Larsen Toubro Arabia LLC	Subsidiary	75%	No
21	Larsen & Toubro Kuwait Construction General+ Contracting Company WLL	Subsidiary	49%	No
22	Hi-Tech Rock Products & Aggregates Limited	Subsidiary	100%	No
23	Larsen & Toubro (East Asia) Sdn. Bhd+	Subsidiary	30%	No
24	Larsen & Toubro Oman LLC	Subsidiary	65%	No
25	Larsen & Toubro Saudi Arabia LLC	Subsidiary	100%	No
26	Larsen & Toubro T&D SA (Pty) Limited	Subsidiary	72.5%	No
27	L&T Geostructure Private Limited	Subsidiary	100%	No
28	PT. Larsen & Toubro	Subsidiary	100%	No
29	Graphene Solutions Sdn.bhd	Subsidiary	73.66%	No
30	L&T Technology Services Pte. Ltd	Subsidiary	73.66%	No
31	Graphene Solutions Taiwan Ltd.	Subsidiary	73.66%	No
32	LTIMindtree Information Technology Services (Shanghai) Co.	Subsidiary	68.57%	No
33	LTIMindtree Spain SL	Subsidiary	68.57%	No
34	LTIMindtree Financial Services Technologies Inc	Subsidiary	68.57%	No
35	LTIMindtree, Sociedad De Responsabilidad Limitada De Capital Variable (Formerly L&T Infotech S. DE. RL. DE. CV.)	Subsidiary	68.57%	No
36	L&T Technology Services Limited	Subsidiary	73.66%	No*
37	L&T Technology Services LLC	Subsidiary	73.66%	No
38	L&T Technology Services (Shanghai) Co. Ltd.	Subsidiary	73.66%	No
39	L&T Technology Services (Canada) Limited	Subsidiary	73.66%	No
40	L&T Thales Technology Services Private Limited	Subsidiary	54.51%	No
41	L&T Technology Services Poland Sp. Z O.o. W Organizacji	Subsidiary	73.66%	No

S. No.	Name of the Company (A)	Subsidiary / Associate/ Joint Venture	% of shares held by the listed entity	Does the entity indicated at column (A), participate in business responsibility initiatives of the listed entity? (Yes/No)
42	LTIMindtree Canada Limited	Subsidiary	68.57%	No
43	LTIMindtree Gmbh	Subsidiary	68.57%	No
44	LTIMindtree Limited	Subsidiary	68.57%	No*
45	LTIMindtree Norge As	Subsidiary	68.57%	No
46	LTIMindtree South Africa (Pty) Limited	Subsidiary	47.71%	No
47	Nielsen+Partner Pte Ltd.	Subsidiary	68.57%	No
48	LTIMindtree Switzerland AG	Subsidiary	68.57%	No
49	LTIMindtree (Thailand) Limited	Subsidiary	68.57%	No
50	Syncordis Limited, UK	Subsidiary	68.57%	No
51	LTIMindtree S.A	Subsidiary	68.57%	No
52	LTIMindtree PSF S.A	Subsidiary	68.57%	No
53	LTIMindtree USA Inc	Subsidiary	68.57%	No
54	LTIMindtree UK Limited	Subsidiary	68.57%	No
55	LTIMindtree Middle East FZ-LLC	Subsidiary	68.57%	No
56	L&T Network Services Private Limited	Subsidiary	100%	No
57	L&T Construction Equipment Limited	Subsidiary	100%	No
58	L&T Valves Limited	Subsidiary	100%	No
59	L&T Valves USA LLC	Subsidiary	100%	No
60	L&T Valves Arabia Manufacturing LLC	Subsidiary	100%	No
61	L&T Himachal Hydropower Limited	Subsidiary	100%	No
62	L&T Power Development Limited	Subsidiary	100%	No
63	Nabha Power Limited	Subsidiary	100%	No
64	Larsen & Toubro Qatar LLC @+	Subsidiary	49%	No
65	Chennai Vision Developers Private Limited	Subsidiary	100%	No
66	L&T Realty Developers Limited	Subsidiary	100%	No
67	L&T Realty Properties Limtied (Formerly L&T Seawoods Limited)	Subsidiary	100%	No
68	Elante Properties Private Limited (Formerly L&T Parel Project Private Limited)	Subsidiary	100%	No
69	Prime Techpark (Chennai) Private Limited	Subsidiary	100%	No
70	Bangalore Galaxy Techpark Private Limited	Subsidiary	100%	No
71	Chennai Nova Techpark Private Limited	Subsidiary	100%	No
72	Business Park (Powai) Private Limited	Subsidiary	100%	No
73	Corporate Park (Powai) Private Limited	Subsidiary	100%	No
74	Millennium Techpark (Chennai) Private Limited	Subsidiary	100%	No
75	LH Residential Housing Private Limited	Subsidiary	100%	No

S. No.	Name of the Company (A)	Subsidiary / Associate/ Joint Venture	% of shares held by the listed entity	Does the entity indicated at column (A), participate in business responsibility initiatives of the listed entity? (Yes/No)
76	LH Uttarayan Premium Realty Private Limited	Subsidiary	100%	No
77	Larsen & Toubro CIS Foreign Enterprise LLC	Subsidiary	60%	No
78	LTIMindtree Consulting Brazil Ltda	Subsidiary	68.57%	No
79	Siliconch Systems Private Limited	Subsidiary	100%	No
80	Intelliswift Software (India) Private Limited	Subsidiary	73.66%	No
81	Intelliswift Software Inc.	Subsidiary	73.66%	No
82	Intelliswift Software (Hungary) KFT	Subsidiary	73.66%	No
83	Intelliswift Software (Costa Rica) Limitada	Subsidiary	73.66%	No
84	Intelliswift Software (Canada) Inc	Subsidiary	73.66%	No
85	Global Infotech Corporation	Subsidiary	73.66%	No
86	P. Murphy & Associates Inc	Subsidiary	73.66%	No
87	LTIM Aramco Digital Solutions for Information Technology Company	Subsidiary	34.97%	No
88	Raykal Aluminium Company Private Limited	Joint Venture	75.5%	No
89	L&T MBDA Missile Systems Limited	Joint Venture	51%	No
90	LTH Milcom Private Limited	Joint Venture	56.67%	No
91	GH4India Private Limited	Joint Venture	33.33%	No
92	L&T Sapura Shipping Private Limited	Joint Venture	60%	No
93	Hydrocarbon Arabia Limited Company	Joint Venture	60%	No
94	Indiran Engineering Projects and Systems Kish (LLC)	Joint Venture	50%	No
95	L&T Howden Private Limited	Joint Venture	50.1%	No
96	L&T-MHI Power Boilers Private Limited	Joint Venture	51%	No
97	L&T-MHI Power Turbine Generators Private Limited	Joint Venture	51%	No
98	L&T-Sargent & Lundy Limited	Joint Venture	50%	No
99	Gujarat Leather Industries Limited @	Associate	50%	No
100	Magtorq Private Limited	Associate	42.85%	No
101	L&T Camp Facilities LLC	Associate	49%	No
102	Larsen & Toubro Qatar & Hbk Contracting Co. WLL@	Associate	50%	No
103	E2E Networks Limited	Associate	15%	No
104	Grameen Capital India Private Limited%	Associate	17.22%	No

@ *in process of liquidation*

* *These subsidiaries have a separate BRSR*

^ *Subsidiary as per Companies Act 2013*

+ *Subsidiary by virtue of control over composition of Board of Directors*

% *Associate of Subsidiary under Companies Act 2013*

VI. CSR DETAILS

24. CSR Details

Whether CSR is applicable as per section 135 of Companies Act, 2013	Yes
Turnover (in ₹ crore)	1,42,509
Net worth (in ₹ crore)	71,896

VII. TRANSPARENCY AND DISCLOSURES COMPLIANCES

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in place (Yes/No); if Yes, then provide web-link for grievance redress policy	FY 2024-25			FY 2023-24		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	0	0		0	0	
Investors (other than shareholders)	Yes	0	0		0	0	
Shareholders	Yes	0	0		0	0	
Employees and Workers	Yes	886	3		510	5	
Customers [2]	Yes	265	26		32	10	
Value Chain Partners (suppliers)	Yes	52	20		59	18	
Others	Yes	35	19	Whistleblower complaints	52	23	Whistleblower complaints

[2] *Higher complaints on account of inclusion of data from new businesses e.g., SuFin scaling up*

The Company has internal systems and procedures for grievance redressal of the above categories of stakeholders. Details of the mechanisms are elucidated below:

Investors and Shareholders: The Company has established a dedicated grievance redressal mechanism through the e-mail ID IGRC@Larsentoubro.com, allowing investors and shareholders to raise any concerns or grievances. In addition, the Company provides multiple channels for grievance submission, including:

- Physical letters sent to the registered office address
- E-mails to the Registrar and Transfer Agent (RTA) KFin Technologies Ltd. (KFintech) at einward.ris@kfintech.com
- Telephone calls or physical visits to the RTA office in Hyderabad
- Grievance redressal platform of SEBI (SCORES)
- Smart ODR portals of BSE and NSE
- Letters received from the Registrar of Companies (ROC)

Grievances received through the IGRC e-mail ID are responded to promptly where details are readily available with the Company. Grievances reported to the RTA are forwarded to the Company, and scanned copies of these communications are accessible via the Karisma system (KFintech Portal). The Company regularly monitors the Inward Report available on the Karisma Portal to ensure that the Service Level Agreement (SLA) timelines are adhered to for timely resolution of queries and complaints. The SLA for resolution of grievances is set at 30 days.

On a quarterly basis, the Company submits a report to the Stock Exchanges detailing complaints received and resolved. These reports are also reviewed by the Stakeholders Relationship Committee and presented to the Board for their information and oversight.

Supply chain partners: The Company uses dedicated vendor management platform, the Partner Portal, to register and address grievances related to contractual matters such as administrative and statutory compliances, payment, invoicing, contractual clauses, material and services scheduling and delivery, quality non-conformances. The typical resolution time for these contractual grievances is 30-45 working days, with more complex disputes possibly requiring more than 45 days for resolution.

For grievances beyond contractual issues, such as concerns about unethical behaviour, improper practices, misconduct, violations of legal or regulatory requirements, or fraud, the Company has formulated a Whistleblower Policy for Vendors and Channel Partners. This policy outlines the process for addressing such grievances and is available to all registered vendors across the Company. The policy can be accessed online at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/

The grievance redressal mechanisms for employees and workers, community and customers are explained in Principle 3, Principle 8 and Principle 9 respectively.

26. **Overview of the entity's material responsible business conduct issues. Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk alongwith its financial implications, as per the following format**

The Company conducts a materiality assessment to identify and prioritise key topics related to ESG factors. The material topics identified through this process are categorised based on their potential to either create opportunities or pose risks. For certain topics, the primary focus is on risk mitigation and taking proactive actions to minimise or prevent these risks from materialising. *Details regarding the material topics, their classification (as risks or opportunities), the approach to mitigate risks, and any financial implications are comprehensively outlined in the 'Understanding Materiality' section of the Integrated Annual Report FY 2024-25.*

SECTION B: MANAGEMENT AND PROCESS DISCLOSURE

Disclosure Questions	Principles								
Policy and management processes	**P 1**	**P 2**	**P 3**	**P 4**	**P 5**	**P 6**	**P 7**	**P 8**	**P 9**
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes, each principle and its core elements are covered by one or more policies of the Company.								
b. Has the policy been approved by the Board? (Yes/No)	Yes, the policies are approved by the Board or the Board Committee or Executive Committee of the Company.								
c. Web Link of the Policies, if available	The policies are available at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Most of the policies are implemented through procedures which are either incorporated in the policies or available as separate documents/SOPs/processes.								
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes, the Code of Conduct for Suppliers encompasses key aspects of the Company's policies that are applicable to the value chain partners. It sets clear expectations regarding ethical business practices, labour rights, health and safety standards, and environmental stewardship. Additionally, other relevant policies such as the Whistleblower Policy for Vendors and Channel Partners are also extended to supply chain partners, ensuring that they have access to appropriate mechanisms for raising concerns and promoting transparency and accountability across the value chain.								
4. Name of the national and international codes/certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea), standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	P1: SEBI (Listing obligation and Disclosure Requirements) Regulations, 2015 P2: SA 8000 (key manufacturing facilities), ISO 14001, ISO 45001 P3: Factories Act, 1948, Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, SA 8000 (key manufacturing facilities), ISO 45001 P5: Factories Act, 1948, Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, SA 8000 (key manufacturing facilities), Contract Labour (Regulation and Abolition) Act, 1970 P6: ISO 14001, ISO 50001 P8: CSR disclosures pursuant to Section 135 of the Companies Act, 2013 P9: ISO 27001: 2013								

Disclosure Questions	Principles								
Policy and management processes	**P 1**	**P 2**	**P 3**	**P 4**	**P 5**	**P 6**	**P 7**	**P 8**	**P 9**
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.		(a)	(e) (f)		(f)	(a)(b) (c)		(d)	
6. Performance of the entity against the specific commitments, goals, and targets along-with reasons in case the same are not met.		(a)	(e) (f)		(f)	(a)(b)(c)		(d)	

#	Parameter/Metric	Target FY 2025 -26	Achieved FY 2024-25
(a)	Green Business (% of revenue)	55%	53%
(b)	Emissions Intensity Reduction	30% [wrt baseline year FY 2020-21]	28%
(c)	Saplings Plantation	1.5 - 2 million per year	~1.7 million
(d)	CSR Project Beneficiaries	2 million	1.9 million
(e)	Gender diversity	10%	9.1%
(f)	Mission Zero Harm		LTIFR : 0.04 (Employees) 0.12 (Workers)

The targets of FY 2025-26 had been formulated as a part of Lakshya-26 strategy plan during FY 2021-22. Based on the progress, few targets have been revised and presented in the above table.

Governance, leadership and oversight

7. **Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements.**

At L&T, our commitment to society and environment is considered a key enabler for sustainable business success. The rapid progression of climate change, evolving regulations, and rising stakeholder expectations have positioned ESG factors at the core of our business strategy. We view ESG as a strategic imperative, enhancing risk management, optimizing capital allocation, unlocking new growth opportunities, and building stakeholder trust. By integrating ESG into our governance, planning, and operations, we ensure that our resources are allocated to initiatives that promote sustainable and inclusive outcomes.

L&T has set ambitious targets- achieving Carbon Neutrality by 2040 and Water Neutrality by 2035, demonstrating our long-term commitment to environmental stewardship. To meet these goals, our business units have implemented targeted initiatives aimed at reducing energy intensity, minimizing GHG emissions, and increasing the share of renewable energy in our overall consumption. Key efforts include reducing reliance on fossil fuels and expanding the use of renewable electricity. These strategies face inherent challenges due to the nature of our EPC projects spread across large, open geographic areas at temporary sites (2-4 years) and, particularly in linear infrastructure projects. Despite these complexities, we achieved a 20% reduction in overall GHG emission intensity in FY 2024-25 compared to the previous year, driven largely by a 16% reduction in energy intensity over the same period. We also made significant strides in renewable energy adoption, with renewable electricity accounting for 15% of our total electricity consumption in FY 2024–25. While achieving full decarbonisation of electricity remains a long-term challenge, we are committed to steady progress through innovation, investment, and operational excellence.

In support of our commitment to achieving Water Neutrality by 2035, L&T continues to implement targeted measures to reduce freshwater consumption and promote sustainable water management across its operations. Our approach focuses on three core areas: enhancing water use efficiency, increasing wastewater recycling, and expanding rainwater harvesting infrastructure. In FY 2024-25, 2.6 million kl of wastewater were recycled, and 1 lakh kl of rainwater were harvested across various project sites and campuses. The overall water sourcing and consumption numbers as reported have increased over the previous year, mainly due to our increased coverage of measurement and accounting across the sites and geographies. These initiatives are critical to minimizing our freshwater footprint, especially in water-scarce regions, and form a key pillar of our broader environmental sustainability agenda.

During FY 2024-25, we conducted a study to evaluate the rainwater harvesting infrastructure established through our CSR activities in rural areas. The study revealed that we have created infrastructure with a rainwater harvesting potential of 4.5 million kl annually. Over the past three years, this infrastructure has provided an estimated 3.2 million kl of additional water availability for the community each year. While the CSR initiatives have been taken up to address the needs of the rural communities, the water resources thus created, also contribute to our journey towards Water Neutrality by 2035.

The Company is committed to incorporating Circular Economy principles, aiming to reduce dependence on natural resources. In FY 2024–25, approximately 28% of the bulk materials used in our operations have lower embedded carbon and are non-virgin materials. This shift towards more sustainable materials is expected to reduce environmental impact, enhance resource efficiency, and foster innovation across our business units.

As part of the commitment to advancing sustainability beyond our boundaries, L&T has initiated a structured programme for the assessment and capacity building of supply chain partners. In FY 2024–25, the Company, in collaboration with an external expert agency, rolled out this assessment targeting 120 critical supply chain partners. The initiative focuses on evaluating partners' performance on ESG parameters, identifying areas for improvement, and supporting them through targeted capacity-building interventions. This programme marks a significant step towards fostering a resilient, responsible, and future-ready supply chain ecosystem.

At L&T, the path to a sustainable future is forged through innovation, leadership, and strategic partnerships. Our Green Business offerings exemplify this commitment—enabling clients to reduce emissions, enhance water recycling, optimise resource consumption, and achieve sustainable transition. In FY 2024–25, the Green Business portfolio continued its robust growth, contributing 53% of the Company's total revenue. This strong performance places us well ahead of the original target of achieving 40% revenue from Green Business by FY 2025–26. In light of this positive trend and sustained revenue momentum, the Company has set an enhanced and ambitious target of 55% revenue from Green Business by FY 2025-26, reaffirming the commitment to driving sustainable growth and supporting the transition to a low-carbon economy.

L&T is deeply committed to providing equal opportunity, promoting diversity and inclusion, and fostering a safe, supportive, and empowering workplace. As of FY 2024–25, the Company's gender diversity stands at 9.1%, with a target to reach 10% by FY 2025–26. Demonstrating leadership in workplace equity, L&T became the first Indian Company in the construction and engineering sector to introduce one-day paid menstrual leave every month for women employees. Announced on International Women's Day, this initiative positively impacts around 5,000 women across the Company.

Safety remains of paramount importance. A comprehensive set of initiatives continues to be deployed across project sites and manufacturing locations to safeguard the health and well-being of employees and contract workmen. In FY 2024–25, approximately 26,000 employees and over 3,54,000 contract workmen underwent structured health and safety training, reinforcing the Company's commitment to maintaining a strong and proactive safety culture. To ensure that workmen are aware of their rights, the '**Humara Jeevan, Humara L&T**' campaign—launched late last year—has already reached over 10,000 workmen across our project sites. This initiative is designed to educate and empower them by providing accessible information on various topics, including government schemes, provident fund (PF) benefits, health initiatives, and more. In the coming months, the campaign will be rolled out to additional locations, further extending its reach and impact by bringing critical awareness and support to the workforce that drives our projects.

In line with its focus on continuous improvement and performance-driven accountability, the Company introduced a Reward and Penalty System for its EPC projects business segment. Under this mechanism, business units that exceed defined safety targets receive a fixed monetary reward and units that fall short of the targets incur a fixed monetary penalty. Importantly, the outcome of this system directly influences the annual performance-linked rewards or bonuses of all employees within the respective business units. This integrated approach aligns with the Company's sustainability and operational excellence goals.

Corporate Social Responsibility (CSR) has been deeply ingrained in L&T's values long before it became a statutory mandate. Guided by its overarching mission to strengthen India's social infrastructure, the Company's CSR efforts focus on strategic pillars including water and sanitation, education, healthcare, and skill development. In FY 2024–25, L&T's CSR initiatives positively impacted approximately 1.9 million lives, surpassing the FY 2025–26 target of reaching 1.7 million beneficiaries. This achievement reflects our focused and scalable interventions across key thematic areas. Building on this momentum and our expanded reach, we have set a new target of reaching 2 million beneficiaries through our CSR projects, reinforcing our commitment to inclusive growth and community empowerment.

The key flagship initiative, **Unnati – the Integrated Community Development Programme (ICDP)**, has been instrumental in transforming rural, water-stressed regions of Maharashtra, Tamil Nadu, and Rajasthan. Over the past decade, the programme has covered approximately 44,856 hectares, resulting in an average increase of 9.3 meters in the groundwater table and directly benefiting more than 30,000 households through enhanced water security and agricultural resilience. In the education domain, Project Jyoti addresses critical STEM learning gaps among students in standards 6 to 8 across government schools in Gujarat, Tamil Nadu, and Maharashtra. By equipping schools with digital infrastructure and introducing activity-based learning, hands-on models, and Edu-Reels (curriculum-aligned short videos), the initiative reached 314 schools and 52,924 students in FY 2024–25.

Over the past year, we have enhanced our systems and processes to improve the quality, consistency, and transparency of our non-financial data and information. We remain committed to deepening ESG integration, driving impact through innovation, and aligning with global standards and frameworks, from advancing employee well-being and promoting circular economy practices to accelerating the clean energy transition and integrating sustainability into our supply chain.

We believe that '**Tech-Celerating Sustainable Progress**' is not just an ambition—it is a shared responsibility that requires deliberate and purposeful action across the pillars of Environment, Social, and Governance. We are committed to taking a holistic and balanced approach, ensuring that every action we undertake generates enduring value for all our stakeholders: customers, suppliers, business partners, shareholders, employees, communities, society at large, and the planet. By embedding sustainability at the core of our operations, we are working to build a future that is resilient, inclusive and enduring.

8. **Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).**

   The Chairman & MD and the Board are the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).

9. **Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.**

   Yes, the Company's CSR & Sustainability Committee of the Board is responsible for decision making on sustainability related issues. *For details of the composition, role, and terms of reference, please refer to Annexure 'B' to the Board Report in the Integrated Annual Report FY 2024-25.*

10. **Details of Review of NGRBCs by the Company:**

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board / any other Committee					Frequency (Annually / Half yearly / Quarterly / any other - please specify)			
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Performance against above policies and follow-up action	Yes, the performance against policies is reviewed by the Board or the Board Committees or the Executive Committee (as applicable) on periodic basis.								
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	The Company complies with the relevant regulations as applicable against each principle.								

11. **Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.**

    The Company holds over 400 global certifications across its businesses, granted by esteemed third-party audit agencies such as DNV India, TUV-Nord and LRQA. These audits are conducted across various standards, including ISO/IEC 27001 – Information Security Management System (ISMS), ISO 14001 – Environment Management System (EMS), ISO 45001 – Occupational Health and Safety Management System (OHSMS), ISO 9001 – Quality Management System (QMS), SA 8000 – Social Accountability Standard, ISO 29001 – Quality Management System for the Oil & Gas Industry, ISO 50001 – Energy Management System (EnMS), EN 1090 – European Standard for steel and aluminium structures, EN 3834 – Welding, ASME (American Society of Mechanical Engineers) standards, ISO 20000 – IT Service Management, ISO 30400 Series – HR Management, ISO 56000 Series – Innovation Management, ISO 10006 – Quality Management in Projects, ISO 21500 Series – Programme and Portfolio Management, ISO 31000 Series – Risk Management, ISO 19600 – Compliance Management, ISO 37000 Series – Governance, ISO 37001 – Anti-Bribery Management.

During these certification audits, independent third-party agencies verify key components such as policies, processes, procedures, records, and the monitoring and review processes implemented by the Company to ensure compliance with these standards.

During the year, the Company assigned an independent third party to review of the existing Ethics Framework and provide recommendations. The key policies and procedures included in the review are as follows:

- Code of Conduct for Board members and senior management
- Code of Conduct for employees
- Code of Conduct for suppliers
- Whistleblower Policy for employees
- Whistleblower Policy for vendors and channel partners
- Anti-Bribery and Anti-Corruption Policy and compliance procedures

Please refer to 'Sustainability Governance and Management' of the Integrated Annual Report FY2024-25 for further details on third party ethics audit by an independent third party.

12. **If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:**

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)					Not applicable				
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable

ESSENTIAL INDICATORS

1. **Percentage coverage by training and awareness programmes on any of the Principles during the financial year:**

Segment	Total number of training and awareness programmes held	Topics / Principles covered under the training and its impact	% of persons covered by the awareness programmes
Board of Directors	4	Business, strategy, risk, Induction, ESG, induction and update of laws	98%
Key Managerial Personnel	6	Business, strategy, risk, regulatory discussions, ESG, induction and update of laws	100%

Segment	Total number of training and awareness programmes held	Topics / Principles covered under the training and its impact	% of persons covered by the awareness programmes
Employees other than BoD and KMPs	9,955	The Company conducts numerous online and offline training led by internal or external faculty/expert throughout the year for all employees of the Company. Key topics of these trainings are code of conduct, safety, human rights, prevention of sexual harassment, diversity and inclusion, sustainability and cybersecurity. Employees are also provided need-based training aligned to their jobs and roles, covering aspects such as behavioural competency, leadership development, project management, digital technologies, data analytics.	100%
Workers	97,461	Programmes covering topics include but not limited to, health and safety, human rights, disaster management, environment management, safety aspects specific to works/job, sexual harassment material handling.	100%

2. **Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):**

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the case	Has an appeal been preferred? (Yes/No)
Penalty/Fine settlement Compounding fee	No cases reported during the year				

Non-Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the case	Has an appeal been preferred? (Yes/No)
Imprisonment Punishment	No cases reported during the year			

3. **Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.**

   No cases have been reported during FY 2024-25.

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.**

   Yes, the Company has an Anti-Bribery and Anti-Corruption (ABAC) Policy, available at L&T Corporate Policies. This policy provides a comprehensive framework covering standards of behaviour, internal controls, monitoring, reporting, training and awareness. The ABAC Policy applies to all employees working at all levels and grades of L&T, including Board

Members, and Senior Managerial Personnel (Senior Officers). It also extends, through the Code of Conduct for Suppliers, to all individuals and entities acting on behalf of the Company within its value chain. In addition, the Company has implemented several supporting policies and procedures, including:

- Code of Conduct for Board of Directors and Senior Management
- Code of Conduct for Supervisory, Executive, and Officers
- Code of Conduct for Suppliers
- Whistle Blower Policy
- Whistle-Blower Policy for Vendors and Channel Partners

The Company enforces a strict `Zero Tolerance' stance on all forms of bribery and corruption—both active and passive—and has established robust measures to prevent and address such practices.

For more information on ABAC disclosures, please refer to 'Sustainability Governance and Management' chapter of the Integrated Annual Report FY 2024-25.

5. **Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/corruption:**

	FY 2024-25	FY 2023-24
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

6. **Details of complaints with regard to conflict of interest:**

	FY 2024-25		FY 2023-24	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of conflict of interest of the Directors	0	–	0	–
Number of complaints received in relation to issues of conflict of interest of the KMPs	0	–	0	–

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

No cases or complaints received in the above matters.

8. **Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:**

	FY 2024-25	FY 2023-24
Number of days of accounts payables	123	141

Previous year's figure has been restated to reflect the merger of a subsidiary with L&T Standalone.

9. **Open-ness of business Provide details of concentration of purchases and sales with trading houses, dealers and related parties alongwith loans and advances & investments, with related parties, in the following format:**

Parameter	Metrics		FY 2024-25	FY 2023-24
Concentration of Purchases	a.	Purchases from trading houses as % of total purchases	0.28%	Not estimated
	b.	Number of trading houses where purchases are made from	25	
	c.	Purchases from top 10 trading houses as % of total purchases from trading houses	89.5%	
Concentration of Sales	a.	Sales to dealers/distributors as % of total sales	Not applicable due to the nature of business	
	b.	Number of dealers/distributors to whom sales are made		
	c.	Sales to top 10 dealers/distributors as % of total sales to dealers / distributors		
Share of RPTs in	a.	Purchases (Purchases with related parties/Total Purchases)	4.34%	3.00%
	b.	Sales (Sales to related parties/Total Sales)	1.27%	1.21%
	c.	Loans & advances (Loans & advances given to related parties/Total loans & advances)	20.96%	16.62%
	d.	Investments (Investments in related parties/Total Investments made)	58.71%	67.52%

The Company has defined 'Trading House' based on the Circular No.: SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024 and definition provided by 'Industry Standards Note on Business Responsibility and Sustainability Report (BRSR) Core'. Previous year's figures of share of RPTs have been restated to align with the current year's groupings and to reflect the merger of a subsidiary with L&T Standalone.

LEADERSHIP INDICATORS

1. **Awareness programmes conducted for value chain partners on any of the Principles during the FY:**

Sr.no	Total number of awareness programmes held	Topics / principles covered under the training	% age of value chain partners covered (by value of business done with such partners) under the awareness programmes
1	4	Basics of sustainability, regulatory landscape including global and Indian including National Guidelines on Responsible Business Conduct (NGRBC) Principles and SEBI's BRSR Core, L&T's policies and code of conduct, health and safety, human rights and environment parameters, ESG assessment being conducted by the Company and other good practices on ESG	255 companies attended these sessions, including supply chain partners from other geographies.
2	8	In-depth training sessions carried out by a third party on governance, ethical business practices, human rights and labour management, health and safety and environment	120 critical supply chain partners contributing to 23% of value by purchase

The supply chain partners selected to participate in these awareness sessions were identified based on their criticality to the Company's business and operations. The selection criteria included the quality and impact of their services on core functions, the availability of suitable alternate vendors, and the potential risks to business continuity in the event of disruption, monopolistic vendors and those supplying critical products, key materials, technologies, or essential services.

The Company undertakes several initiatives to build awareness among its supply chain partners, contractors, and subcontractors on key aspects aligned with the nine Principles of the National Guidelines for Responsible Business Conduct (NGRBC). These awareness programmes are broadly categorised into two focus areas: Safety and Sustainability.

a) **Safety:** The Company conducts regular training and sensitisation sessions for contractual workers at project sites and manufacturing locations. These sessions cover a wide range of topics including safety induction, toolbox talks, proper use of personal protective equipment (PPE), occupational health, emergency preparedness, and job-specific safety practices such as working at heights, excavation safety, tunnel safety, and hot work protocols. To ensure a culture of safety, every individual-including employees, vendor personnel, clients, and visitors-is required to undergo a mandatory safety induction before commencing any activity at EPC project sites or manufacturing units.

b) **Sustainability and Responsible Business Practices:** In FY2024-25, the Company adopted a more focussed approach to scale up its sustainability awareness and training programmes for supply chain partners. Four virtual sessions were conducted targeting critical supply chain partners, with 255 companies in attendance. These sessions featured a structured two-hour training module covering key aspects of sustainability and responsible business practices. Additionally, as part of the ESG assessment conducted for 120 critical supply chain partners by a third party, many handholding sessions were organised to guide them through the process.

For further details, please refer to 'Social and Relationship Capital' of the Integrated Annual Report FY2024-25.

2. **Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No). If Yes, provide details of the same.**

The Company has established formal processes to manage conflicts of interest involving members of the Board, including those that may arise from Directors accepting positions on the Boards of other companies or during routine business activities. These processes require Directors to recuse themselves from discussions and decision-making where a conflict of interest is identified. The Board members are expected to discharge their duties in a bona fide manner, prioritising the best interests of the Company. They must avoid any extraneous considerations that could impair their objective and independent judgment and not exploit their position for personal gain-whether direct or indirect-at the expense of the Company. Any conflict of interest involving a Board Member needs to be reported to the Chairman of the Audit Committee or the Chairman of the Board, ensuring transparency and accountability in governance practices.

Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe

ESSENTIAL INDICATORS

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

	FY 2024-25	FY 2023-24	Details of improvements in environmental and social impacts
R&D	5.4% [₹ 9.5 Cr]	5.7% [₹ 9.6 Cr]	A few initiatives, but not limited to, are stated below: • Replacing old equipment with higher energy efficiency or productivity equipment • Installation of rooftop solar PV modules and solar powered equipment e.g., light masts • Installation of sewage treatment plant, effluent treatment plant for wastewater treatment and recycling • Installation of water flowmeters and smart meters for monitoring • Purchase of bio-digestor for recycling canteen waste • Spend on facilities for skill training institutes
Capex	2.8% [₹ 42.6 Cr]	3.3% [₹ 76.5 Cr]	

2. a. **Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

At L&T, sustainable sourcing is an integral part of the broader commitment to responsible business and environmental stewardship. Recognising the impact of the supply chain on people and the planet, sustainability criteria have been embedded across procurement and supplier engagement. The Company's Sustainable Supply Chain Policy and Code of Conduct of Suppliers guides all supply chain partners to engage in ethical, responsible, and legal business practices in their operations and adhere to ESG standards. The Company expects and urges its suppliers to establish suitable processes and management systems within their organisations that support compliance and drive continuous improvement with regard to the requirements included in Sustainable Supply Chain Policy and Code of Conduct for suppliers.

Key Principles:

- **Environmental Responsibility:** Through efficient use of resources, conservation of energy and water, procurement and use of recycled material and adopting a precautionary approach
- **Ethical Supply Chains:** Suppliers adhere to ethical business practices and anti-corruption standards.
- **Human Rights and Labour Management:** With a focus on health and safety standards adhering to the requirements of ISO 45001, payment of wages in a timely manner and zero tolerance towards child labour, forced labour and bonded labour.

Highlights of the Sustainable Sourcing Practices:

- **Sustainable supply chain Policy** which governs the sustainable supply chain management practices and state the expectations with respect to environment protection, health and safety norms, labour standards, human rights, ethical business practices and good governance.
- **Supplier Code of Conduct** rolled out to all the active vendors, covering ethics, human rights, and environmental compliance.
- **Supplier Sustainability Assessments** being conducted annually for select ctitical suppliers.
- **Digital Procurement Platforms** enable transparency, traceability and paperless transactions.
- **Training and awareness** with more than 650 supply chain partners participating in the sessions conducted in the past two years.
- **Handholding of critical supply chain partners** to improve their ESG performance.
- **Use of low carbon material and recycled material**, such as use of steel manufactured from electric arc furnace/induction furnace route as against steel manufactured through blast furnace route, blended cement in place of ordinary portland cement, wherever feasible, considering tender specifications and safety/technical aspect.

. b. **If yes, what percentage of inputs were sourced sustainably?**

Accounts for 22% of L&T procurement spend by value. This is based on the sourcing from ‘Green’ rated vendors as a result of ESG assessment of 120 critical supply chain partners conducted by the Company through a third-party independent agency during FY 2024-25.

Please refer to Social and Relationship capital section of Integrated Annual Report FY 2024-25 for details on embedding sustainability in the supply chain.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for**

(a) **Plastics (including packaging):** NA

(b) **E-waste:** NA

(c) **Hazardous waste:** NA

(d) **other waste:** NA

The Company’s product portfolio caters to the requirements of various process plants and other industries, contributing less than 10% of total revenue. These products are complex and large equipment with a long lifetime, typically 15-20 years. The Company does not manufacture or sell any products that can be reclaimed at the end of their life cycle. However, for internal operations, the Company has implemented processes for waste management, including segregation, recycling, reuse, and disposal, as applicable for each category of waste, in compliance with relevant regulations.

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes/No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

   EPR Rules, mandated by the Ministry of Environment, Forest, and Climate Change (MoEFCC), have been amended to extend the coverage of the Rules to importers also. The Company imports certain materials and there is a possibility of waste generation, e.g. plastic waste from packaging of imported materials, e-waste from imported electronic or electrical items and battery waste from imported batteries or equipment containing batteries to fulfil the contractual requirements with the clients. The Company has obtained registration as an importer under the EPR Rules for all three waste categories and implemented systems and processes to comply with the EPR Rules. Returns under the EPR Rules are filed with the Central Pollution Control Board annually.

LEADERSHIP INDICATORS

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

   Product portfolio constitutes less than 10% of the Company's revenue. In the past, LCA has been carried out by Heavy Engineering business of the Company.

2. **If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

Name of Product / Service	Description of the risk / concern	Action Taken
	Not applicable	

3. **Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

Indicate input material	Recycled or re-used input material to total material	
	FY 2024-25	FY 2023-24
Fly ash and Ground Granulated Blast-furnace Slag (GGBS) in place of Cement	8.8%	8.7%

   The data reported above is based on the procurement value as a percentage of total bulk material procured (fly ash, GGBS and cement). Based on quantity (weight), the percentage of fly ash and GGBS used in place of cement is 13%. IS or other relevant codes prescribe limits of using fly ash and GGBS based on concrete use and requirements of the structure. While the Company tries to maximise use of recycled (waste) materials, the design mix of concrete and approval for use of the same in the project is controlled by the clients.

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

Particulars	FY 2024-25			FY 2023-24		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	'Not applicable' for the Company; reason stated in Question 3 of Essential Indicators under Principle 2.					
E-waste						
Hazardous waste						
Other waste						

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

   'Not applicable' for the Company; reason stated in Question 3 of Essential Indicators under Principle 2.

Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

ESSENTIAL INDICATORS

1. a. **Details of measures for the well-being of employees:**

Category	Total (A)	% of employees covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits [3]		Day Care Facilities [4]	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E /A)	Number (F)	% (F /A)
Permanent Employees											
Male	47,747	47,747	100%	47,747	100%	Not applicable		0	0	12,762	26.7%
Female	4,758	4,758	100%	4,758	100%	4,758	100%	Not applicable		4,758	100%
Total	52,505	52,505	100%	52,505	100%	4,758	100%	0	0	17,520	33.4%
Other than Permanent Employees											
Male	3,753	3,753	100%	3,753	100%	Not applicable		0	0	1,693	45%
Female	207	207	100%	207	100%	207	100%	Not applicable		207	100%
Total	3,960	3,960	100%	3,960	100%	207	100%	0	0	1,900	48%

[3] *The Company does not have a paternity leave policy.*

[4] *Data is based on the coverage of creche/day care facility available to the employees in a particular location and not as per usage/availing of creche facility. In case creche facility is not available, creche allowance in provided to female employees (permanent and non permanent) and permanent female workers.*

b. **Details of measures for the well-being of workers:**

Category	Total (A)	% of workers covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Workers											
Male	2,084	2,084	100%	2,084	100%	Not applicable		0	0	1,495	72%
Female	7	7	100%	7	100%	7	100%	Not applicable		7	100%
Total	2,091	2,091	100%	2,091	100%	7	100%	0	0	1,502	72%
Other than Permanent Workers											
Male	3,52,339	2,66,930	76%	3,52,339	100%	Not applicable		0	0	9,121	3%
Female	2,076	1,030	50%	2,076	100%	2,076	100%	Not applicable		364	18%
Total	3,54,415	2,67,960	76%	3,54,415	100%	2,076	100%	0	0	9,485	3%

c. **Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format.**

The Company is dedicated to ensuring the comprehensive well-being of its employees and workers through a blend of statutory and voluntary welfare measures. These initiatives focus on enhancing physical health, mental and emotional well-being, financial security, work-life balance, and opportunities for professional development. Expenditures related to protective gear and safety equipment are not itemised separately, as these are part of any activity or operations that are carried out. They are encompassed within broader contract or business expenditure categories.

Pursuant to SEBI Circular No. SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024, and the clarifications issued through the Industry Standards Note on BRSR Core, the methodology for disclosing expenditure on employee well-being has been recalibrated for FY 2024–25.

The table below presents the total cost incurred on employee well-being measures for the past two financial years. These include measures such as medical and health insurance, medical benefits, staff welfare, workmen compensation, canteen & food expenses, and safety related spend. Notably, salary disbursed during maternity leave availed in FY 2024–25 has also been included in the well-being spend for the current reporting period. It is important to note that the well-being expenditure reported for FY 2023–24 included additional cost heads beyond the aforementioned measures, leading to a difference in year-on-year comparability.

Particulars	FY 2024-25	FY 2023-24
Cost incurred on well-being measures as a % of total revenue of the Company	0.49% [~ ₹ 700 Cr]	0.73% [~ ₹ 927.3 Cr]

2. **Details of retirement benefits, for Current FY and Previous Financial Year**

Benefits	FY 2024-25			FY 2023-24		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	100%	100%	Yes	100%	100%	Yes

3. **Accessibility of workplaces**

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

The Company is dedicated to promoting an inclusive and accessible work environment in accordance with the Rights of Persons with Disabilities Act, 2016. Most of the premises are equipped to accommodate differently abled employees and workers, featuring facilities such as ramps, elevators with accessibility features.

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

The Company is committed to providing equal opportunities in employment and fostering an inclusive work environment, in line with the Rights of Persons with Disabilities Act, 2016. The Company's Equal Opportunity Policy, available at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/, outlines the guiding principles for ensuring equal and equitable opportunities for all employees and workers, while upholding the highest standards of ethics, values and governance across people practices.

5. **Return to work and Retention rates of permanent employees and workers that took parental leave.**

Gender	Permanent employees		Permanent workers[5]	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	Not applicable			
Female	91%	77%	0	0
Total	91%	77%	0	0

[5] *Permanent female workers are also extended maternity leave and related benefits, though none of them availed during the FY.*

6. **Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.**

Particulars	Yes/No	If Yes, then give details of the mechanism in brief
Permanent Workers	Yes	Registration and redressal are done through worker union or Joint Management Council or Complaints and Grievance Committee.

Particulars	Yes/No	If Yes, then give details of the mechanism in brief
Other than Permanent Workers	Yes	With a workforce of over 3,54,000 contractual workers, they are recognised as critical yet vulnerable stakeholders for the business. Workers may raise grievances individually or collectively through a representative, covering matters related to working conditions, living conditions at labour colonies, wage-related issues, or any other employment-related concerns. For manufacturing facilities, there are contract labour management cells or industrial relations functions who look after the overall well-being of workers. Industrial Relations (IR) department periodically meet contractors and contract workers to understand and mitigate their grievances. Records are maintained and periodically reviewed by the senior management. Two of the key manufacturing facilities are also certified with SA8000 and adhere to the provisions of the standard. There are workers representative committees as well to ensure fair representation, who hold meetings in collaboration with the management representative and focus on grievances and needs of the workers. For EPC project sites, any project location or establishment with 20 or more workers has a Grievance Redressal Officer (GRO), nominated by the Project Manager from among personnel in key functions (Project Accounts, Administration, or Safety) and is duly communicated to the relevant stakeholders (Admin/Industrial Relations/Accounts heads). The mechanism includes the following steps: registration of grievance, investigation, resolution within a specified timeline, escalation (if necessary), feedback collection, closure, record-keeping, reporting, and periodic reviews and audits. Over 500 GROs have been appointed across project sites to facilitate grievance registration, timely resolution, management of escalations, case closure, and reporting. In addition to traditional oral and written channels, a toll-free number, operational 24x7, is available for workers to register grievances. This initiative ensures a fair, transparent, and accessible grievance resolution process, promoting equal and fair treatment for all workers.
Permanent Employees	Yes	The Company has a digital platform, HEERA, as the primary channel for addressing employee grievances. Employees may raise grievances related to work environment, working relationships, workplace conditions, salary and compensation matters, claims settlement, reimbursement and recovery of dues, leave management, medical insurance and policy issues, inconsistencies in policy implementation, violations of the Code of Conduct, or any other matter impacting employment. Employees are encouraged to initially seek grievance resolution through discussions with their Immediate Supervisors. In the absence of an Immediate Supervisor, grievances may be escalated to the next level supervisor. If satisfactory resolution is not achieved, employees may register their grievance through HEERA to raise a grievance ticket for formal resolution. Designated HR Officers are responsible for resolving the grievances. Based on the severity and complexity of the grievance, resolution timelines and escalation procedures are defined to ensure timely and effective redressal.
Other than Permanent Employees	Yes	Grievances are submitted to respective HR coordinators who are responsible for resolution.

7. **Membership of employees and worker in association(s) or Unions recognised by the listed entity:**

Category	FY 2024-25			FY 2023-24		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B / A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D / C)
Permanent Employees	52,505	0	0%	52,224	0	0%
- Male	47,747	0	0%	48,019	0	0%
- Female	4,758	0	0%	4,205	0	0%
Permanent Workers	2,091	2091	100%	2,079	2,079	100%
- Male	2,084	2,084	100%	2,073	2,073	100%
- Female	7	7	100%	6	6	100%

8. **Details of training given to employees and workers:**

Category	FY 2024-25					FY 2023-24				
	Total (A)	On Health and safety measures		On Skill upgradation*		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees										
Male	51,500	23,735	46%	56,650	100%	52,812	21,692	41 %	52,462	99%
Female	4,965	2,481	50%	5,462	100%	4,453	2,197	49%	5,837	100%
Total	56,465	26,216	46%	62,112	100%	57,265	23,889	42%	58,299	100%
Workers										
Male	3,54,423	4,69,407*	100%	1,11,066	31%	3,47,360	3,91,715	100%	90,802	26%
Female	2,083	1,244	60%	233	11%	2,813	1,284	46%	135	5%
Total	3,56,506	4,70,651*	100%	1,11,299	31%	3,50,173	3,92,999	100%	90,937	26%

**As on March 31, 2025, the number of trainings conducted are higher than the number of employees and workers due to the attrition and new joinees.*

9. **Details of performance and career development reviews of employees and worker:**

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	47,747	47,747	100%	48,019	48,019	100%
Female	4,758	4,758	100%	4,205	4,205	100%
Total	52,505	52,505	100%	52,224	52,224	100%
Workers						
Male	2,084	2,084	100%	2,073	2,073	100%
Female	7	7	100%	6	6	100%
Total	2,091	2,091	100%	2,079	2,079	100%

10. **Health and safety Management systems:**

a. **Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?**

The Company's commitment to health and safety extends beyond regulatory compliance and is focused on ensuring the well-being of all stakeholders. All Company work locations — including EPC project sites, manufacturing facilities, and offices — are covered under a comprehensive Occupational Health and Safety (OHS) Management System. The system covers not only permanent employees and workers but also non-permanent employees and contractual workers.

To implement the Company's 'Mission Zero Harm' and the Corporate EHS Policy, an EHS Management System has been established in alignment with ISO 45001:2018 standards. The Management System provides a structured framework for the assessment and management of EHS risks and supports continuous improvement in performance.

The effectiveness of the system is further validated through assessments conducted by third-party assurance agencies such as DNV and TUV, and it is certified to meet the requirements of applicable standards, including ISO 45001:2018.

For details on safety and related disclosures, please refer to 'Human Capital' section of the Integrated Annual Report FY 2024-25.

b. **What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**

Hazard Identification and Risk Assessment (HIRA) forms a key component of the Company's EHS Management System. The HIRA process begins with listing all activities and processes at a given location, followed by the identification and mapping of associated hazards. Typical inputs for hazard identification include process flow diagrams, job hazard analyses, historical incidents and near-miss records, material information sheets, and activity mappings, covering both routine and non-routine operations. Risk Assessment involves two stages:

- Risk Analysis: Assessment of the likelihood of hazards causing impact and the level of exposure to such hazards.
- Risk Evaluation: Analysis of the probability and severity of risks to assign risk ratings.

Based on the risk severity, appropriate mitigation measures are designed and implemented. The HIRA process actively involves relevant stakeholders, including design engineers, construction engineers, planning functions, EHS team members, and workers, to ensure comprehensive risk assessment and effective mitigation.

c. **Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)**

The Company actively engages workers in its EHS Management System by identifying and deploying safety-conscious workers at various work locations. These workers are responsible for identifying and reporting hazards, enabling immediate corrective actions. A 'Pre-Start Verification' and daily briefing are conducted before the commencement of work each day to ensure that the safety risks associated with daily tasks are assessed and site conditions are verified for compliance with Risk Assessments and Safe Work Methods.

Each work location has a Site EHS Committee, comprising key stakeholders, including worker representatives. During the monthly committee meetings, worker representatives are encouraged to actively participate, highlight any hazards or risks encountered, and collaborate on identifying possible mitigation measures. This structured engagement ensures that frontline perspectives are incorporated into the Company's EHS risk management and continuous improvement initiatives.

d. **Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)**

The Company is committed to ensuring the health and well-being of its employees and workers through comprehensive medical services and well-being programmes. In addition to first aid and emergency services, the Company has implemented various initiatives to address both occupational and non-occupational health needs.

- **First Aid and Emergency Services:** Available for both employees and workers at all work locations.
- **Medical Centres:** On-site medical centres assist in managing non-occupational medical cases in addition to occupational health services.
- **Tie-ups with Local Hospitals:** Location-specific agreements with nearby hospitals and nursing homes ensure prioritised access to medical facilities.
- **Mental Health and Non-Occupational Health programmes:** These include annual health-checkups, special check-up drives (e.g., blood sugar, HbA1c monitoring, cancer), vaccination drives such as flu, pneumococcal, cervical, campaigns such as Freedom from Diabetes, and health advisories from medical teams.

11. **Details of safety related incidents, in the following format:**

The statistics below include employees and workers located in project sites and manufacturing facilities.

Safety Incident/Number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.04	0.04
	Workers	0.12	0.07
Total recordable work-related injuries	Employees	5	6
	Workers	116	79
Number of fatalities	Employees	1	0
	Workers	33	23
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	1
	Workers	8	1

Mission Zero Harm' is the Company's guiding principle for safety performance. However, it is with regret the Company reports an increase in fatalities during FY 2024-25. The Company has treated this as a critical issue requiring immediate attention. A thorough investigation was conducted into all incidents. To address the shortfalls in processes and enhance the systems, the Company has implemented several corrective actions during FY 2024-25 and which are elaborated under Q 15 in this section. The Company is fully committed to improving safety performance and ensuring a safer workplace for all employees and workers.

For details on safety management systems and processes, please refer to 'Human Capital' section of the Integrated Annual Report FY 2024-25.

12. **Describe the measures taken by the entity to ensure a safe and healthy workplace.**

'Mission Zero Harm' is the goal of the Company for health and safety, embedded within the Corporate EHS Policy. This policy guides the formulation of processes and systems to ensure a safe and healthy work environment. The EHS Management System has been implemented at all work locations, designed in accordance with ISO 14001 and ISO 45001 standards, that are audited and verified through third-party certification agencies. This ensures that proper systems and processes are in place, which are continuously improved upon. As part of the EHS Management System, each work location develops a location-specific EHS plan to proactively manage and mitigate risks. While the implementation of these systems is the responsibility of all individuals at the location, key teams such as EHS, HR, Admin, and Medical are central to ensuring compliance with safety and health requirements.

To strengthen these processes, internal audits are conducted at multiple levels by the business units, inter-business teams, and external auditors or accredited third-party agencies. For high-priority project sites, audit frequency and depth are enhanced based on the specific risk profile of the location.

The Company has embraced digital systems and applications to reduce manual efforts in tracking observations, monitoring performance, and conducting data analytics. Technologies like AR/VR are also leveraged to enhance training and safety awareness for employees and workers. Additional measures taken to enhance safety standards include:

- HSE Surveillance Rating implementation
- Knowledge Management, including capturing of lessons learned and hosting special sessions by Subject Matter Experts (SMEs)
- Behaviour-based safety systems
- Specialised training modules for high-risk activities

13. **Number of Complaints on the following made by employees and workers:**

Benefits	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	143	NIL	–	117	NIL	
Health & Safety	47	NIL	–	135	NIL	

14. **Assessments for the year:**

	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices Working Conditions	The business units of the Company are certified by independent third parties on ISO 45001:2018 standards. These units undergo periodic external audits to ensure adherence to safety protocols and verify compliance with applicable standards and guidelines. In addition to EHS certifications, key manufacturing facilities are also certified under SA 8000 standards, a globally recognised certification programme focusing on human rights and labour management. Furthermore, each year, internal self-assessment is conducted across manufacturing plants and projects to identify potential human rights risks including health and safety management systems and working conditions. This involves cross-functional teams including Admin, Industrial Relations, project management, HR, and EHS managers.

15. **Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.**

    The EHS Council is the apex committee responsible for monitoring the Company's health and safety performance and identifying areas for continuous improvement. Incident investigation reports, particularly for fatalities or major incidents (such as lost time injuries), are reviewed in council meetings to identify gaps in current systems and processes, with corrective actions being determined and closely monitored.

    In response to recent unfortunate deterioration in safety performance, the Company has introduced several initiatives this year to address the identified challenges, including:

    1. **Serious Incident Review Committee (SIRC):** A committee consisting of the Chairman and Managing Director (CMD), the EHS Council head, and senior management from the relevant business units has been established to review all severe incidents and initiate corrective actions to prevent recurrence.
    2. **Designated Incident Investigators:** 40 EHS professionals across all businesses were trained for 5 days TapRoot Course on Incident investigation. They have been appointed as 'Zonal Incident Investigators' and designated for conducting detailed incident investigations and submit the report to SIRC within 72 hours.
    3. **Reward and Penalty System:** A reward and penalty system has been implemented for the EPC projects business. Business units achieving safety performance above targets will receive a fixed monetary reward, while units failing to meet targets will incur a fixed penalty. This system also influences the annual performance linked rewards or bonuses for employees.
    4. **Orange Helmets for New workers:** New workers are required to wear orange helmets for the first six weeks of employment. After this period, they undergo re-induction and assessment before continuing their work.
    5. **Revamped Onboarding Process for Contractual workers:** The onboarding process for contractual workers has been overhauled to include the identification of pre-existing medical conditions and a full medical history assessment to better identify and mitigate potential risks.

LEADERSHIP INDICATORS

1. Does the entity extend any life insurance or any compensatory package in the event of death of

    a. **Employees (Y/N):** Yes

    b. **Workers (Y/N):** Yes

    The Company is committed to safeguarding the financial well-being of its employees and workers through comprehensive insurance coverage.

    - **Life Insurance:** All employees are covered under a term life insurance policy arranged by the Company, offering financial protection to their dependents in the event of an untimely demise.
    - **Health Insurance (mediclaim):** To cover medical expenses, employees and eligible workers are enrolled under a Mediclaim policy providing health insurance benefits.
    - **Non-Permanent workers:** In the unfortunate event of a fatality involving non-permanent (contractual) worker, the Company ensures compensatory payments are made in line with applicable laws and regulations. Additional support measures are also extended on a case-by-case basis, reflecting the Company's commitment to worker welfare.

    The Company regularly reviews and updates its insurance coverage and compensatory practices to align with evolving business needs and regulatory frameworks.

2. **Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

    The Company ensures that statutory dues from the value chain partners i.e., contract workers and supply chain partners, are deposited on time. Proof of payment or record of statutory dues paid by the subcontractors e.g., records for Provident Fund (PF) deposit for workers are maintained. GST payment by the suppliers is matched through GST portal to ensure compliance, amongst other controls.

3. **Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

Benefits	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Employees	1	1	0	0
Workers	41	24	0	0

4. **Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**

Yes, the Company provides transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement on merit.

5. **Details on assessment of value chain partners:**

	Percentage of value chain partners (by value of business done) that were assessed
Health and safety practices Working Conditions	In line with its commitment to promoting sustainability across the value chain, the Company had identified 120 critical supply chain partners to undergo ESG assessment during the year, contributing to 23% of the procurement by value of the Company. These supply chain partners were assessed under five modules: Governance, Ethical business practices, Human rights and labour management, Health and safety and Environment. The assessment was carried out by an independent third party through a detailed questionnaire developed in alignment with regulatory requirements, BRSR disclosure expectations, and global sustainability standards. The assessment process was conducted remotely (desktop-based) through interactions with supply chain partners and review of documents and evidence provided by them as well as, in person onsite with selected low scoring supply chain partners. Following the assessment, gaps identified were communicated to the respective supply chain partners along with recommendations and suggested action plans aimed at strengthening their sustainability performance and compliance. *For details of the Company's initiatives on incorporating sustainability in supply chain, please refer to 'Social and Relationship Capital' and 'Human Capital' for disclosures related to human rights in supply chain of the Integrated Annual Report FY 2024-25.*

6. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

No significant risks or concerns were identified from the ESG assessments conducted during the year. The Company ensures that all supply chain partners understand and formally acknowledge the Company's Code of Conduct, which is a mandatory requirement during the vendor registration and onboarding process. To further strengthen ESG awareness and compliance, training sessions were conducted for supply chain partners during the year, covering key Company policies including the Sustainable Supply Chain Policy, Sustainability Policy, Whistleblower Policy, and Code of Conduct. In instances where concerns, observations, or potential risks are identified — whether during formal assessments or through other interactions — the Company promptly initiates appropriate corrective and preventive actions to address them.

Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders

ESSENTIAL INDICATORS

1. **Describe the processes for identifying key stakeholder groups of the entity.**

L&T's core businesses operate in the domains of EPC projects (Engineering, Procurement, and Construction) and Hi-Tech Manufacturing. In its pursuit of delivering long-term value, the Company seeks to balance business objectives with the needs, expectations, and interests of a diverse set of stakeholders. Stakeholder identification is carried out using well-defined parameters such as the stakeholder's influence on the business, the degree to which they are impacted by

L&T's operations and their relevance in the context of emerging ESG trends and regulations. The overview of the process followed is as:

I. **Define the purpose and scope**

- Determine the goal of the stakeholder identification—e.g., ESG reporting, materiality assessment, strategy development, or project-specific engagement.
- Clarify the scope (e.g., enterprise-wide, regional, or specific to a project or issue).

II. **Map the Value Chain:** Identify all parties directly or indirectly connected to each stage (e.g., suppliers, contractors, customers).

III. **Categorise Stakeholders**

- Group stakeholders into broad categories such as:
  - **Internal stakeholders:** Employees, management, board of directors, unions.
  - **External stakeholders:** Customers, suppliers, investors, regulatory bodies, NGOs, local communities, media, academia.

IV. **Assess Stakeholder Influence and Impact**

- Evaluate each group's:
  - **Degree of Dependency:** Stakeholders who are directly dependent on the Company's operations, or on whom the Company depends for its own functioning. Examples: customers, Government (as clients), employees (including workers), supply chain partners, investors
  - **Degree of Responsibility:** Stakeholders to whom the Company has, or may have in the future, legal, commercial, operational, or ethical/moral responsibilities. Examples: communities, shareholders
  - **Sphere of Influence:** Stakeholders who can have a direct or indirect impact on L&T's strategic decisions and business operations. Examples: senior management and leadership, regulatory bodies
  - **Diverse Perspectives:** Stakeholders who offer broader insights or diverse viewpoints that enhance understanding of national and global affairs. Examples: media, NGO partners

V. **Review ESG and Regulatory Frameworks:** Align with global standards to ensure relevant stakeholder categories are considered.

VI. **Incorporate Stakeholder Feedback**

- Use surveys, interviews, workshops, or forums to validate and refine the list of stakeholders.
- Incorporate insights from past engagements or grievance mechanisms.

VII. **Continuously Monitor and Update:** Reassess stakeholder groups periodically to capture changes due to new projects, market conditions, social dynamics, or regulatory shifts.

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

The key stakeholders of the Company are customers (Government bodies, public sector entities and private sector firms), employees and workers, supply chain partners, shareholders and investors, communities and NGO partners, regulatory bodies and media. *The details are covered in the 'Driving Stakeholder Engagement' section of the Integrated Annual Report FY 2024-25.*

LEADERSHIP INDICATORS

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

L&T has implemented a comprehensive governance framework to effectively manage and monitor ESG (Environmental, Social, and Governance) areas. To support this, several committees have been established, including the CSR &

Sustainability Committee, Risk Management Committee, and Stakeholders' Relationship Committee at the Board level, all chaired by Independent Directors. Additionally, management level committees such as the EHS (Environment, Health and Safety) Council, Material Council, and Quality Council focus on specific areas of concern. Each committee operates according to its defined terms of reference and meets regularly to review the Company's performance in their respective domains. Insights, performance updates, concerns, and issues related to ESG are gathered from these committee reviews and presented to the Board during its quarterly meetings. L&T also conducts structured stakeholder engagement exercises on ESG topics, ensuring regular interaction with key stakeholders. These engagements follow a systematic approach with clearly defined frequency, delegation, and reporting protocols. The feedback and outcomes from these exercises are formally communicated to the Board for informed decision-making and enhanced alignment with stakeholder expectations.

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

Stakeholder consultation plays a crucial role in identifying and managing environmental and social topics. The Company engages with a wide range of stakeholders, including employees, investors, local communities, regulatory bodies, NGOs, suppliers, and customers through various mechanisms such as surveys, meetings, focused group discussions, public consultations, and stakeholder forums. A few examples of incorporating stakeholders' inputs in the policies and processes are:

1. **Environmental topics:**
   - **Climate Action and Energy Transition:**
     - Customers and investors encouraged greater climate-related disclosures aligned with TCFD.
     - As a response, L&T enhanced its climate risk reporting and set targets for Carbon Neutrality in Scope 1 and 2 emissions by 2040 *(refer to Natural Capital of the Integrated Annual Report FY 2024-25)*. L&T also disclosed on CDP its environmental impact and sustainability initiatives. This disclosure underscores L&T's commitment to transparency and accountability in addressing climate change.
   - **Resource Efficiency and Circularity:**
     - Employee feedback, particularly from project sites, highlighted opportunities to increase resource optimisation and efficiency.
     - Several initiatives are taken up by the employees to reduce and recycle waste, increase use of treated wastewater and so on.
   - **Enhancement of Environmental Data Management (L&T-EARTH Platform):**
     - Previously, L&T managed sustainability and environmental data through a third-party service provider. However, several operational challenges were being faced including enhanced reporting requirements for BRSR and other sustainability disclosures. Based on feedback from employees managing sustainability reporting across businesses as well as other stakeholders, L&T collaborated with L&T Technology Services to develop a customised, cloud-based data platform — L&T-EARTH.
     - L&T-EARTH allows data capture at each site and location level and is scalable, modular and adaptable. It is integrated with L&T's ERP systems, automating data flow, and minimising manual entry errors. A robust maker-checker mechanism and status tracking features have been incorporated to enhance data governance and reporting quality. Future changes in reporting requirements (e.g., introduction of new ESG metrics) and analytics for decision making can be flexibly incorporated into the platform.
2. **Social Topics:**
   - **Employee Well-being**
     - Feedback received during and after the COVID-19 pandemic highlighted a growing need for enhanced mental health support and accessible emotional wellness resources.

        - L&T rolled out several well-being initiatives in the past years, covering mental health helplines, counselling sessions, enhanced insurance coverage for employees and their families, thrust on annual health check-ups and so on.
        - Formulation of a structured Wellness Policy that consolidates key wellness initiatives undertaken by L&T across physical, mental, and emotional health dimensions.
            - Pilot Wellness Index Survey was conducted to assess the overall well-being of employees and identify areas of strength and improvement within the organisation.
            - Insights from the survey led to the formulation and release of a structured Wellness Policy and related initiatives.
            - Initiatives include annual 'Aarogya Mela' which was organised to provide employees access to a wide range of health screenings and diagnostic tests at one location.
    - **Introduction of Menstrual Leave:**
        - Based on feedback received from female employees working at the shop floors, project sites, L&T recognised the need for a more supportive approach to women's health at the workplace.
        - Consequently, L&T introduced Menstrual Leave, allowing women employees to take a day off every month.
        - A simple, confidential process has been set up to ensure that women can avail menstrual leave with dignity and without unnecessary formalities.
    - **Skill Development and Career Progression:**
        - Emphasis on the need for more structured career growth opportunities by the employees.
        - In response, L&T keeps expanding its training, learning and development programmes for continuous learning, and strengthened internal mobility policies to ensure merit-based career progression across business units.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.**

Vulnerable Group	Concerns	Action Taken	Impact
Farmer community in water stressed and drought prone locations	Drought, Poverty, Migration	• Organised farmers community to form Village Development Committees (VDC) and Farmers Producer Organisation (FPO) • Water made available with wastewater and conservation intervention • Capacity building in sustainable agricultural practices • Maintenance of water structures by the VDC along with Panchayat	• Rise in ground water table and water made available to population of 1,06,008 across 11 Integrated Community Development Programme (ICDP) locations and 8,411 hectares land protected from direct run-off in three ICDP locations • Increase in household agricultural income • Reverse migration
Rural population without access to proper sanitation facilities	Open defecation leading to health issues and social disgrace	• Community awareness regarding making villages open defecation free (ODF) • Construction of toilets after ensuring water availability • Village level monitoring committee formed to ensure ODF status of the village	• 5,366 toilets constructed, and 41 villages are made ODF • Women felt safe to use household toilet and saved from embarrassment and social disgrace

Vulnerable Group	Concerns	Action Taken	Impact
Disadvantaged rural women	Gender related issues viz. no decision-making power in household and community related issues	• Women were part of need assessment, and their critical concerns were prioritised • Village level women groups formed and organised in Self Help Groups (SHGs) • Ensured equal representation of women in VDCs and community level decision making	• 305 SHGs formed in three ICDP locations with ₹ 191.6 lakh savings • Women are assuming community leadership positions e.g. president of VDC, FPO formed with all women board members
Underprivileged community from urban and peri-urban areas	Unaffordable and inaccessible health services Patients cannot afford the dialysis treatment in private hospitals Unskilled, unemployed youth	• Affordable general health services along with consultations in specialised clinics provided through nine health centres across India and mobile health vans • Provision of dialysis services at a concessional rate	• beneficiaries who benefitted from the services • Dialysis patients taking regular treatment at the L&T health centre
	Unemployed youth trained in L&T's Construction Skills Training Institutes and facilitation for job placements	Unemployed youth trained in L&T's Construction Skills Training Institutes and facilitation for job placements	In 2024, trained 12,594 youth and achieved 72% placement rate.
Students in tribal/ rural schools or urban resource poor schools	Students have difficulties in learning science and maths subjects and no access to digital and hands on education	Providing Science, Technology, Engineering and Maths (STEM) kits for hands on learning in science and maths and use of digital infrastructure, digital content mapped to the curriculum and training to teachers to conduct classes using digital media	• 5,292 students took part in science exhibitions • Students making their own STEM models and presenting solutions addressing everyday problems by using technology
School students without access to clean toilets	School toilets dilapidated or not functional	Constructed toilet blocks in the schools for students	Increase in attendance of girls

Principle 5: Businesses should respect and promote human rights

ESSENTIAL INDICATORS

1. **Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:**

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)[6]	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	52,505	57,756	100%	52,224	21,646	41%
Other than permanent	3,960	4,344	100%	5,041	5,873	100%
Total Employees	**56,465**	**62,100**	**100%**	**57,265**	**27,519**	**48%**
Workers						
Permanent	2,091	2,091	100%	2,079	2,079	100%
Other than permanent	3,54,415	3,54,415	100%	3,48,094	3,48,094	100%
Total Workers	**3,56,506**	**3,56,506**	**100%**	**3,50,173**	**3,50,173**	**100%**

[6] *As on March 31, 2025, the number of trainings conducted are higher than the number of employees and workers due to the attrition and new joinees.*

During the year, the Company introduced a dedicated training module to enhance employee awareness of human rights. Additionally, various awareness sessions are conducted for workers, covering human rights aspects. For instance, induction and toolbox talks are mandatory for all workers joining any site, location, or project. The process includes, but is not limited to, topics such as wage breakdown, PF deduction, health and safety, account creation for wage deposits and KYC procedures.

Furthermore, systems are in place to ensure compliance with child labour laws (e.g. submission of Aadhaar card as proof of age) and to prevent forced labour through proof of employment (e.g. wage slips, issuance of gate passes/ID cards). Daily toolbox talks also address some of these aspects, in addition to job-specific roles. Key manufacturing facilities of the Company are SA 8000 certified by independent third-party certification agencies, covering elements such as child labour, forced labour, discrimination, working hours, remuneration, freedom of association and grievance redressal mechanisms. *Please refer to 'Human Capital' chapter of the Integrated Annual Report FY2024-25 for more information on human rights.*

2. **Details of minimum wages paid to employees and workers, in the following format:**

Category	FY 2024-25					FY 2023-24				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	**52,505**	**–**	**–**	**52,505**	**100%**	**52,224**	**–**	**–**	**52,224**	**100%**
Male	47,747	–	–	47,747	100%	48,019	–	–	48,019	100%
Female	4,758	–	–	4,758	100%	4,205	–	–	4,205	100%
Other than permanent	**3,960**	**–**	**–**	**3,960**	**100%**	**5,041**	**–**	**–**	**5,041**	**100%**
Male	3,753	–	–	3,753	100%	4,793	–	–	4,793	100%
Female	207	–	–	207	100%	248	–	–	248	100%
Workers										
Permanent	**2,091**	**–**	**–**	**2,091**	**100%**	**2,079**	**–**	**–**	**2,079**	**100%**
Male	2,084	–	–	2,084	100%	2,073	–	–	2,073	100%
Female	7	–	–	7	100%	6	–	–	6	100%
Other than permanent	**3,54,415**	**2,87,585**	**81%**	**66,830**	**19%**	**3,48,094**	**3,04,005**	**87%**	**44,088**	**13%**
Male	3,52,339	2,85,897	81%	66,442	19%	3,45,287	3,01,677	87%	43,609	13%
Female	2,076	1,688	81%	388	19%	2,807	2,328	83%	479	17%

3. **Details of remuneration/salary/wages, in the following format:**

a. **Median remuneration / wages:**

Particulars	Male		Female	
	Number	Median remuneration/ salary/wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD) - Whole Time Directors	6	27,59,55,854	0	0
Key Managerial Personnel (KMP)	1	1,84,99,632	0	0
Employees other than BoD and KMP	51,493	11,29,359	4,965	7,14,566
Workers	2,084	9,40,007	7	13,57,077

b. **Gross wages paid to females as % of total wages paid by the entity, in the following format:**

	FY 2024-25	FY 2023-24
Gross wages paid to females as % of total wages *[employees including permanent and other than permanent categories, and permanent worker]*	5.7%	5.4%
Gross wages paid to females as % of total wages *[other than permanent/contract workers]*	0.2%	Not tracked and reported

In FY 2023–24 and FY 2024–25, wages reported are for employees (both permanent and non-permanent) and permanent workers. Given that the Company has computed the values based on CTC, this includes retirement benefits as well.

The Company engages contractors under two primary categories: service contracts and manpower contracts, with service contracts comprising over 70% of total engagements. For service contracts, while the Company does not directly monitor or record wages paid by contractors, it ensures adherence to all statutory compliances mandated for such engagements. Additionally, in certain service contracts, subcontractors independently obtain labour licenses and undertake the necessary statutory filings under the Contract Labour (Regulation and Abolition) Act (CLRA). In the case of manpower contracts, the Company maintains direct oversight of the workers deployed at its sites. Consequently, such data may not be reflected in the Company's CLRA reporting.

For FY 2024-25, data has been sourced from the filings under the CLRA for the calendar year 2024 (January to December). These filings cover both service and manpower contracts, and include disclosures on wages paid to female workers categorized as 'other than permanent' (i.e., contractual).

The data collation process currently remains largely manual, and there are gaps in the supporting evidence submitted by contractors to substantiate the figures reported in the Company's CLRA filings. Furthermore, since wage data is primarily available on a calendar-year basis, it does not align with the financial year reporting period, posing challenges in reconciliation. The Company is actively working on strengthening its wage reporting mechanisms to improve accuracy and alignment in future disclosures.

4. **Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)**

The Chief Human Resources Officer is the focal point for human rights related issues at the Company level. For implementation across the sites and manufacturing plants, designated personnel from IR/Admin/EHS functions are responsible for human rights and labour management. At business level, IR/Admin Heads of respective businesses are the focal points supported by HR heads.

For details on the governance and management processes related to Human Rights, please refer to 'Human Capital' chapter of the Integrated Annual Report FY 2024-25.

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**

Respect for and commitment to human rights are fundamental components of the Company's Code of Conduct for employees. Any violations of the Code of Conduct are to be reported to the first-level reporting authority, who is responsible for investigating the matter and taking appropriate action. If the violation involves the first-level reporting authority, the issue is escalated to the second-level reporting authority. In cases where a violation is deemed severe, it is referred to the Whistleblower Investigation Committee for further action within a reasonable timeframe.

The Company is dedicated to fostering a safe and inclusive workplace, free from any form of sexual harassment. To this end, a comprehensive Policy for the Protection of Women's Rights at the Workplace has been established, in alignment with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH Act"). This policy applies to all employees, workers, and contract workers across all L&T establishments in India, and extends protection to visitors, including clients, customers, third-party contractors, vendors, suppliers, and business representatives.

In instances where sexual harassment arises due to the actions of third parties, the Company takes all necessary reasonable steps to support the affected individuals. To ensure full compliance with the POSH Act, Internal Complaints Committees (ICCs) have been constituted across various administrative units. The ICCs are responsible for registering complaints, conducting investigations, concluding proceedings, and recommending redressal measures. The recommendations of the ICCs are implemented by the Company. They also regularly organise workshops and awareness sessions to promote a harassment-free workplace.

Additionally, two Apex Committees have been established at the highest organizational level, comprising representatives from various ICCs and senior leadership, to oversee the implementation and compliance of the POSH Act across the Company.

The Company has implemented a structured whistleblower mechanism that encourages employees and vendors to report any unethical behaviour, improper practices, misconduct, violations of legal or regulatory requirements, or instances of unfair treatment that could negatively impact the Company's operations, performance, or reputation, without fear of retaliation. Reports are investigated impartially, and appropriate corrective actions are taken to uphold the Company's standards of ethical and professional conduct.

For details on the governance and management processes related to Human Rights, please refer to 'Human Capital' chapter of the Integrated Annual Report FY 2024-25.

6. **Number of Complaints on the following made by employees and workers:**

Particulars	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	12	1	Complaints registered and redressed under the POSH Act	3	2	Complaints registered and redressed under the POSH Act
Discrimination at workplace	0	0		0	0	
Child Labour	0	0		0	0	
Forced Labour/ Involuntary Labour	0	0		0	0	
Wages	0	0		0	0	
Other human rights related issues	0	0		0	0	

For FY 2024-25, one case was received in the last week of the financial year and investigation is ongoing, and one case was not upheld. Two cases from previous financial year have been upheld and redressed as per the POSH Act.

7. **Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:**

Particulars	FY 2024-25	FY 2023-24
Total complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	12	3
Complaints on POSH as a % of female employees / workers[7]	0.17%	0.04%
Complaints on POSH upheld	10	1

[7] *Covers females based in India, both employee and worker (permanent and other than permanent) categories.*

For FY 2024-25, one POSH case was received in the last week of the financial year and investigation is ongoing, and one case was not upheld. Two cases from previous financial year have been upheld and redressed as per the POSH Act.

8. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

The mechanism has been covered in the answer to the Question 5 in this section. The Company has adopted a comprehensive Code of Conduct applicable to all employees, senior management, and Board members, outlining the standards of ethical behaviour and professional conduct expected at all levels. All violations of the Code of Conduct should be reported according to the Reporting Matrix embedded within the policy framework. The Code of Conduct also details the grievance redressal process and prescribes preventive and corrective measures to uphold the Company's commitment to ethical business practices.

9. **Do human rights requirements form part of your business agreements and contracts? (Yes/No).**

Yes, human rights requirements are integral to the business agreements and contracts. The Company's Code of Conduct for suppliers emphasises a commitment to Human Rights, Labour Standards and societal well-being, aligning with internationally recognised frameworks such as the UN Global Compact Principles and the ILO. All supply chain partners are required to understand, acknowledge and adhere to the norms set forth in the Code of Conduct. Signing the Code of Conduct is a mandatory prerequisite during the vendor onboarding process, affirming their commitment to responsible and ethical business practices. It covers key aspects including fair and safe working conditions, occupational health and safety, prohibition of child labour, forced or compulsory labour, non-discrimination, payment of fair wages, and a zero-tolerance approach towards harassment and abuse.

Additionally, compliance with applicable regulatory requirements — including health and quality standards, statutory wage payments, PF deductions and other labour-related obligations — is formally integrated into all supplier agreements and contractual obligations.

10. **Assessments for the year:**

Particulars	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour Forced/involuntary labour Sexual harassment Discrimination at workplace Wages Others - please specify	The key manufacturing plants are certified under SA 8000 standards, a globally recognised certification programme focusing on human rights and labour management. Furthermore, each year, an internal self-assessment is conducted across manufacturing plants, offices and projects to identify potential human rights risks including health and safety management systems and working conditions. This involves cross-functional teams including Admin, Industrial Relations (IR), project management, HR, and EHS managers.

11. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.**

    No significant risks/concerns arose that required any corrective actions with respect to human rights related issues.

LEADERSHIP INDICATORS

1. **Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.**

   Though there were no complaints received in FY2024-25 related to human rights, the grievance redressal mechanism has been strengthened for the contractual workers. *The details of the mechanism have already been discussed in Section A 'VII. Transparency and disclosures compliances.'*

2. **Details of the scope and coverage of any Human rights due diligence conducted.**

   The Company's human rights due diligence framework covers the contractual workers and encompasses its operational footprint, including EPC project sites, manufacturing facilities, and offices. This assessment evaluates compliance with human rights principles, focusing on the prevention of child labour, elimination of forced or involuntary labour, payment of fair and timely wages, prevention of sexual harassment, eradication of modern slavery practices, promotion of non-discrimination, assurance of safe and healthy working conditions, and provision of accessible grievance redressal mechanisms.

3. **Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

   The Company is committed to fostering an inclusive and accessible work environment in accordance with the Rights of Persons with Disabilities Act, 2016. Most of our premises are equipped to accommodate differently-abled employees and workers, featuring facilities such as ramps and elevators with accessibility features.

4. **Details on assessment of value chain partners:**

Particulars	Percentage of value chain partners (by value of business done with such partners) that were assessed
Child labour Forced/involuntary labour Sexual harassment Discrimination at workplace Wages Others - please specify	In line with its commitment to promoting sustainability across the value chain, the Company had identified and assessed 120 critical supply chain partners during the year, contributing to 23% of the procurement of the Company. These supply chain partners were assessed under five modules: Governance, Ethical business practices, Human rights and labour management, Health & Safety and Environment. The assessment was carried out by an independent third party through a detailed questionnaire developed in alignment with regulatory requirements, BRSR disclosure expectations, and global sustainability standards. The assessment process was conducted remotely (desktop-based) through interactions with supply chain partners and review of documents and evidence provided by them as well as, in person onsite with selected low scoring supply chain partners. Following the assessment, gaps identified were communicated to the respective supply chain partners along with recommendations and suggested action plans aimed at strengthening their sustainability performance and compliance.

Particulars	Percentage of value chain partners (by value of business done with such partners) that were assessed
	For details of the Company's initiatives on incorporating sustainability in supply chain, please refer to 'Social and Relationship Capital' and 'Human Capital' for disclosures related to human rights in supply chain of the Integrated Annual Report FY 2024-25.

5. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.**

No significant human rights risks or concerns were identified through the assessment during the reporting year. The Company ensures that all supply chain partners engaged are made aware of and formally agree to the Company's Code of Conduct, which is a mandatory requirement during the vendor registration and onboarding process.

If any concern or risk arises during the year—whether identified through formal assessments or otherwise—the Company undertakes appropriate corrective and preventive actions to address and mitigate the issue.

Principle 6: Businesses should respect and make efforts to protect and restore the environment

ESSENTIAL INDICATORS

1. **Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:**

Parameter	FY 2024-25	FY 2023-24
From renewable sources (in Gigajoules)		
Total electricity consumption (A)	2,48,561	1,55,046
Total fuel consumption (B)	64,882	38,552
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	**3,13,443**	**1,93,598**
From non-renewable sources (in Gigajoules)		
Total electricity consumption (D)	14,10,297	15,29,592
Total fuel consumption (E)	82,06,677	87,64,602
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	**96,16,974**	**1,02,94,194**
Total energy consumed (A+B+C+D+E+F) (in Gigajoules)	**99,30,417**	**1,04,87,792**
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations) (in GJ/₹ Cr)	**69.7**	**83.1**
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP) (in GJ/PPP Mn USD)	**144**	**186.1**

IMF PPP conversion rate (22.4), available for March 2024, was used for total income PPP adjusted value for FY 2023-24. IMF had revised the PPP methodology and PPP conversion rate in October 2024. For FY 2024-25, latest IMF PPP conversion rate (20.66) has been used.

Energy intensity decreased by 16% compared to FY 2023-24. This reduction was due to:

i. Transition from DG sets to grid connections, e.g., rail line tunnel projects in Uttarakhand, metro rail projects in some cities.

ii. Closed or approaching closure of some large contracts, e.g., contract related to dedicated freight corridor project, water treatment project in Middle East, project related to offshore oil & gas facilities.

iii. Other initiatives taken by taskforce for reducing diesel consumption

Please refer to 'Natural Capital' section and 'Reducing Energy Intensity' sub-section of Integrated Annual Report FY 2024-25.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N). If yes, name of the external agency.

Yes, data has been assured by Deloitte Haskins & Sells LLP. The assurance statement is provided at the end of BRSR report section in Integrated Annual Report FY 2024-25.

2. **Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N)**

No, the Company does not have any site or facility identified as designated consumers (DCs) under Performance, Achieve and Trade (PAT) Scheme of the Government of India.

3. **Provide details of the following disclosures related to water, in the following format:**

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in kilolitres)		
(i) Surface water	25,73,331	23,14,470
(ii) Groundwater	88,15,932	78,73,240
(iii) Third party water	5,85,735	20,53,537
(iv) Seawater / desalinated water	2,920	7,344
(v) Others	78,40,556	38,76,733
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**1,98,18,474**	**1,61,25,324**
Total volume of water consumption (in kilolitres)	**1,54,31,695**	**1,28,76,481**
Water intensity per rupee of turnover (Total water consumption/ Revenue from operations) (in kilolitres/₹ Cr)	**108.3**	**102**
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP) (in kilolitres/PPP Mn USD)	**223.7**	**228.5**

IMF PPP conversion rate (22.4), available for March 2024, was used for total income PPP adjusted value for FY 2023-24. IMF had revised the PPP methodology and PPP conversion rate in October 2024. For FY 2024-25, latest IMF PPP conversion rate (20.66) has been used.

In FY 2024-25, the Company has made significant improvement in capturing and managing data related to water by rolling out redesigned Standard Operating Procedures (SOPs), by implementing a new data management platform (L&T-EARTH) with checks and analytics, and by installing flowmeters at various sites, with automatic data capturing. The Company has adopted a hybrid approach, direct measurement through flowmeters at some locations, and estimation method in other locations. For estimation-based data, domestic water requirement is estimated based on National Building Code of India (NBC 2016) and industrial water requirement is estimated based on production volumes of activity at the respective site and volume of water per unit of production. However, the Company has more than 700 active work locations (EPC project sites), and this presents a significant challenge in consistent SOP implementation for water data measurement due to open system, multiple consumption, reuse and discharge points. Additionally, inadequate understanding at some sites results in certain inconsistencies e.g., water balance not being met while reporting the data. The Company intends to address these gaps and undertake uniform implementation of the SOPs along with other changes, as necessary, to ensure accurate water data measurement and reporting.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N). If yes, name of the external agency.

Yes, data has been assured by Deloitte Haskins & Sells LLP. The assurance statement is provided at the end of BRSR report section in Integrated Annual Report FY 2024-25.

4. Provide the following details related to water discharged:

Parameter	FY 2024-25	FY 2023-24
Water discharged by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment	0	0
- With treatment – please specify level of treatment	8,51,608 (Primary: 4,61,235) (Secondary: 2,88,964) (Tertiary: 1,01,409)	5,26,691 (Primary: 5,26,691)
(ii) To Groundwater		
- No treatment	0	0
- With treatment – please specify level of treatment	8,64,124 (Primary: 8,55,896) (Secondary: 8,228)	10,91,480 (Primary: 10,91,480)
(iii) To Seawater		
- No treatment	0	0
- With treatment – please specify level of treatment	32,417 (Primary: 72) (Secondary: 32,345)	16,448 (Secondary: 16,448)
(iv) Sent to third parties@		
- No treatment	4,11,440	2,36,188
- With treatment – please specify level of treatment	2,53,894 (Primary: 2,52,658) (Secondary: 1,236)	60,336 (Primary: 60,336)
(v) Others@		
- No treatment	17,74,173	8,94,733
- With treatment – please specify level of treatment	46,417 (Primary: 30,277) (Secondary: 14,665) (Tertiary: 1,475)	4,18,234 (Primary: 4,18,234)
Total water discharged (in kilolitres) (i + ii + iii + iv + v)	**42,34,073**	**32,44,110**

@ *Sent to third-parties and others is wastewater discharged through municipal sewer connections or given to wastewater collection and treatment service providers.*

The increase in wastewater discharged in FY 2024–25 compared to FY 2023–24 is primarily due to enhanced data capture and improved reporting systems implemented across sites. This has led to more accurate and comprehensive accounting and does not indicate a deterioration in water management practices. The Company treats wastewater from project sites through STPs. Challenges and the Company's actions with respect to wastewater data reporting are same as those mentioned in the note to Principle 6, Essential Indicator Q3.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N). If yes, name of the external agency.

Yes, data assurance has been carried out by Deloitte Haskins & Sells LLP. The assurance statement is provided at the end of BRSR report section in Integrated Annual Report FY 2024-25.

5. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

Major facilities of the Company located at Hazira, Kattupalli, Talegaon, Coimbatore, Ranoli, Kancheepuram, and Kansbahal have implemented Zero Liquid Discharge (ZLD) systems. These systems ensure that the entire volume of wastewater generated from operations is either recycled and reused or stored for future use. The treated wastewater is repurposed for non-potable applications such as gardening, toilet flushing, firefighting, road washing, and dust suppression, significantly reducing the environmental impact.

6. **Please provide details of air emissions (other than GHG emissions) by the entity:**

Data below disclosed for the following manufacturing facilities:

Parameter	UOM	FY 2024-25			FY 2023-24		
		Hazira	Pithampur	Kanchipuram	Hazira	Pithampur	Kanchipuram
SOx	mg/m^3	8	28	10	24	16	10
NOx	mg/m^3	19	18	49	19	14	46
Particulate matter (PM)	mg/m^3	17	25	39	45	26	37
Persistent organic pollutants	–	–	–	–	–	–	–
Volatile organic compounds	–	–	–	–	–	–	–
Hazardous air pollutants	–	–	–	–	–	–	–
Others	–	–	–	–	–	–	–

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N). If yes, name of the external agency.

Yes, emissions from chimney stacks at respective manufacturing facilities of the Company are checked by government approved laboratories and reports are submitted to State Pollution Control Boards. Results are reviewed and analysed by the business unit of the respective location to ensure compliance to the CTO conditions.

7. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:**

Parameter	UOM	FY 2024-25	FY 2023-24
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	tCO_2e	6,03,953	6,35,646
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	tCO_2e	2,82,341	3,49,682
Total Scope 1 and Scope 2 emissions per Rupee of turnover	**tCO_2e/₹ Cr**	**6.2**	**7.8**
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	**tCO_2e/PPP Mn USD**	**12.8**	**17.5**

IMF PPP conversion rate (22.4), available for March 2024, was used for total income PPP adjusted value for FY 2023-24. IMF had revised the PPP methodology and PPP conversion rate in October 2024. For FY 2024-25, latest IMF PPP conversion rate (20.66) has been used.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N). If yes, name of the external agency.

Yes, data assurance has been carried out by Deloitte Haskins & Sells LLP. The assurance statement is provided at the end of BRSR report section in Integrated Annual Report FY 2024-25.

8. **Does the entity have any project related to reducing Green House Gas emission?**

Details of some initiatives taken for GHG emissions reduction have been included under Leadership Indicator Question 4 of Principle-6.

9. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY 2024-25	FY 2023-24
Total Waste generated (in metric tonnes)		
Plastic waste (A)	818	506
E-waste (B)	61	86
Bio-medical waste (C)	1	0.54
Construction and demolition waste (D)	2,62,736	2,36,846
Battery waste (E)	204	56
Radioactive waste (F)	1	5
Other hazardous waste. Please specify, if any. (G)	4,303	7,326
Other non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	1,83,102	2,09,271
Total (A+B + C + D + E + F + G + H)	**4,51,226**	**4,54,097**
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations) [MT/₹ Cr]	**3.2**	**3.55**
Waste intensity per rupee of turnover adjusted for PPP (Total waste generated / Revenue from operations adjusted for PPP) [in MT/PPP Mn USD]	**6.5**	**8.1**
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
(i) Recycled	19,475	2,05,822
(ii) Re-used	60,965	1,57,590
(iii) Other recovery operations	0	0
Total	**80,440**	**3,63,412**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
(i) Incineration	83	0
(ii) Landfilling	1,17,645	73,535
(iii) Other disposal operations	2,55,233	3,633
Total	**3,72,962**	**77,168**

IMF PPP conversion rate (22.4), available for March 2024, was used for total income PPP adjusted value for FY 2023-24. IMF had revised the PPP methodology and PPP conversion rate in October 2024. For FY 2024-25, latest IMF PPP conversion rate (20.66) has been used.

Direct measurement (weighment) of waste is not feasible at all the locations, particularly at EPC project sites or for all types of wastes and indirect estimation has been used in those locations and wastes. Specially, measurement of construction and demolition waste presents a significant challenge due to heterogeneous composition, voluminous nature and lack of standardised measurement protocols. For estimation of waste generation, volume of activity or output at respective sites and waste generation per unit activity or process, has been used. In FY 2024-25, the Company made significant improvement in capturing and managing data related to waste across sites by rolling out redesigned Standard Operating Procedures (SOPs), implementing a new data management platform (L&T-EARTH) with checks and analytics, and is in process of strengthening its reporting for ensuring its completeness and accuracy for waste including construction & demolition waste.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N). If yes, name of the external agency.

Yes, data assurance has been carried out by Deloitte Haskins & Sells LLP. The assurance statement is provided at the end of BRSR report section in Integrated Annual Report FY 2024-25.

10. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

Waste management is an integral component of L&T's EHS Management System. Each location — including EPC project sites, manufacturing facilities, and campuses — operates with a location-specific waste management plan. These plans are tailored based on the type and quantity of waste generated, as well as the applicable disposal methods, ensuring site-level effectiveness and regulatory compliance.

The Company emphasises the principles of the circular economy — Reduce, Reuse, Recycle (3Rs) — to minimise both waste generation and off-site waste disposal. For hazardous waste, storage and disposal are carried out in strict adherence to the consents issued by the Central or State Pollution Control Boards, aligned with relevant regulations such as the Battery Waste Management Rules, 2022. All hazardous waste is handled exclusively through government-authorised waste management agencies. To support effective implementation, regular training and awareness programmes are conducted for both employees and contract workers. These initiatives help ensure that waste is managed responsibly at every stage of the project lifecycle.

It is also important to note that L&T's portfolio — comprising complex, engineered-to-order equipment for process industries and other sectors — does not contain hazardous or toxic chemicals, further reducing environmental risk.

11. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details:**

Sl. No.	Location of operations/offices	Type of Operations	Whether the conditions of environmental approval /clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
1	A. M. Naik Heavy Engineering Complex, Hazira, Gujarat - Company's manufacturing facility located along the banks of River Tapi, 8 km from the Arabian Sea (only two jetty areas fall under Coastal Regulation Zone not the entire facility)	Manufacturing facility	Yes
2	Modular Fabrication Facility and Shipbuilding Facility in Kattupalli, Tamil Nadu - Company's manufacturing facilities located 40 km from Chennai, adjoining the Bay of Bengal	Manufacturing facility	Yes
3	Kachchi Dargah Bridge, Bihar – (EPC project) for construction of a bridge which spans the Ganges, connecting Kacchi Dargah in Patna and Bidupur in Hajipur	EPC project	Yes
4	Mumbai Ahmedabad High Speed Rail Package C3 (between Shilphata and Zaroli village on Maharashtra-Gujarat border), Maharashtra - Contract (EPC project) for construction of high-speed rail corridor comprising viaducts and tunnels falling in forest area and coastal regulation zones	EPC project	Yes

12. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

S. No.	Location of operations/ offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N)	If no, the reasons there of and corrective action taken, if any.
For projects executed as client contracts, the responsibility for conducting the Environmental Impact Assessment (EIA) lies with the client. As per the contractual scope, L&T undertakes execution in accordance with the applicable environmental clearances and regulatory requirements already secured by the client. While EIA is outside L&T's direct scope for such projects, the Company remains committed to environmental compliance and best practices during execution. All project activities are carried out in alignment with L&T's internal EHS Management System, ensuring mitigation of environmental risks and adherence to sustainability standards.				

13. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N).**

Yes, the Company is compliant with the applicable Act(s) and Rule(s).

LEADERSHIP INDICATORS

1. **Water withdrawal, consumption, and discharge in areas of water stress (in kilolitres):**

For each facility/plant located in areas of water stress, provide the following information:

(i) **Name of the area(s):** Water-stressed areas in Rajasthan, Uttar Pradesh, Gujarat, Haryana, Madhya Pradesh, Punjab, and National Capital Territory of Delhi.

(ii) **Nature of operations:** EPC projects, awarded by clients, related to highways, railways, metro rail, water supply, irrigation, and oil & gas facilities

(iii) **Water withdrawal, consumption, and discharge in the following format:**

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in kilolitres)		
Surface water	32,163	10,367
Groundwater	30,11,141	5,30,724
Third party water	95,719	15,64,155
Seawater / desalinated water	0	0
Others	14,69,436	2,43,695
Total volume of water withdrawal (in kilolitres)	**46,08,459**	**23,48,941**
Total volume of water consumption (in kilolitres)	**32,23,890**	**15,97,080**
Water intensity per rupee of turnover (Water consumed / turnover)	**22.6**	**12.6**
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment	0	0
- With treatment – please specify level of treatment	1,47,992 (Primary: 32,842) (Secondary: 13,741) (Tertiary: 1,01,409)	1,72,767 (Primary: 1,72,767)
(ii) To Groundwater		
- No treatment	0	0
- With treatment – please specify level of treatment	3,05,136 (Primary: 3,05,136)	46,616 (Primary: 46,616)
(iii) To Seawater		
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iv) Sent to third parties@		
- No treatment	1,11,636	1,61,597
- With treatment – please specify level of treatment	55,186 (Primary: 55,186)	21,358 (Primary: 21,358)
(v) Others@		
- No treatment	6,24,161	2,12,141
- With treatment – please specify level of treatment	4,039 (Secondary: 4,039)	1,41,274 (Primary: 1,41,274)
Total water discharged (in kilolitres) (i + ii + iii + iv + v)	**12,48,149**	**7,55,753**

@ Sent to third-parties and others is wastewater discharged through municipal sewer connections or given to wastewater collection and treatment service providers.

Volume of water for water stress areas has increased significantly compared to previous year due to increase in activities at the EPC project sites located in water stress area and enhancement in data capturing of water data for water stress areas. The Company implements watershed development projects in water stressed areas, as a part of CSR interventions, to augment the water availability.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N). If yes, name of the external agency.

No independent assessment/ evaluation/assurance has been carried out by an external agency for the water data related to water stressed areas.

2. **Please provide details of total Scope 3 emissions & its intensity, in the following format:**

Parameter	UOM	FY 2024-25	FY 2023-24
Total Scope 3 emissions (Break-up of GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	tCO_2e	74,58,242	70,73,536
Total Scope 3 emissions per rupee of turnover	**tCO_2e/₹ Cr**	**52.3**	**56**

Scope 3 emissions for the Company is reported for five categories, i.e. purchase of goods and services, upstream transportation and distribution, business travel, employee commuting and downstream leased assets. The Company has increased the coverage for purchased goods and included contribution from downstream leased assets in FY 2024-25 reporting. Emissions have been calculated based on Corporate Value Chain (Scope 3) Accounting and Reporting Standard of the GHG Protocol. More than 95% of Scope-3 emissions are attributed to purchase of goods and within that category, ~90% is contributed by steel and cement used at EPC project sites for execution of contracts given by the clients.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N).

No independent assessment/ evaluation/assurance has been carried out by an external agency for the above data.

3. **With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**

Sl. No.	Location of operations/offices	Actions taken
1	A. M. Naik Heavy Engineering Complex, Hazira (Only two jetty areas fall under CRZ and not the entire facility)	No painting or sand blasting activities are carried out in the designated areas and no solid or liquid wastes are disposed in coastal area. Zero Liquid Discharge (ZLD) system has been implemented and green cover with local species provided. All compliances, as required under Coastal Regulation Zone (CRZ) rules, are being complied with.
2	Modular Fabrication Facility, Kattupalli and Shipbuilding Facility, Kattupalli	No ship-breaking activities are carried out and oil spill mitigation measures have been put in place. ZLD system has been implemented. Phosphating and galvanising activities are carried out beyond CRZ boundaries. All compliances, as required under CRZ rules, are being complied with.
3	Kachchi Dargah Bridge, Bihar (EPC project contract)	Implementation of Environment Management Plan is monitored by third-party agency. For prevention of soil erosion near the bank of river Ganges silt barrier has been provided and jetty has been constructed. Wastewater being treated through Sewage Treatment Plant (STP), and no solid or liquid waste discharged in river body. Muck disposal being done as per prescribed norms. Construction activity is avoided to the extent possible during night-time and during times of key seasonal wildlife activity or breeding seasons.
4	Mumbai Ahmedabad High Speed Rail Package C3, Maharashtra (EPC project contract)	Implementation of Environment Management Plan is monitored by third-party agency. Noise and vibration levels are closely monitored, and equipment fitted with silencers are deployed. Arrangements made for controlled lighting and equipment movement is monitored to avoid disturbance or negative impact on fauna. Special arrangements made for disposal of muck and construction waste. Compensatory mangrove plantation also undertaken.

Some locations mentioned in the previous year FY 2023-24 are closed on completion of contract.

4. **If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**

Sl. No.	Initiatives undertaken	Details of the initiative (web-link, if any, may be provided along with summary)	Outcome of initiative
1	Switching from diesel power generators to grid electricity	Diesel power generators (DG sets) are used at EPC project sites due to lack of grid connectivity or for backup power. Various sites of the Company have already switched from DG sets to grid power and other possible opportunities to implement the same are being explored.	Emissions avoided in FY 2024-25: ~2,760 tCO_2e
2	Using biodiesel to reduce diesel consumption	Use of biodiesel has been identified as one of the key initiatives to decarbonise energy consumption. In the previous year, the Company had initiated testing and pilot implementation of biodiesel. This has now been taken up as an initiative across different business units of L&T and there are targets set now for replacement of diesel with biodiesel.	Emissions avoided in FY 2024-25: ~1,100 tCO_2e
3	Reusing water in curing process	Concrete curing is an essential step in concrete works at EPC project sites to achieve desired concrete strength and durability. This process requires moisture to be maintained at casted concrete for a defined time-period, e.g. 28 days, and requires significant amount of water. Conventionally, the water runs-off into the ground or storm water drain. L&T's Heavy Civil business has taken initiative to implement systems across all sites to recover the run-off water from curing in a storage tank. This water gets reused for curing purpose and helps reduce the quantity of water required in the process.	Freshwater avoided, through reuse, in FY 2024-25: ~1.78 lakh kL
4	Treated wastewater use instead of freshwater	Concrete works at EPC project sites require significant amount of water for different processes. Sourcing freshwater for construction activities, particularly in water stressed areas, in desired quantity becomes a challenge in some locations. Project team at DMRC DC-09 project took initiative to look for alternate sources of water and planned to source treated wastewater from STPs of Delhi Jal Board. This helped not only ensure water availability as per the requirements of the project but also helped avoid sourcing of freshwater.	Freshwater avoided, through use of treated wastewater, in FY 2024-25: ~6,000 kL
5	Concrete waste recycling	Cube Testing is the typical process for confirming the concrete strength and quality. This process normally uses destructive testing methods and generates concrete waste. Conventionally this concrete waste is disposed by sending for landfills. At MAHSR C-5 site, the project team undertook the initiative to recycle this concrete waste into paver blocks. The paver blocks were made by crushing concrete waste and mixing with other materials before being casted in hydraulic press. These paver blocks are in temporary works at the site itself as well as sent for use at other sites.	Helped avoid ~100 tonne of concrete waste from getting sent to landfill.

Other significant initiatives are covered in 'Natural Capital' and 'Intellectual Capital' sections of Integrated Annual Report FY 2024-25.

5. **Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.**

Disaster management is an important component of the planning or administration processes and included in EHS management system. Disaster management and emergency response plans are made specific for the work location based on the local conditions, location setup and potential emergencies which could be faced, e.g. natural calamities, major fires, major accidents outside the site boundaries, toxic gas or chemical release, disease outbreak etc. These plans also include details of Emergency Response Team with roles and responsibilities, Emergency Facilities and Emergency Contact Numbers, designated Emergency Assembly Points and Flow Chart for Emergency Response. All relevant persons at the location, including the employees, sub-contractors and contractual workers, emergency response teams are made aware of the disaster management plans for the respective locations. Training and capacity-building programmes, including mock drills, are undertaken to maintain a high level of preparedness. L&T's disaster management or emergency response plans aim to ensure business continuity and safety of all personnel and other resources at the location.

6. **Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?**

   No significant risks/concerns have been raised during the year. The Company ensures that the contractors, vendors, suppliers comply with policies and guidelines including need for compliance with various environmental regulations and ethical practices.

7. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

   120 critical supply chain partners were assessed during the year, which is 23% of the total procurement by value of the Company in FY 2024-25.

8. **How many Green Credits have been generated or procured:**

   A. **By the listed entity.**

      No Green Credits have been generated or procured by the Company in FY 2024-25. Green Credits programme of Ministry of Environment, Forest and Climate Change (MoEFCC) does not currently allow private companies to participate in the programme.

   B. **By the top ten (in terms of value of purchases and sales, respectively) value chain partners.**

      A few value chain partners, which are public sector enterprises, had applied and paid for procurement of Green Credits. However, no Green Credits have been credited to their account in FY 2024-25. Green Credits programme of MoEFCC does not currently allow private companies to participate in the programme.

Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

ESSENTIAL INDICATORS

1. a. **Number of affiliations with trade and industry chambers/ associations:** 63

   b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Confederation of Indian Industry (CII)	National
2	Federation of Indian Chambers of Commerce & Industry (FICCI)	National
3	National Safety Council (NSC)	National
4	European Foundation for Quality Management (EQFM)	National
5	Construction Industry Development Council (CIDC)	National
6	Quality Circle Forum of India (QCFI)	National
7	American Society of Concrete Contractors (ASCC)	International
8	British Safety Council (BSC)	International
9	International Chamber of Commerce (ICC)	International
10	International Water Association	International

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

   There was no issue related to anti-competitive conduct by the entity during the year.

LEADERSHIP INDICATORS

1. **Details of public policy positions advocated by the entity**

L&T actively engages in public policy advocacy across various sectors, aligning with its strategic business interests and commitment to national development. The Company is also a key member in numerous committees of industry associations such as FICCI, CII and councils in sectors such as energy storage, electronics (semiconductor), quality, environment, climate change, capital goods, transport, aerospace, roads & highways, economic policy and others. The Company also continuously engages with nodal agencies, government bodies to provide sector specific inputs and expertise. Key areas of advocacy include:

- **Environmental Regulations:** L&T provides suggestions and inputs towards formulation of policies and regulations that promote creation of a robust environment ecosystem and improve the ease of doing business.
- **Carbon Credit Trading Scheme:** The Company was a part of the public consultation process held by Bureau of Energy Efficiency for finalisation of detailed procedure for participation as a non-obligated entity in the Indian carbon market.
- **Semiconductor and Technology Sector:** L&T has pushed for policy incentives in the semiconductor sector, specifically advocating for chip design incentives to be accessible to all companies. This move is intended to bolster India's capabilities in the semiconductor industry.
- **Double Taxation Avoidance Agreement** (DTAA) with Algeria to promote fair competition for Indian companies in Algeria
- **Continuation of Customs Duty Exemption for Shipbuilding**
- Advocated for **introduction of a broader and inclusive Green Taxonomy** framework in India
- **Nuclear Energy and Small Modular Reactors (SMRs):** The Company has engaged in discussions on policy aspects related to Small Modular Reactors, emphasing the need for a supportive regulatory framework to advance nuclear energy solutions in India.
- **Supporting Green Hydrogen Policy and Green Hydrogen Mission** by actively participating in public policy consultations and through engagements with regulators and industry associations.
- **Reforms in Public Procurement Models** for enhancing transparency, quality, and innovation in public procurement.

These advocacy efforts are part of L&T's broader strategy to influence policies that align with its business objectives and contribute to India's economic and infrastructural development.

Principle 8: Businesses should promote inclusive growth and equitable development

ESSENTIAL INDICATORS

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.**

Name and brief details of project	SIA notification No.	Date of notification	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes / No)	Relevant Web Link
Being engaged in the EPC business, Social Impact Assessment (SIA) for the projects are conducted by the customers, and thus this not fall under the purview of the Company.					

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:**

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In INR)
Any R&R owing to the projects falls under the contractual purview of the customer and not the Company.						

3. **Describe the mechanisms to receive and redress grievances of the community.**

The Company has implemented comprehensive grievance redressal mechanisms across its project sites, manufacturing facilities, campuses and offices to effectively collect and address community complaints and grievances. The Administration and Industrial Relations teams at each location manage the collection and resolution of complaints through various channels, including strategically placed complaint/suggestion boxes. Community members can lodge grievances either in writing or orally with the Company's designated personnel. Additionally, the Company provides the contact details on its website https://www.larsentoubro.com/corporate/contact-us/ and has official social media handles to submit feedback, complaints, or suggestions. All complaints and grievances are directed to the appropriate department or individual for resolution. Progress is tracked until closure, and any unresolved issues or those requiring higher-level intervention are escalated to the respective business heads for appropriate action. Additionally, the Company's whistleblower mechanism provides an alternative channel for lodging grievances, ensuring multiple avenues for the community to voice their concerns.

The Company executes its CSR initiatives through collaborations and partnerships with NGOs, government agencies, and L&T teams across campuses, project sites and operational locations. The primary objective is to enhance the quality of life for individuals and communities while fostering positive and sustainable change. A structured grievance redressal mechanism has been established for CSR projects, providing the community with a platform to voice concerns and ensuring that issues are addressed in a manner that protects both individual and collective interests. Continuous feedback from stakeholders is actively sought to strengthen and improve CSR initiatives.

Grievances related to CSR projects can be submitted in writing, either via email or letter, to the concerned Project Head/ Coordinator at the local CSR site. Upon receipt, the Project Head will record the grievance, examine the underlying issues, and formulate an action plan for resolution. Feedback regarding the status of action will be provided within 20 days of receiving the grievance. Alternatively, grievances may also be submitted directly to Corporate CSR by emailing to grievance.csr@larsentoubro.com, with the same commitment to provide feedback within 20 days.

It is important to note that suggestions regarding the expansion of project scopes, requests for support for new activities, or proposals for initiating projects in new locations or geographies fall outside the purview of the grievance redressal mechanism.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

Particulars	FY 2024-25	FY 2023-24
Directly sourced from MSMEs/ small producers	10%	8%
Directly from within India	70%	69%

Previous year's figure of 'directly from within India' have been restated to reflect the merger of a subsidiary with L&T Standalone.

5. **Job creation in smaller towns - Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost**

In FY2023-24, around 80% of the jobs created was within India and 20% of the jobs were created outside India. Based on the Circular No.: SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024 and clarification provided by 'Industry Standards Note on Business Responsibility and Sustainability Report (BRSR) Core', the disclosure of jobs created in smaller towns has been recalibrated for the reporting year and based on locations within India.

The table below provides the jobs created within India for employees (permanent and other than permanent) and permanent workers. The locations of the jobs created have been identified based on the location of the offices, project sites' offices and manufacturing locations.

Job creation in locations categorised as per RBI Classification System	FY 2024-25	FY 2023-24
Rural areas	10%	4%
Semi-urban areas	6%	2%
Urban areas	4%	4%
Metropolitan areas	80%	70%

The Company employs over 3,54,000 contractual workers annually on an average across its 700+ locations, engaging contractors primarily under two categories: service contracts and manpower contracts. *Refer to Principle 5, Essential Indicator Q3(b) to understand the nature of challenges and approach for this disclosure.*

The reported data below is based on the CLRA filings done by the Company and on the calendar year basis (Jan-Dec 2024) and provides the jobs created for other than permanent (contractual) workmen created within India. The locations of the jobs created have been identified based on the location of the offices, project sites' offices and manufacturing locations.

Job creation in locations categorised as per RBI Classification System	CY 2024	FY 2023-24
Rural areas	18%	Not tracked and reported
Semi-urban areas	18%	
Urban areas	15%	
Metropolitan areas	49%	

LEADERSHIP INDICATORS

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Details of negative social impact identified	Corrective action taken
No actions required to be taken by the Company	

2. **Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

S. No.	State	Aspirational District	Amount spent (In ₹)
1	Andhra Pradesh	Visakhapatnam	1,80,33,567
2	Assam	Dhubri	59,30,940
3	Jharkhand	Hazaribagh	5,52,842
4	Jharkhand	Ranchi	9,87,000
5	Odisha	Balangir	3,02,924.6
6	Odisha	Kalahandi	3,91,428
7	Punjab	Moga	5,36,999.7
		Total	**2,67,35,701**

3. (a) **Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No). If NA, provide details.**

The Company follows structured procurement practices that align with its commitment to quality, sustainability, and ethical standards. The Company has a Code of Conduct for Suppliers, which emphasises fair working conditions, environmental sustainability, adherence to human rights and ethical business practices. L&T also integrates policies like Sustainable Supply Chain Policy to promote responsible sourcing and reduce environmental impact. There is no specific preferential procurement policy, but businesses have various processes that facilitate the following:

- Encourage small and medium enterprises (SMEs) in bid submission
- Promote social responsibility and encourage supply chain partners to act responsibly with the stakeholders, especially local and vulnerable communities

Due to the nature of business and bulk material requirement, there are very limited options to procure from these groups and are being sourced from large scale companies.

(b) **From which marginalized /vulnerable groups do you procure?**

We procure from groups such as person with disabilities, women self help group and others.

(c) **What percentage of total procurement (by value) does it constitute?**

The Company engages with marginalised and vulnerable groups, such as women-led Self-Help Groups (SHGs), local farmers and small business owners, primarily for the supply of food to canteens at its manufacturing facilities. However, the overall purchase value from these groups remains minimal compared to the Company's total procurement spend. This is largely attributable to the nature of the Company's core operations, which require the procurement of bulk industrial materials such as cement, steel, fuel, pipes, cables, and ready-mix concrete, along with services such as logistics, IT, IT-enabled services (ITES), and manpower subcontracting. These requirements are typically met by large and mid-sized enterprises due to scale, quality, and compliance demands.

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

S. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/No)	Benefit shared (Yes / No)	Basis of calculating benefit share
The Company does not have any intellectual property owned, created, or acquired based on traditional knowledge during the year.				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the Case	Corrective action taken
The Company does not have any intellectual property owned, created, or acquired based on traditional knowledge during the year.		

6. **Details of beneficiaries of CSR Projects:**

S. No.	CSR Project	Persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1	Construction Skills Training Institutes and other skilling programmes for women and youth	17,750	100%
2	Enhancing educational infrastructure in schools	2,32,656	100%
3	Promoting STEM Education in schools and Improving quality of education	52,924	100%
4	Water conservation initiatives and Integrated Community Development Programme for Rural Areas	42,962	100%
5	Environment conservation initiatives	5,43,889	100%
6	Community health initiatives	10,09,069	100%
	Total	**18,99,250**	

Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner

ESSENTIAL INDICATORS

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

   L&T operates predominantly in the B2B (business-to-business) sector. L&T provides a wide range of services and solutions to various industries, including engineering, construction, manufacturing. L&T has established multiple channels to receive and address consumer complaints and feedback.

   - **Communication:** Customer complaints are received through email, transmittal letters, customer complaint registers and even verbally directly by project teams or facility admins. The Company also has a toll-free number and e-mail ID at infodesk@larsentoubro.com for collecting the customer inputs/feedback. Feedback from the customers is collected through a structured feedback form on a periodic basis. Format to record the complaints/feedback as well as SOPs to handle them are part of the Quality Management System. Inputs received from the customers are categorised and forwarded to the relevant teams or departments, which take the necessary action to resolve the complaints and respond to the customers. Each business unit maintains a record of complaints received and resolutions provided. These are reviewed at regular intervals at different management levels, starting from project teams and up to Business Head and Executive Committee level.
   - **Physical Offices:** L&T maintains several offices across India where consumers can address their concerns in person or via mail to the concerned department or person.
   - **L&T's Investor Relations Cell:** can be contacted at igrc@larsentoubro.com

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:**

Particulars	As a percentage to total turnover
Environmental and social parameters relevant to the product	
Safe and responsible usage	Not applicable
Recycling and/or safe disposal	

   The Company does not manufacture or sell consumer products. The products manufactured by the Company are engineered-to-order equipment, modules, sub-systems etc. which are for process industries and other such sectors. All relevant information e.g., operating parameters, maintenance process etc. are provided for these products.

3. **Number of consumer complaints in respect of the following:**

Particulars	FY 2024-25 (Current Financial Year)		Remarks	FY 2023-24 (Previous Financial Year)		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	0	0	–	0	0	–
Advertising	0	0	–	0	0	–
Cyber-security	0	0	–	0	0	–
Delivery of essential services	0	0	–	0	0	–
Restrictive Trade Practices	0	0	–	0	0	–
Unfair Trade Practices	0	0	–	0	0	–
Other	0	0	–	0	0	–

4. **Details of instances of product recalls on account of safety issues:**

Particulars	Number	Reasons for recall
Voluntary recalls	The products manufactured by the Company are engineered-to-order equipment, modules, sub-systems, which are for process industries and other such sectors. There were no product recalls (voluntary or forced) made on ground of safety in FY 2024-25.	
Forced recalls		

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No). If available, provide a web-link of the policy.**

L&T demonstrates a strong commitment to cybersecurity and data privacy through comprehensive policies and strategic initiatives:

- **Data Privacy Policy:** L&T's Privacy Policy outlines the collection, use, and protection of personal information. The policy emphasises the secure storage of personal data on password- and firewall-protected servers. It also acknowledges the inherent risks of internet data transmission and advises users accordingly. Additionally, the policy addresses the use of cookies and provides guidance on managing them.

- **Cybersecurity Initiatives:** L&T has partnered with PwC to enhance its cybersecurity infrastructure. This collaboration led to the centralization of 24x7 security operations, addressing challenges such as a rapidly expanding IT landscape and real-time threat identification. The initiative also focused on leveraging hyper-automation and predictive analytics to bolster threat detection and response capabilities.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

No cases/complaints received in above matters.

7. **Provide the following information relating to data breaches:**

a. **Number of instances of data breaches along-with impact**

b. **Percentage of data breaches involving personally identifiable information of customers**

c. **Impact, if any, of the data breaches**

There were no data breaches during the year.

LEADERSHIP INDICATORS

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

L&T offers detailed information about its diverse products and services through various official channels:

- **Corporate Website:** The primary source for comprehensive details on L&T's offerings is its official website at https://www.larsentoubro.com. Here, users can explore the "Products and Services" section, which provides insights into the Company's extensive range of solutions across sectors such as infrastructure, hydrocarbon, power, process industries, precision engineering and other industries.

- **Division Websites:** L&T's various business divisions maintain dedicated websites that offer in-depth information on their specific products and services:

  – **L&T Construction:** as one of the largest construction organisations globally, L&T Construction's website details its capabilities in infrastructure and related sectors.

  – **Hydrocarbon:** details out the capabilities in Offshore, Onshore EPC, Modular Fabrication, Asset Management, Offshore Wind

  – **Heavy Engineering:** showcases the capabilities in Process Plant, Nuclear Power Plant, Special Fabrication Unit and others

- **Other key businesses** such as Rubber Processing Machinery, Construction & Mining Machinery, shipbuilding, Precision Engineering and Systems, L&T-SuFin, L&T-EduTech, L&T-Cloudfiniti and more
- **L&T Realty:** Focused on real estate development, L&T Realty's website offers insights into residential, commercial, and retail projects across India.

- **Annual Reports and Investor Presentations:** L&T's annual reports and investor presentations, accessible through the 'Investors' section of the corporate website, provide detailed overviews of business performance, new projects, and strategic initiatives across various sectors.
- **Social Media Platforms:** L&T maintains active profiles on platforms like LinkedIn, X (formerly Twitter), and YouTube, where the Company shares business updates, project highlights, CSR and sustainability initiatives, information about their products and services, to name a few. By utilising these channels, stakeholders can access detailed and up-to-date information on L&T's diverse products and services across its various business sectors.

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

The Company does not operate in B2C space, and the products manufactured are engineered-to-order equipment, modules, sub-systems which are for process industries and other such sectors. The Company engages with its clients/ customers on a regular basis to explain about its products, innovations, new technologies and techniques that are implemented or proposed to be implemented to enhance product quality and features.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

The Company does not have any direct presence or role in provision of essential services. However, during execution of projects and transportation of machinery/equipment, the clients and concerned public departments/authorities are informed in advance through transmittal letters and their permissions are sought for road closure, traffic diversion, isolation of utility supplies and so on.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not applicable)? Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

The Company does not manufacture or sell products which are covered under such laws. L&T ensures that the relevant information is provided, which may include detailed technical specifications, safety guidelines, environmental considerations, quality certifications, and user instructions. For certain projects and solutions, especially in sectors like infrastructure, power, and heavy engineering, L&T also shares environmental performance data, sustainability impacts, and operation & maintenance insights with clients. These additional disclosures are aimed at enabling customers and end-users to make informed decisions, enhance safe usage, and support transparency and trust in the Company's product and service delivery.

L&T regularly conducts customer satisfaction surveys across its key business verticals to gather insights on customer experience, service quality, and product performance, which are ingrained in the Quality Management Systems. These surveys are structured to assess customer feedback across major products and services and are conducted in significant locations of operation, including India and international markets.

L&T's customer feedback mechanisms include structured surveys, client review meetings, third-party assessments, and digital platforms, which collectively help in understanding client expectations and areas for improvement. The feedback is collected through a structured questionnaire based on relevant parameters and a 10-point Likert scale. Typically, feedback is collected on a half-yearly or annual basis.

Insights gathered from these surveys are reviewed by senior leadership and integrated into continuous improvement programmes across business units, ensuring alignment with our commitment to customer-centric excellence. Additionally, specific business verticals have dedicated teams that engage with clients and key stakeholders to measure satisfaction levels, address grievances, and enhance service delivery.

Independent Practitioner's Reasonable Assurance Report on Identified Sustainability Information In Larsen And Toubro Limited's Business Responsibility And Sustainability Report

To the Board of Directors
of LARSEN & TOUBRO LIMITED

1. We have undertaken to perform reasonable assurance engagement, for LARSEN AND TOUBRO LIMITED (the "Company") vide our engagement letter dated February 20, 2025 in respect of the agreed Sustainability Information listed below (the "Identified Sustainability Information" or "BRSR Core indicators") in accordance with the Criteria stated in paragraph 3 below. This Sustainability Information is included in the Business Responsibility and Sustainability Report (the "BRSR" or the "Report") of the Integrated Annual Report (the "IAR") of the Company for the year ended March 31, 2025. This engagement was conducted by our multidisciplinary team including assurance practitioners, environmental engineers and specialists.

2. **Identified Sustainability Information**

   Our scope of reasonable assurance consists of the BRSR Core indicators listed in the Appendix I to our report. The reporting boundary of the Report is as disclosed in Question 13 of Section A: General Disclosure of the BRSR with exceptions disclosed by way of note under respective questions of the BRSR, where applicable.

3. **Criteria**

   The Criteria used by the Company to prepare the Identified Sustainability Information is as under:

   - Regulation 34(2)(f) of the Securities and Exchange Board of India (the "SEBI") (Listing Obligations and Disclosure Requirements), Regulations, 2015 as amended;
   - Business Responsibility and Sustainability Reporting Requirements for listed entities per Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024 (the "SEBI Master Circular"); SEBI Press Release PR No.36/2024 dated December 18, 2024;
   - Industry Standards on Reporting of BRSR Core as per SEBI Circular SEBI/HO/CFD/CFD-PoD- 1/P/CIR/2024/177 dated December 20, 2024; and
   - SEBI Circular SEBI/HO/CFD/CFD - PoD-1/P/CIR/2025/42 dated March 28, 2025.

4. **Management's Responsibility**

   The Company's management is responsible for selecting or establishing suitable criteria for preparing the Sustainability Information including the reporting boundary of the Report, taking into account applicable laws and regulations, if any, related to reporting on the Sustainability Information, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the Identified Sustainability

   Information in accordance with the Criteria. This responsibility includes design, implementation and maintenance of internal control relevant to the preparation of the Report and the measurement of Identified Sustainability Information, which is free from material misstatement, whether due to fraud or error.

5. **Inherent limitations**

   The absence of a significant body of established practice on which to draw to evaluate and measure non- financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between companies.

6. **Our Independence and Quality Control**

   We have maintained our independence and confirm that we have met the requirements of the Code of Ethics issued by the Institute of Chartered Accountants of India (the "ICAI") and the and the SEBI Master and its clarifications thereto and have the required competencies and experience to conduct this assurance engagement.

We apply Standard on Quality Control ("SQC") 1, "Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements", and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

7. **Our Responsibility**

Our responsibility is to express a reasonable assurance opinion on the Identified Sustainability Information listed in Appendix I based on the procedures we have performed and evidence we have obtained.

We conducted our engagement in accordance with the Standard on Sustainability Assurance Engagements (SSAE) 3000, "Assurance Engagements on Sustainability Information", and Standard on Assurance Engagements (SAE) 3410 Assurance Engagements on Greenhouse Gas Statements (together the "Standards"), both issued by the Sustainability Reporting Standards Board (the "SRSB") of the ICAI.

These Standards require that we plan and perform our engagement to obtain reasonable assurance about whether the Identified Sustainability Information listed in Appendix I and included in the Report are prepared, in all material respects, in accordance with the Criteria stated under paragraph 3 above.

As part of reasonable assurance engagement in accordance with the Standards, we exercise professional judgment and maintain professional skepticism throughout the engagement.

8. **Reasonable Assurance**

A reasonable assurance engagement involves identifying and assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, evaluating the appropriateness of quantification methods and reporting policies, analytical procedures and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

i. Obtained an understanding of the Identified Sustainability Information and related disclosures;

ii. Obtained an understanding of the assessment criteria and their suitability for the evaluation and/or measurements of the Identified Sustainability Information;

iii. Made inquiries of Company's Management, including sustainability team, compliance team, human resource team amongst others and those with the responsibility for preparation of the Report;

iv. Obtained an understanding and performed an evaluation of the design of the key systems, processes and controls for recording, processing and reporting on the Identified Sustainability Information at the corporate office and at other project locations/offices on a sample basis. This included evaluating the design of those controls relevant to the engagement and determining whether they have been implemented by performing procedures in addition to inquiry of the personnel responsible for the Identified Sustainability Information;

v. Based on the above understanding and the risks that the Identified Sustainability Information may be materially misstated, determined the nature, timing and extent of further procedures;

vi. Tested the key assumptions, emission factors and methodologies used for calculation of Greenhouse Gas (the "GHG") emissions;

vii. Tested the Company's process for collating the sustainability information through agreeing or reconciling the Identified Sustainability Information with the underlying records on a sample basis; and

viii. Tested the consolidation for project locations/offices on a sample basis and corporate office under the reporting boundary for ensuring the completeness of data being reported.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our reasonable assurance opinion.

9. **Exclusions**

Our assurance scope excludes the following and therefore we do not express an opinion on:

- Aspects of the Report and the data/information (qualitative or quantitative) other than the Identified Sustainability Information; and
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

10. **Other information**

The Company's Management is responsible for the Other information. The Other information comprises the information included within the BRSR, other than Identified Sustainability Information and our independent assurance report dated May 22, 2025 thereon.

Our opinion on the Identified Sustainability Information does not cover the Other information and we do not express any form of assurance thereon.

In connection with our assurance engagement of the Identified Sustainability Information, our responsibility is to read the Other information and, in doing so, consider whether the Other information is materially inconsistent with the Identified Sustainability Information or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this Other information, we are required to report that fact. We have nothing to report in this regard.

11. **Basis for Qualified Conclusion**

i. As described in the Note to BRSR - Section C: Principle 6 "Business should respect and make efforts to respect and restore the environment" - Essential Indicators 3 and 4 of the Report which pertains to details related to water, the Company has redesigned its Standard Operating Procedures (the "SOPs"), by implementing a new data management platform and has adopted a hybrid approach consisting of direct measurement through flowmeters or through estimation where direct measurement is not possible. However, the Company's redesigned SOPs are not uniformly implemented across project sites in relation to use of appropriate estimation methods for water withdrawal, wastewater generation and water discharge. In the absence of sufficient appropriate evidence to test the completeness and accuracy of the disclosures under Essential Indicators 3 and 4 as at and for the year ended March 31, 2025, we were unable to determine whether any adjustments to the reported figures with respect to those essential indicators were necessary or not as at and for the year ended March 31, 2025.

ii. As described in the Note to BRSR - Section C: Principle 6 "Business should respect and make efforts to respect and restore the environment" - Essential Indicator 9 of the Report which pertains to details related to waste management, the quantification of construction and demolition waste (the "C&D waste") generated and its disposal is complex due to heterogeneous composition, voluminous nature and due to lack of application of standardised measurement methodology. Considering the complexity, the Company has used estimation methods for measuring waste generation based on volume of activity or output at respective sites and waste generation per unit activity or process. In the absence of sufficient appropriate evidence to test the completeness and accuracy of the disclosures under the C&D waste as at and for the year ended March 31, 2025, we were unable to determine whether any adjustments to the reported figures with respect to the C&D waste were necessary or not as at and for the year ended March 31, 2025.

iii. As described in the Note to BRSR Section C Principle 5 "Businesses should respect and promote human rights" – Essential Indicator 3(b) "Gross wages paid to females as % of total wages paid by the entity" and Principle 8 "Businesses should promote inclusive growth and equitable development" – Essential Indicator 5 "Job Creation in smaller towns", the Company has considered the wages paid to other-than-permanent workers based on filings made under Contract Labour (Regulation and Abolition) Act (the "CLRA") for the calendar year 2024. The data collation process is largely manual and is not reconciling completely with the source documents (i.e. wage registers, invoices etc.). In the absence of sufficient appropriate evidence to check the accuracy of the disclosures under "Gross wages paid to females as % of total wages paid by the entity" and "Job Creation in smaller towns" as at and for the year ended March 31, 2025, we were unable to determine whether any adjustments to the reported figures with respect to "Gross wages paid to females as % of total wages paid by the entity" and "Job Creation in smaller towns" were necessary or not as at and for the year ended March 31, 2025.

12. **Qualified Reasonable Assurance Opinion**

Except for the effect of the matter described in the Basis for Qualified Conclusion section of our report, the Identified Sustainability information as mentioned in Annexure I is fairly presented, in all material respects, in accordance with Criteria mentioned in paragraph 3 above.

13. **Restriction on use**

Our Reasonable Assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the Company solely, to assist the Company in reporting on Company's sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our Reasonable Assurance report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W / W-100018)

Pratiq Shah
Partner Membership No. 111850
UDIN:25111850BNUHLR1326

Place: Mumbai
Date: May 22, 2025

APPENDIX I

Identified Sustainability Information subject to Reasonable Assurance

Sr. No	Reporting Standard Reference	Indicator number
		Section C: Principle [P] Wise Performance Disclosures- Essential Indicators [E]
1	P-1 [E]-8	Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured).
2	P-1 [E]-9	Details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances and investments, with related parties.
3	P-3 [E]-1(c)	Spending on measures towards well-being of employees and workers (including permanent and other than permanent)
4	P-3 [E]-11	**Details of safety related incidents:** - Loss Time Injury Frequency Rate (LTIFR) (per one million person hours worked) (employees and workers) - Total recordable work related injuries (LTI) (employees and workers) - Number of fatalities (employees and workers) - High consequence work-related injury or ill-health (excluding fatalities) (employees and workers)
5	P-5 [E]-3(b)	Gross wages paid to females as % of total wages paid by the entity.
6	P-5 [E]-7	**Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:** - Total Complaints on Sexual Harassment (POSH) reported - Complaints on POSH as a % of female employees / workers - Complaints on POSH upheld
7	P-6 [E]-1	**Details of total energy consumption (in Joules or multiples) and energy intensity;** - Total Energy consumed - Total energy consumed from renewable sources (% of energy consumed from renewable sources) - Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations) - Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)
8	P-6 [E]-3	**Disclosures related to water withdrawal and consumption:** - Water withdrawal by source (in kiloliters) - Total volume of water withdrawal (in kiloliters) - Total water consumption (in kiloliters) - Water intensity per rupee of turnover (Total water consumed / Revenue from operations) - Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Water consumed / Revenue from operations adjusted for PPP)
9	P-6 [E]-4	Water Discharge by destination and level of treatment (in kiloliters)
10	P-6 [E]-7	**Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity:** - Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available) - Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available) - Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations) - Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)

Sr. No	Reporting Standard Reference	Indicator number
		Section C: Principle [P] Wise Performance Disclosures- Essential Indicators [E]
11	P-6 [E]-9	**Details related to waste management by the entity:** - Total weight of waste generated (in metric tons) - Waste intensity per rupee of turnover (Total waste generated / Revenue from operations) - Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP) - For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tons) - For each category of waste generated, total waste disposed by nature of disposal method (in metric tons)
12	P-8 [E]-4	**Percentage of input material (inputs to total inputs by value) sourced from suppliers.** - Directly sourced from MSMEs/small producers - Directly from within India
13	P-8 [E]-5	Job creation in smaller towns- wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis), as % of total wage cost.
14	P-9 [E]-7	**Information relating to data breaches:** - Number of instances of data breaches - Percentage of data breaches involving personally identifiable information of customers - Impact, if any, of the data breaches

LARSEN & TOUBRO LIMITED

Regd. Office: L&T House, Ballard Estate, Mumbai 400 001.
CIN: L99999MH1946PLC004768
Email: igrc@larsentoubro.com • Website: www.larsentoubro.com
Tel No: 022-67525656 • Fax No: 022-67525858

Notice

NOTICE IS HEREBY GIVEN THAT the Eightieth Annual General Meeting of **LARSEN & TOUBRO LIMITED** will be held through **VIDEO CONFERENCING OR OTHER AUDIO-VISUAL MEANS on Tuesday, June 17, 2025 at 3:00 P.M. IST** to transact the following business:

Ordinary Business

1) To consider and adopt the audited standalone financial statements of the Company for the year ended March 31, 2025 and the Reports of the Board of Directors and Auditors' thereon.

2) To consider and adopt the audited consolidated financial statements of the Company for the year ended March 31, 2025 and the report of the Auditors' thereon.

3) To declare a final Dividend of ₹ 34 per share of face value of ₹ 2/- each for FY 2024-25.

4) To appoint a Director in place of Mr. S. V. Desai (DIN: 07648203), who retires by rotation and being eligible, offers himself for re-appointment.

5) To appoint a Director in place of Mr. T. Madhava Das (DIN: 08586766), who retires by rotation and being eligible, offers himself for re-appointment.

Special Business

6) **Appointment of Mr. Subramanian Sarma (DIN: 00554221) as the Deputy Managing Director & President.**

   To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

   "**RESOLVED THAT** pursuant to Sections 196, 197, 203 and other applicable provisions, if any, of the Companies Act, 2013 (the "Act") read with Schedule V of the Act and the rules made thereunder and subject to such consents, permissions and approvals as may be required in this regard, Mr. Subramanian Sarma (DIN: 00554221) be and is hereby appointed as the Deputy Managing Director & President of the Company with effect from April 2, 2025 upto and including February 3, 2028.

   RESOLVED FURTHER THAT Mr. Subramanian Sarma in his capacity as the Deputy Managing Director & President, be paid remuneration as may be fixed by the Board, from time to time, as prescribed under the Companies Act, 2013 and within the limits approved by the members as per the details given in the explanatory statement."

7) **Re-appointment of Mr. S. V. Desai (DIN: 07648203) as a Whole-time Director.**

   To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

   "**RESOLVED THAT** pursuant to the provisions of Sections 196, 197, 203 and other applicable provisions, if any, of the Companies Act, 2013 (the "Act"), read with Schedule V of the Act and the rules made thereunder and subject to such consents, permissions and approvals as may be required in this regard, Mr. S. V. Desai (DIN: 07648203) be and is hereby re-appointed as the Whole-time Director of the Company with effect from July 11, 2025 upto and including July 4, 2030.

   RESOLVED FURTHER THAT Mr. S. V. Desai in his capacity as Whole-time Director, be paid remuneration as may be fixed by the Board, from time to time, as prescribed under the Companies Act, 2013 and within the limits approved by the members as per the details given in the explanatory statement."

8) **Re-appointment of Mr. T. Madhava Das (DIN: 08586766) as a Whole-time Director.**

   To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

   "**RESOLVED THAT** pursuant to the provisions of Sections 196, 197, 203 and other applicable provisions, if any, of the Companies Act, 2013 (the "Act"), read with Schedule V of the Act and the rules made thereunder and subject to such consents, permissions and approvals as may be required in this regard, Mr. T. Madhava Das (DIN: 08586766) be and is hereby re-appointed as the Whole-time Director of the Company with effect from July 11, 2025 upto and including July 10, 2030.

RESOLVED FURTHER THAT Mr. T. Madhava Das in his capacity as Whole-time Director, be paid remuneration as may be fixed by the Board, from time to time, as prescribed under the Companies Act, 2013 and within the limits approved by the members as per the details given in the explanatory statement."

9) **Appointment of M/s S. N. Ananthasubramanian & Co., Practicing Company Secretaries, as the Secretarial Auditors and fix their remuneration.**

To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

"**RESOLVED THAT** pursuant to the provisions of Section 204 of the Companies Act, 2013, and Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, including any statutory modification(s) or re-enactment(s) thereof for the time being in force, M/s. S. N. Ananthasubramanian & Co. (SNACO), Practising Company Secretaries (Firm registration No. P1991 MH040400), be and is hereby appointed as the Secretarial Auditors of the Company, for a term of five consecutive financial years commencing from April 1, 2025 till March 31, 2030, at such remuneration as may be determined by the Board of Directors of the Company (including its Committee thereof as may be authorised in this regard).

RESOLVED FURTHER THAT the Board of Directors of the Company (including any committee thereof), be and are hereby authorised to decide and finalize the terms and conditions of appointment, including the remuneration of the Secretarial Auditors, from time to time, and to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this resolution."

10) **Entering into material related party transactions with Larsen Toubro Arabia LLC.**

To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

"**RESOLVED THAT** pursuant to the provisions of Regulation 23(4) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), applicable provisions of the Companies Act, 2013 (the "Act") and the Rules made thereunder and other applicable laws including any amendments, modifications, variations or re-enactments thereof, Related Party Transactions Policy of the Company and pursuant to the recommendations of the Audit Committee and the Board of Directors of the Company, approval of the Members of the Company be and is hereby accorded to the Company for entering into and/or continuing to enter into contracts/transactions, with **Larsen Toubro Arabia LLC**, a subsidiary of the Company and Related Party within the meaning of Section 2(76) of the Act and Regulation 2(1)(zb) of the Listing Regulations, in the nature of a) sale, purchase, lease or supply of goods, business assets or property or equipment; b) availing or rendering of services; c) transfer or exchange of any resources, services or obligations to meet its business objectives/ requirements; d) providing parent company guarantees or letter of comfort or undertaking ("Related Party Transactions"), aggregating upto an amount not exceeding **₹ 12,600 crore** on such material terms and conditions as detailed in the explanatory statement to this resolution and as may be decided by the Board of Directors of the Company (including any Committee thereof) as deemed fit, from time to time.

RESOLVED FURTHER THAT the Board of Directors and/or the Audit Committee of the Company be and is hereby authorised to delegate all or any of the powers conferred on it as they may deem fit and to do all such acts and take all such steps as may be considered necessary or expedient to give effect to the aforesaid resolution."

11) **Entering into material Related Party Transactions with L&T Metro Rail (Hyderabad) Limited.**

To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

"**RESOLVED THAT** pursuant to the provisions of Regulation 23(4) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), applicable provisions of the Companies Act, 2013 (the "Act") and the Rules made thereunder and other applicable laws including any amendments, modifications, variations or re-enactments thereof, Related Party Transactions Policy of the Company and pursuant to the recommendations of the Audit Committee and the Board of Directors of the Company, approval of the Members of the Company be and is hereby accorded to the Company for entering into and/or continuing to enter into contracts/transactions, with **L&T Metro Rail (Hyderabad) Limited**, a subsidiary of the Company and Related Party within the meaning of Section 2(76) of the Act and Regulation 2(1)(zb) of the Listing Regulations, in the nature of a) sale, purchase, lease or supply of goods or business assets or property or equipment; b) availing or rendering of services; c) transfer of any resources, services or obligations to meet the Company's business objectives/ requirements; d) providing parent company guarantees or letter of comfort or undertaking ("Related Party Transactions"), aggregating upto an amount not exceeding ₹ **11,000 crore** on such material terms and conditions as detailed in the explanatory statement to this resolution and on such terms and conditions as may be decided by the Board of Directors of the Company (including any Committee thereof) as deemed fit, from time to time.

RESOLVED FURTHER THAT the Board of Directors and/or the Audit Committee of the Company be and is hereby authorized to delegate all or any of the powers conferred on it as they may deem fit and to do all such acts and take all such steps as may be considered necessary or expedient to give effect to the aforesaid resolution."

12) **Entering into material Related Party Transactions with L&T Technology Services Limited.**

To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

"**RESOLVED THAT** pursuant to the provisions of Regulation 23(4) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), the applicable provisions of the Companies Act, 2013 (the "Act") and the Rules made thereunder and other applicable laws including any amendments, modifications, variations or re-enactments thereof, Related Party Transactions Policy of the Company and pursuant to the recommendations of the Audit Committee and the Board of Directors of the Company, approval of the Members of the Company be and is hereby accorded to the Company for entering into and/or continuing to enter into contracts/transactions, with **L&T Technology Services Limited**, a subsidiary of the Company and Related Party within the meaning of Section 2(76) of the Act and Regulation 2(1)(zb) of the Listing Regulations, in the nature of a) sale, purchase, lease or supply of goods or business assets or property or equipment; b) availing or rendering of services; c) transfer of any resources, services or obligations to meet the Company's business objectives/requirements ("Related Party Transactions"), aggregating upto an amount not exceeding ₹ **3,000 crore** on such material terms and conditions as detailed in the explanatory statement to this resolution and on such terms and conditions as may be decided by the Board of Directors of the Company (including any Committee thereof) as deemed fit, from time to time.

RESOLVED FURTHER THAT the Board of Directors and/or the Audit Committee of the Company be and is hereby authorized to delegate all or any of the powers conferred on it as they may deem fit and to do all such acts and take all such steps as may be considered necessary or expedient to give effect to the aforesaid resolution."

13) **Entering into material Related Party Transactions with L&T Modular Fabrication Yard LLC.**

To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

"**RESOLVED THAT** pursuant to the provisions of Regulation 23(4) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), the applicable provisions of the Companies Act, 2013 (the "Act") and the Rules made thereunder and other applicable laws including any amendments, modifications, variations or re-enactments thereof, Related Party Transactions Policy of the Company and pursuant to the recommendations of the Audit Committee and the Board of Directors of the Company, approval of the Members of the Company be and is hereby accorded to the Company for entering into and/or continuing to enter into contracts/transactions, with **L&T Modular Fabrication Yard LLC**, a subsidiary of the Company and Related Party within the meaning of Section 2(76) of the Act and Regulation 2(1)(zb) of the Listing Regulations, in the nature of a) sale, purchase, lease or supply of goods or business assets or property or equipment; b) availing or rendering of services; c) transfer of any resources, services or obligations to meet the Company's business objectives/ requirements ("Related Party Transactions"), aggregating upto an amount not exceeding ₹ **5,500 crore** on such material terms and conditions as detailed in the explanatory statement to this resolution and on such terms and conditions as may be decided by the Board of Directors of the Company (including any Committee thereof) as deemed fit, from time to time.

RESOLVED FURTHER THAT the Board of Directors and/or the Audit Committee of the Company be and is hereby authorized to delegate all or any of the powers conferred on it as they may deem fit and to do all such acts and take all such steps as may be considered necessary or expedient to give effect to the aforesaid resolution."

14) **Entering into material Related Party Transactions with LTIMindtree Limited.**

To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

"**RESOLVED THAT** pursuant to the provisions of Regulation 23(4) of the SEBI (Listing Obligations and

Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), the applicable provisions of the Companies Act, 2013 (the "Act") along with the Rules made thereunder and other applicable laws including any amendments, modifications, variations or re-enactments thereof, Related Party Transactions Policy of the Company and pursuant to the recommendations of the Audit Committee and the Board of Directors of the Company, approval of the Members of the Company be and is hereby accorded to the Company for entering into and/or continuing to enter into contracts/transactions, with **LTIMindtree Limited**, a subsidiary of the Company and Related Party within the meaning of Section 2(76) of the Act and Regulation 2(1)(zb) of the Listing Regulations, in the nature of a) sale, purchase, lease or supply of goods or business assets or property or equipment; b) availing or rendering of services; c) transfer of any resources, services or obligations to meet the Company's business objectives/ requirements; d) availing inter corporate borrowings ("Related Party Transactions"), aggregating upto an amount not exceeding ₹ **1,500 crore** on such material terms and conditions as detailed in the explanatory statement to this resolution and on such terms and conditions as may be decided by the Board of Directors of the Company (including any Committee thereof) as deemed fit, from time to time.

RESOLVED FURTHER THAT the Board of Directors and/or the Audit Committee of the Company be and is hereby authorized to delegate all or any of the powers conferred on it as they may deem fit and to do all such acts and take all such steps as may be considered necessary or expedient to give effect to the aforesaid resolution."

15) **Entering into material Related Party Transactions with Apollo Hospitals Enterprise Limited:**

To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

"**RESOLVED THAT** pursuant to the provisions of Regulation 23(4) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), the applicable provisions of the Companies Act, 2013 (the "Act") along with the Rules made thereunder and other applicable laws including any amendments, modifications, variations or re-enactments thereof, Related Party Transactions Policy of the Company and pursuant to the recommendations of the Audit Committee and the Board of Directors of the Company, approval of the Members of the Company be and is hereby accorded for entering into and/or continuing to enter into contracts/arrangements/transactions with, **Apollo Hospitals Enterprise Limited**, a 'Related Party' of the Company within the meaning of Section 2(76) of the Act and Regulation 2(1)(zb) of the Listing Regulations, in the nature of a) sale, purchase, lease or supply of goods or equipment including assets for buildings; b) procurement or rendering of services; c) transfer of any resources, services or obligations to meet the Company's business objectives/requirements ("Related Party Transactions"), aggregating upto an amount not exceeding ₹ **2,400 crore** on such material terms and conditions as detailed in the explanatory statement to this resolution and on such terms and conditions as may be decided by the Board of Directors of the Company (including any Committee thereof) as deemed fit, from time to time.

RESOLVED FURTHER THAT the Board of Directors and/or the Audit Committee of the Company be and is hereby authorised to delegate all or any of the powers conferred on it as they may deem fit and take all such steps as may be considered necessary or expedient to give effect to the aforesaid resolution."

16) **Ratification of remuneration payable to Cost Auditors for FY 2025-26:**

To consider and, if thought fit, to pass the following as an **ORDINARY RESOLUTION**:

"**RESOLVED THAT** pursuant to Section 148 and other applicable provisions, if any, of the Companies Act, 2013 and the Companies (Audit and Auditors) Rules, 2014, the Company hereby ratifies the remuneration of ₹ 19 lakhs plus applicable taxes and out of pocket expenses at actuals for travelling and boarding/ lodging for the financial year ending March 31, 2026 to M/s R. Nanabhoy & Co. Cost Accountants (Regn. No. 000010), who are appointed as Cost Auditors to conduct the audit of cost records maintained by the Company for the Financial Year 2025-26."

By Order of the Board
For **LARSEN & TOUBRO LIMITED**

SUBRAMANIAN NARAYAN
COMPANY SECRETARY &
COMPLIANCE OFFICER
M.NO – A16354

Mumbai, May 10, 2025

Notes:

[a] The Notice of Annual General Meeting was approved by the Board of Directors at its meeting held on May 8, 2025.

[b] The information required to be provided under the SEBI (Listing Obligations and Disclosure Requirements)

Regulations, 2015 ("Listing Regulations") and the Secretarial Standard-2 on General Meetings, regarding the Directors who are proposed to be appointed/ re-appointed and the related Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 ("the Act"), in respect of Special Business are annexed hereto.

[c] **Meeting through VC/OAVM:**

Ministry of Corporate Affairs ("MCA") vide its Circular No. 9/2024 dated September 19, 2024 (In continuation with the Circulars issued earlier in this regard) ("MCA Circulars") has allowed conducting Annual General Meeting (AGM) through Video Conferencing (VC) or Other Audio-Visual Means (OAVM) without the physical presence of Members till September 30, 2025. In compliance with the applicable provisions of the Act and MCA Circulars, the 80th AGM of the Members will be held through VC/OAVM. Hence, Members can attend and participate in the AGM through VC/OAVM only. Since this AGM is being held through VC/OAVM the physical attendance of members is dispensed with and no proxies would be accepted by the Company. No proxy form has been sent alongwith this Notice. No attendance slip/route map has been sent along with this Notice as the meeting is held through VC/ OAVM. Members who are shareholders as on **Tuesday, June 10, 2025 ("Cut-off Date")** can join the AGM, 30 minutes prior to the commencement of the AGM i.e. at 2:30 P.M. and till the time of the conclusion of the AGM by following the procedure mentioned in this Notice.

The attendance through VC/OAVM is restricted and hence members will be allowed on first come first served basis. However, as per the MCA Circulars, attendance of Members holding more than 2% of the shares of the Company, Institutional Investors as on the Cut-off Date, Directors, Key Managerial Personnel and Auditors will not be restricted on first come first served basis. Members attending the AGM through VC/OAVM will be counted for the purposes of Quorum under Section 103 of the Act.

[d] **Final Dividend for FY 2024-25:**

The Board of Directors, at its meeting held on May 8, 2025, has recommended a Final Dividend of ₹ 34 per share. The record date for the purpose of payment of final dividend is **Tuesday, June 3, 2025**. Final Dividend if approved by the Members at this AGM will be directly credited to the bank accounts of the shareholders whose names appear, as at the Record Date, in the register of members or the beneficiary position data furnished by the Depositories.

SEBI vide its Master Circular No. SEBI/HO/MIRSD/ POD-1/P/ CIR/2024/37 dated May 7, 2024, has mandated that with effect from April 1, 2024, dividend to security holders who are holding securities in physical form, shall be paid only through electronic mode. Such payment shall be made only after the shareholders furnish their PAN, contact details (postal address with PIN and mobile number), bank account details and specimen signature ("KYC") and choice of Nomination. Further, relevant FAQs published by SEBI on its website can be viewed at the following link: https://www.sebi.gov.in/sebi_data/faqfiles/sep-2024/1727418250017.pdf

Members holding shares in physical form are requested to furnish Form ISR-1, Form ISR-2 and SH-13 (available on the Company's website at https://investors.larsentoubro.com/DownloadableForms.aspx#) to update KYC and choice of Nomination (in case the same are not already updated), to KFin Technologies Limited ("KFintech"), Selenium Tower B, Plot Nos. 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad - 500032, who are the Company's Registrar and Share Transfer Agents, so as to reach them latest by the Record Date i.e. Tuesday, June 3, 2025. Alternatively, members may send the documents by email to KFintech at einward.ris@kfintech.com or upload on their web-portal https://ris.kfintech.com, provided in both cases the documents furnished shall have digital signature of the holders. In respect of members holding shares in demat mode, the details as furnished by the Depositories as on the Record Date will be considered by the Company. Hence, members holding shares in demat mode are requested to update their details with their Depository Participants at the earliest.

[e] **TDS on Dividend:**

Dividend income is taxable in the hands of shareholders and the Company is required to deduct Tax at Source (TDS) from dividend paid to shareholders at the prescribed rates. Also, please note that the TDS rate would vary depending on the residential status, category of the shareholder, compliant/ non-compliant status in terms of Section 206AB of the Income Tax Act, 1961 and is subject to submission of all the requisite declarations/documents to the Company.

The Company will send a separate communication to the shareholders with the details of applicable tax rates to different categories of shareholders and the documents/details required to be submitted by the shareholders. These details would also be available on the website of the Company at https://investors.larsentoubro.com/listing-compliance-agm.aspx.

Members are requested to provide the documents/ details to KFintech within the time prescribed in the communication being sent to the shareholders in order to enable us to determine the appropriate rate at which tax has to be deducted at source under the respective provisions of the Income-tax Act, 1961.

[f] **Dispatch of AGM Notice and Integrated Annual Report through electronic mode:**

In line with the MCA Circulars and SEBI Circular No. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated October 3, 2024, this Notice along with the Integrated Annual Report for FY 2024-25 is being sent by electronic mode to those Members whose email addresses are registered with the Depositories/ Depository Participants/ KFintech. Members may note that the Notice and Integrated Annual Report 2024-25 will also be available on the Company's website www.larsentoubro.com, websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and on the website of NSDL https://www.evoting.nsdl.com. Hard copy of the full Integrated Annual Report will be sent to shareholders upon request.

Additionally, as per Regulation 36(1)(b) of the Listing Regulations a letter providing the weblink of the Integrated Annual Report for FY 2024-25, will be sent to those shareholder(s) who have not registered their email address with the Company/ Depositories/ Depository Participants/ KFintech.

The Company will also be publishing an advertisement in newspapers containing the details about the AGM i.e., date and time of AGM, details for e-voting, availability of notice of AGM at the Company's website, manner of registering the email IDs of those shareholders who have not registered their email addresses, manner of providing mandate for dividends, and other matters as may be required.

[g] **Procedure for registration of email address by shareholders:**

1. Those Members who have not yet registered their email address are requested to get their email addresses registered by following the procedure given below:

   a) Members holding shares in physical forms are requested to furnish Form ISR-1, Form ISR-2 and SH-13 (available on the Company's website at https://investors.larsentoubro.com/DownloadableForms.aspx) along with the necessary attachments mentioned in the said Forms to KFintech, Selenium, Tower B, Plot 31-32, Gachibowli, Financial District, Nanakramguda, Hyderabad - 500032. Members may also email the duly filled forms to einward.ris@kfintech.com. This will enable the shareholders to receive electronic copies of the Integrated Annual Report for FY 2024-25 and this Notice.

   b) Members holding shares in demat form may validate/update their email address and other details with their respective Depository Participants.

2. Members who have already registered their email addresses are requested to get their email addresses validated with their Depository Participants/ KFintech to enable servicing of notices / documents / Annual Reports electronically to their email address.

[h] **Important Information:**

1. Members may note that as per SEBI Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/ 2024/37 dated May 7, 2024, it is mandatory for all holders of physical securities in listed entities to update their KYC and choice of Nomination with the Registrar and Share Transfer Agent ('RTA'), in case they have not updated the same. As per the SEBI Circular, effective from April 1, 2024, RTA i.e. KFintech will attend to all service requests of the shareholders with respect to transmission, dividend, etc., only after updating the above details in the records.

   As per the aforesaid SEBI Circular, members holding securities in physical form may note that any future dividend payable against their shareholding would be withheld if their KYC and choice of Nomination are not updated with the RTA.

   For the purpose of updation of KYC and choice of Nomination, members are requested to send the necessary forms (ISR-1, ISR-2 and SH-13) along with the necessary attachments mentioned in the said Forms to KFintech, Selenium, Tower B, Plot 31-32, Gachibowli, Financial District, Nanakramguda, Hyderabad - 500032.

   Alternatively, members may send the documents by email to KFintech at einward.ris@kfintech.com or upload on their webportal https://ris.kfintech.com, provided in both cases the documents furnished shall have digital signature of the holders.

2. Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated listed companies to issue securities in dematerialized form only while processing service requests viz. Issue of duplicate securities

certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate; endorsement; sub-division/ splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the Company's website at https://investors.larsentoubro.com/DownloadableForms.aspx# and on the website of the KFintech at https://ris.kfintech.com. It may be noted that any service request can be processed only after the folio is KYC compliant.

3. SEBI on January 24, 2022 has amended Listing Regulations and has mandated that transfer of securities should be done in dematerialized form only. In view of the same and to eliminate all risks associated with physical shares and to avail various benefits of dematerialisation, Members are advised to dematerialize the shares held by them in physical form.

4. SEBI has issued a circular dated March 19, 2025, titled "**Harnessing DigiLocker as a Digital Public Infrastructure for Reducing Unclaimed Assets in the Indian Securities Market**" to address the issue of unclaimed financial assets. This initiative enables investors to store and access information of their demat and mutual fund holdings through DigiLocker, a key Digital Public Infrastructure, benefiting investors and their families.

   Shareholders can also appoint Data Access Nominees within the DigiLocker application. In case of an unfortunate event of demise of shareholder, the nominees will be provided read-only access to the DigiLocker account, ensuring that essential financial information is accessible to legal heirs.

   For details, you may refer the above mentioned circular at https://www.sebi.gov.in/legal/circulars/mar-2025/harnessing-digilocker-as-a-digital-public-infrastructure-for-reducing-unclaimed-assets-in-the-indian-securities-market_92769.html

[i] **Inspection of Documents:**

The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Companies Act, 2013, the Register of Contracts or Arrangements in which the directors are interested, maintained under Section 189 of the Act, and the relevant documents referred to in the Notice will be available electronically for inspection electronically by the members during evoting period and the AGM.

All shareholders will be able to inspect all documents referred to in the Notice and the explanatory statement thereto electronically without any fee from the date of circulation of this Notice up to the date of AGM. Members seeking to inspect such documents may send an email request to LNTGOGREEN@larsentoubro.com

[j] **Transfer of unclaimed dividend and shares to IEPF:**

1. Pursuant to Section 124 of the Companies Act, 2013 the unpaid dividends that are due for transfer to the Investor Education and Protection Fund (IEPF) are as follows:

Dividend No.	Date of Declaration	For the year ended	Due for Transfer on	Dividend unclaimed as at March 31, 2025 (₹ Crore)
89	23.08.2018	31.03.2018	28.09.2025	15.02
90	01.08.2019	31.03.2019	06.09.2026	15.94
91	18.03.2020	31.03.2020	24.04.2027	14.74
92	13.08.2020	31.03.2020	18.09.2027	6.77
93	28.10.2020	31.03.2021	02.12.2027	13.58
94	05.08.2021	31.03.2021	11.09.2028	12.36
95	04.08.2022	31.03.2022	10.09.2029	14.02
96	25.07.2023	31.03.2024	30.08.2030	3.63
97	09.08.2023	31.03.2023	14.09.2030	14.54
98	04.07.2024	31.03.2024	10.08.2031	27.18

   Members who have not encashed their dividend warrants pertaining to the aforesaid years may approach the Company/its Registrar, for obtaining payments thereof atleast 20 days before they are due for transfer to the said fund.

2. Adhering to the various requirements set out in the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, the Company has during the financial year 2024-25 transferred to the IEPF Authority, 17,72,523 equity shares in respect of which dividend has remained unpaid or unclaimed for seven consecutive years or more as on the due date of transfer. Details of shares transferred to IEPF Authority are available on the website of the Company and the same can be accessed through the link: https://investors.larsentoubro.com/shareholder-services.aspx. The said details have also been uploaded on the website of the IEPF Authority and the same can be accessed through the link: www.iepf.gov.in.

[k] **Investor Queries and Grievance Redressal:**

The Company has designated an exclusive e-mail id viz. IGRC@Larsentoubro.com to enable Investors to register their grievances, if any.

Members seeking any information with regard to the accounts or any matter to be placed at the AGM, are requested to write to the Company on or before Tuesday, June 10, 2025 through email on IGRC@larsentoubro.com. The same will be replied by the Company suitably.

Members may note that in case of any dispute against the Company and/or its Registrar and Share Transfer Agent, as per SEBI Circular SEBI/HO/OIAE/OIAE_ IAD-3/P/CIR/2023/195 dated July 31, 2023, members can file for Online Resolution of Dispute which harnesses online conciliation and arbitration for resolution of disputes arising in the Indian Securities Market. Members can use this mechanism only after they have lodged their grievance with the Company and SCORES and are not satisfied with the outcome of the redressal.

For more details, please see the following weblinks of the Stock Exchanges:

BSE: https://bsecrs.bseindia.com/ecomplaint/frmInvestorHome.aspx

NSE: https://www.nseindia.com/complaints/online-dispute-resolution

[l] **Instruction for attending the meeting through VC/OAVM:**

Convenience of different persons positioned in different time zones has been kept in mind before scheduling the time for this meeting.

The Company has appointed NSDL, to provide VC facility for conducting the AGM.

Members will be provided with a facility to attend the AGM through VC/OAVM using the NSDL e-voting system. Members may follow the steps mentioned in this Notice for access to NSDL e-voting system. After successful login, you can see the link of VC/OAVM placed under "Join General Meeting" menu against the Company name. You are requested to click on the VC/OAVM link placed under "Join General Meeting" menu.

Please note that the members who do not have the User ID and Password for e-voting or have forgotten their User ID and Password may retrieve the same by following the instructions mentioned in this Notice.

Members can participate in AGM through smart phone/laptop. However, for better experience and smooth participation it is advisable to join the Meeting using Google Chrome, with Laptops connected through broadband. Further Members will be required to use Internet with a good speed to avoid any disturbance during the meeting.

Please note that participants connecting from Mobile Devices or Tablets or through Laptop via Mobile Hotspot may experience Audio/Video loss due to fluctuation in their respective network. It is therefore recommended to use stable Wi-Fi or LAN connection to avoid any disturbances.

Members who would like to express their views or ask questions during the AGM may register themselves as speakers by sending a request from their registered email address mentioning their name, DP ID and Client ID/folio number, PAN, mobile number to LNTGOGREEN@larsentoubro.com on or before the Cut-off Date i.e. Tuesday, June 10, 2025. Those Members who have registered themselves as a speaker and receive a confirmation from the Company, will be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

[m] **E-voting:**

The businesses as set out in the Notice may be transacted through electronic voting system and the Company will provide a facility for voting by electronic means. In compliance with the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014, Secretarial Standards-2 on General Meetings and Regulation 44 of the Listing Regulations, the Company is pleased to offer the facility of voting through electronic means. The said facility of casting the votes by the members using electronic means (remote e-voting) will be provided by National Securities Depository Limited ("NSDL").

A person whose name is recorded in the register of members or in the register of beneficial owners maintained by the depositories as on the cut-off date i.e. Tuesday, June 10, 2025, shall be entitled to avail the facility of remote e-voting or e-voting on the day of the AGM. Persons who are not members as on the cut-off date should treat this notice for information purposes only.

The members who have cast their vote through remote e-voting prior to the AGM may also attend the AGM but shall not be entitled to cast their vote again.

The remote **e-voting period commences on Friday, June 13, 2025 at 9.00 A.M and ends on Monday, June 16, 2025 at 05.00 P.M.** During this period, members holding shares either in physical or dematerialised form, as on the cut-off date of **Tuesday, June 10, 2025** may cast their vote by remote e-voting. The remote e-voting module shall be disabled by NSDL for voting thereafter.

Instructions for e-voting during the AGM:

The e-voting window shall be activated upon instructions of the Chairman during the AGM.

Only those shareholders, who are present in the AGM and have not cast their vote on the resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system available during the AGM.

Member(s), whose names appear in the Register of Members / list of Beneficial Owners as on Tuesday, June 10, 2025 are entitled to vote on the resolutions. Any person holding shares in physical form and non-individual shareholders, who acquire shares of the Company and becomes a member of the Company after the notice is sent and continues to hold shares as of the cut-off date i.e. Tuesday, June 10, 2025, may obtain the login ID and password by sending a request at evoting@nsdl.com or the Company at IGRC@larsentoubro.com or follow the steps mentioned in the Notice of the AGM under "Access to NSDL e-voting system". However, if you are already registered with NSDL for remote e-voting, then you can use your existing user ID and password for casting your vote. If you forgot your password, you can reset your password by using "Forgot User Details/Password" or "Physical User Reset Password" option available on www.evoting.nsdl.com or call at 022 4886 7000.

Members are requested to follow the instructions given in this notice to cast their votes through e-voting.

The detailed steps on the process and manner for remote e-voting/e-voting at the AGM and to access the VC facility at the AGM are as follows:

Step 1: Access to NSDL e-voting system

I. Login method for remote e-voting and joining virtual meeting for Individual shareholders holding securities in demat mode.

In terms of SEBI circular dated December 9, 2020 on e-voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	1. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. Existing **IDeAS** user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "**Beneficial Owner**" icon under "**Login**" which is available under '**IDeAS**' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-voting services under Value added services. Click on "**Access to e-voting**" under e-voting services and you will be able to see e-voting page. Click on company name or **e-voting service provider i.e. NSDL** and you will be re-directed to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting. 3. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "**Register Online for IDeAS Portal**" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp

Type of shareholders	Login Method
	4. Visit the e-voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-voting page. Click on company name or **e-voting service provider i.e. NSDL** and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting. 5. Shareholders/Members can also download NSDL Mobile App "**NSDL Speede**" facility by scanning the QR code mentioned below for seamless voting experience. NSDL Mobile App is available on App Store Google Play
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-voting page of the e-voting service provider for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting. Additionally, there is also link provided to access the system of all e-voting Service Providers, so that the user can visit the e-voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-voting page by providing Demat Account Number and PAN No. from a e-voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-voting option where the evoting is in progress and also able to directly access the system of all e-voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-voting facility. upon logging in, you will be able to see e-voting option. Click on e-voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-voting feature. Click on company name or e-voting service provider i.e. NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID / Password are advised to use Forgot User ID and Forgot Password option available at respective websites.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911

II. Login method for e-voting for shareholders other than Individual shareholders holding

securities in demat mode and shareholders holding securities in physical mode.

1. Visit the e-voting website of NSDL. Open web browser and type the following URL: https://www.evoting.nsdl.com/ either on a personal computer or on a mobile.

2. Once the home page of e-voting system is launched, click on the icon "Login" which is available under "Shareholders / Member" section.

3. A new screen will open. You will have to enter your User ID, your Password / OTP and a Verification Code as shown on the screen.

   Alternatively, if you are registered for NSDL e-services i.e. IDeAS, you can log-in at https://eservices.nsdl.com/ with your existing IDeAS login. Once you log-in to NSDL e-services after using your log-in credentials, click on e-voting and you can proceed to Step 2 i.e. cast your vote electronically.

4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
For Members who hold shares in demat account with NSDL	8 Character DP ID followed by 8 Digit Client ID For example, if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******
For Members who hold shares in demat account with CDSL	16 Digit Beneficiary ID For example, if your Beneficiary ID is 12************** then your user ID is 12**************
For Members holding shares in Physical Form	EVEN Number followed by Folio Number registered with the company. For example, if EVEN is 123456 and folio number is 001*** then user ID is 123456001***

5. Password details for shareholders other than individual shareholders are given below:

   a) If you are already registered for e-voting, then you can use your existing password to login and cast your vote.

   b) If you are using NSDL e-voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you by NSDL. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.

   c) How to retrieve your 'initial password'?

      i) If your e-mail ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your e-mail ID. Trace the e-mail sent to you from NSDL in your mailbox. Open the e-mail and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8-digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

      ii) If your email ID is not registered, please follow steps mentioned below in **process for those shareholders whose email ids are not registered**.

6. If you are unable to retrieve or have not received the 'initial password' or have forgotten your password:

   a) Click on "**Forgot User Details / Password?**" (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

   b) Click on "**Physical User Reset Password?**" (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

   c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number / folio number, your PAN, your name and your registered address.

   d) Members can also use the one-time password (OTP) based login for casting the votes on the e-voting system of NSDL.

7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

8. Now, you will have to click on "Login" button.

9. After you click on the "Login" button, home page of e-voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-voting system.

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.

2. Select "EVEN 133720" to cast your vote during the remote e-voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join General Meeting".

3. Now you are ready for e-voting as the Voting page opens.

4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify / modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

5. Upon confirmation, the message "Vote cast successfully" will be displayed.

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts. In such an event, you will need to go through the "Forgot User Details/ Password?" or "Physical User Reset Password?" option available on https://www.evoting.nsdl.com to reset the password.

2. In case of any queries relating to e-voting you may refer to the FAQs for shareholders and e-voting user manual for shareholders available at the download section of https://www.evoting.nsdl.com or call on 022 4886 7000 or send a request at evoting@nsdl.com.

3. Members who need assistance before or during the AGM, can contact NSDL on evoting@nsdl.com /or call at 022 4886 7000.

4. A Member can opt for only one mode of voting i.e. either through remote e-voting or at the Meeting. If a Member has cast his vote by remote e-voting then he will not be eligible to vote at the Meeting.

5. Institutional shareholders (i.e. other than individuals, HUF, NRI, etc.) are required to send scanned copy (PDF/JPG format) of the relevant Board Resolution/Authority letter etc., together with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer through e-mail to scrutinizer@snaco.net, with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-voting" tab in their login.

Process for those shareholders whose email IDs are not registered with the Depositories for procuring user ID and password and registration of e mail IDs for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and reverse), PAN (self attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to igrc@larsentoubro.com.

2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) to igrc@larsentoubro.com. If you are an individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at **point I above** i.e. Login method for e-voting and joining virtual meeting for Individual shareholders holding securities in demat mode.

3. Alternatively, shareholder/ members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.

4. In terms of SEBI circular dated December 9, 2020 on e-voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and

Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-voting facility.

The instructions for members for e-voting on the day of the AGM are as under:-

1. The procedure for e-voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not cast their vote on the resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system in the AGM.
3. Members who have voted through remote e-voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The contact details for any grievances connected with respect to the facility for e-voting on the day of the AGM shall be the same as mentioned for remote e-voting.

[n] **Live Webcast of the AGM:**

Members will be able to view the live webcast of AGM provided by NSDL at https://www.evoting.nsdl.com following the steps mentioned above for login to NSDL e-voting system.

After successful login, you can see webcast link placed under Join meeting menu against the Company name. You are requested to click on Webcast link- placed under "Join Meeting" menu.

[o] **Information regarding Scrutinizer and declaration of Voting results:**

The Company has appointed Mrs. Aparna Gadgil, Practicing Company Secretary, (Membership No. A14713, COP No. 8430) or failing her Ms. Malati Kumar (Membership No. A15508, COP No. 10980), to act as the Scrutinizer for conducting the voting and remote e-voting process in a fair and transparent manner.

The scrutinizer will submit her report to the Chairman after completion of the scrutiny. The result of the voting on the resolutions at the meeting shall be announced by the Chairman or any other person authorized by him immediately after the results are declared.

Based on the report received from the Scrutinizer, the Company will submit within 2 working days to the stock exchanges details of the voting results as required under Regulation 44(3) of the Listing Regulations.

The results declared alongwith the Scrutinizer's report, will be hosted on the website of the Company www.larsentoubro.com and on the website of NSDL at https://evoting.nsdl.com and will be displayed on the Notice Board of the Company at its Registered Office as well as Corporate Office immediately after the declaration of the result by the Chairman or any person authorised by him in writing and communicated to the Stock Exchanges.

EXPLANATORY STATEMENT

As required by Section 102 of the Companies Act, 2013, following Explanatory Statement sets out material facts relating to the special business under item(s) 6 to 16 of the accompanying Notice dated May 10, 2025.

Item No. 6

Appointment of Mr. Subramanian Sarma (DIN: 00554221) as Deputy Managing Director & President

The Shareholders at the 75th Annual General Meeting (AGM) held on August 13, 2020, approved appointment of Mr. Subramanian Sarma (DIN: 00554221) as a Whole-time Director of the Company for a period of five years, with effect from August 19, 2020 upto and including August 18, 2025.

Basis the recommendation of the Nomination & Remuneration Committee, the Board at its meeting held on March 21, 2025, appointed Mr. Subramanian Sarma (DIN: 00554221), as the Deputy Managing Director & President of the Company with effect from April 2, 2025 upto and including February 3, 2028, subject to the approval of the members in the Annual General Meeting.

Mr. Sarma heads the Hydrocarbon Onshore & Offshore, CarbonLite Solutions, Green & Clean Energy, Asset Management & Offshore Wind Businesses of L&T.

A graduate in Chemical Engineering, Mr. Sarma completed his master's from IIT Mumbai. A seasoned professional with over 40 years of experience, with 30 years being in the Middle East. During his extensive career span, Mr. Sarma has handled complete Oil & Gas value chain including Executive Management, Business Development, Project Management and Process Engineering.

He is the recipient of the Distinguished Alumnus Award 2021 from IIT Bombay for his contribution as a Business Leader in Corporate World. He is also the recipient of the CHEMTECH CEW, Business Leader of the Year 2017.

Immediately prior to joining L&T, Mr. Sarma served as Managing Director of Petrofac - Onshore Engineering &

Construction, with complete responsibility for all of the Company's onshore projects worldwide.

Initially, Mr. Sarma joined the Board of the Company as a Non-Executive Director and was the Chief Executive Officer and Managing Director of erstwhile L&T Hydrocarbon Engineering Limited (since merged with the Company) effective August 19, 2015.

Under Mr. Sarma's leadership, L&T's Energy portfolio has emerged as one of the leading EPC Contractor globally, by achieving record financial results and being ranked among the top 3 EPC contractors in the Oil & Gas Sector (Middle East) for four consecutive years. He has been instrumental in transforming the Hydrocarbon and Energy business, driving innovation, operational excellence and global competitiveness. Considering his expertise and leadership and to leverage the same for Company's performance, the Board approved the appointment of Mr. Sarma as the Deputy Managing Director & President of the Company. He has been a member of the Executive Committee of L&T since 2015.

Mr. Sarma is on the Boards of L&T Electrolysers Limited, L&T Valves Limited and L&T Energy Green Tech Limited.

At the Annual General Meeting held on August 26, 2016, the shareholders had fixed the maximum limits within which the Board was authorised to decide the remuneration of the Deputy Managing Director & President of the Company. Pursuant to this, the Board has fixed the remuneration payable to Mr. Subramanian Sarma as the Deputy Managing Director & President.

The Company would enter into an agreement with Mr. Subramanian Sarma covering the following terms of remuneration:

Salary: ₹ 20,00,000 (Rupees Twenty Lakh only) per month in the scale of ₹ 16,25,000 - ₹ 1,25,000 – ₹ 22,50,000 with the annual increment due on April 1 every year.

Commission: The commission will be paid as per the parameters fixed by the Nomination & Remuneration Committee and the Board of Directors within the overall limits approved by the Shareholders of the Company.

Perquisites: ₹ 18 lakh per annum excluding free furnished accommodation or house rent in lieu thereof. The above perquisites will exclude value of stock option benefits, if any, computed as per Income Tax Act/Rules, tax on which will be borne by the Company.

Others: Company's contribution to retirement funds, official use of car / driver and communication facilities for Company's business, as per rules of the Company.

Disclosures as required under Secretarial Standard-2 on General Meetings are provided as an Annexure to this Notice.

The Companies Act, 2013 and Secretarial Standard – 2 on General Meetings requires that the appointment and remuneration of Managing Directors and Whole-time Directors shall be subject to approval of the shareholders in a General Meeting. Accordingly, the resolution at Item No. 6 in relation to appointment of Mr. Subramanian Sarma, as the Deputy Managing Director & President is proposed for approval of members by means of an ordinary resolution.

The agreement to be entered into with Mr. Sarma, will be open for inspection by members in the manner as specified in the Notice up to the date of the Annual General Meeting.

The Board recommends the appointment and the terms of appointment thereof of Mr. Sarma as Deputy Managing Director & President of the Company for approval of the shareholders.

Except Mr. Sarma and his relatives, being the appointee, none of the other Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the resolution set out at Item No. 6 of the Notice.

Item No. 7

Re-appointment of Mr. S. V. Desai (DIN: 07648203) as Whole-time Director

The shareholders at the 75th Annual General Meeting (AGM) held on August 13, 2020, approved the appointment of Mr. S. V. Desai (DIN: 07648203) as a Whole-time Director of the Company for a period of five years, with effect from July 11, 2020 upto and including July 10, 2025.

Basis the recommendation of the Nomination & Remuneration Committee, the Board at its meeting held on March 21, 2025, re-appointed Mr. S. V. Desai, as a Whole-time Director of the Company with effect from July 11, 2025 upto and including July 4, 2030, subject to the approval of the members in the Annual General Meeting.

Mr. S.V. Desai, a second rank holder in Civil Engineering from Gulbarga University, Karnataka in 1984 and a Post-Graduate [M Tech] from IIT Madras in 1986, started his career with National Buildings Construction Corporation Limited [NBCC] as a management trainee.

He was involved in Light Combat Aircraft [LCA], HAL and then four years at Male' Rep. of Maldives for an Hospital project, funded by Govt. of India on deputation to Ministry of External Affairs. Then he was selected and rostered in Common Wealth Secretariat, London (UK) and UN Centre for Human Settlements (HABITAT), Nairobi, Kenya.

Mr. Desai began his career in L&T in 1997 as a Construction Manager. During initial period of his career, he developed expertise in Tendering & Contracts management and then became the Head of Tender & Contracts of Buildings and Factories (B&F) IC for domestic and international projects. He made remarkable contribution, as Head of Procurement & Contracts, in our prestigious Delhi International Airport Project, handling various National & International stakeholders.

Subsequently in 2012, from B&F-IC, he was moved to Heavy Civil Infrastructure (HCI) IC and was responsible for Metros & Defence businesses, and then took-over as the Head of Heavy Civil Infrastructure IC in October 2015. In HCI IC, he has been handling many JVs, international partners, Corporates, Government Departments and a wide variety of jobs in the field of Elevated and Underground Metros, Bridges, Tunnel, Hydro, Nuclear, Ports & Harbours and Defence infrastructure.

Mr. Desai is known for his expertise in the areas of Bid-estimation, negotiation and finalization of Mega Projects. In Heavy Civil, he was instrumental in bagging landmark infrastructure projects like Riyadh Metro, Qatar Metro, mega Defence infrastructure project. He has been a member of the Executive Committee of L&T since 2020.

Mr. Desai is on the Boards of L&T Himachal Hydropower Ltd., L&T Geostructure Private Limited and International Seaport Dredging Pvt Ltd. He is also the member of the Supervisory Board of Riyadh & Doha metro project consortiums.

Considering his expertise and leadership, the Board, approved re-appointment of Mr. Desai as a Whole-time Director of the Company.

At the Annual General Meeting held on August 26, 2016, the shareholders had fixed the maximum limits within which the Board was authorised to decide the remuneration of Whole-time Directors of the Company. Pursuant to this, the Board has fixed the remuneration payable to Mr. S. V. Desai as a Whole-time Director.

The Company would enter into enter into an agreement with Mr. Desai covering the following terms of remuneration:

Salary: ₹ 12,25,000 (Rupees Twelve Lakh Twenty Five Thousand only) per month in the scale of ₹ 10,25,000 - ₹ 1,00,000 – ₹ 17,25,000 with the annual increment due on April 1 every year.

Commission: The commission will be paid as per the parameters fixed by the Nomination & Remuneration Committee and the Board of Directors within the overall limits approved by the shareholders of the Company.

Perquisites: ₹ 12 lakh per annum excluding free furnished accommodation or house rent in lieu thereof. The above perquisites will exclude value of stock option benefits, if any, computed as per Income Tax Act/Rules, tax on which will be borne by the Company.

Others: Company's contribution to retirement funds, official use of car / driver and communication facilities for Company's business, as per rules of the Company.

Disclosures as required under Secretarial Standard-2 on General Meetings are provided as an Annexure to this Notice.

The Companies Act, 2013 and Secretarial Standard – 2 on General Meetings provides that the re-appointment and remuneration of Whole-time Directors shall be subject to approval of the shareholders in a General Meeting. Accordingly, the resolution at Item No. 7 in relation to appointment of Mr. Desai, as a Whole-time Director is proposed for approval of members by means of an ordinary resolution.

The agreement to be entered into with Mr. Desai will be open for inspection by members in the manner as specified in the Notice up to the date of the Annual General Meeting.

The Board recommends the re-appointment and the terms of appointment thereof of Mr. Desai as a Whole-time Director of the Company for approval of the shareholders.

Except Mr. S. V. Desai and his relatives, being the appointee, none of the other Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the resolution set out at Item No. 7 of the Notice.

Item No. 8

Re-appointment of Mr. T. Madhava Das (DIN: 08586766) as Whole-time Director

The shareholders at the 75th Annual General Meeting (AGM) held on August 13, 2020, approved the appointment of Mr. T. Madhava Das (DIN: 08586766) as a Whole-time Director of the Company for a period of five years, with effect from July 11, 2020 upto and including July 10, 2025.

Basis the recommendations of the Nomination & Remuneration Committee, the Board of the Company at its Meeting held on March 21, 2025, re-appointed Mr. T. Madhava Das, as a Whole-time Director of the Company for a term of 5 years with effect from July 11, 2025 upto and including July 10, 2030, subject to the approval of the members in the Annual General Meeting.

Mr. T. Madhava Das, a graduate in Electrical Engineering from Regional Engineering College (now NIT), Calicut, joined L&T in 1985 as a Graduate Engineering Trainee (GET). He later completed his Post Graduation from Xavier Institute of Management, Bhubaneswar.

During his career, he held various key positions in Electrical business of ECC such as Regional Projects Manager (Hyderabad Region), Sector Projects Manager (UAE) and Chief - Business Initiatives & Contracts (Transmission Lines).

He was instrumental in expanding tower manufacturing capacity by setting up a new plant in Pithampur and in modernizing other manufacturing units. Subsequently, he headed Transmission Line Business in domestic and later moved to GCC as Head of International Cluster-I.

Mr. Madhava Das was elevated to the position of Head - Power Transmission & Distribution (PT&D) IC in 2014. Under his leadership, the domestic Transmission Line EPC, Tower Manufacturing, Tower Testing Services and the PT&D business in UAE, Saudi Arabia, Oman and Kuwait have grown significantly, besides moving to new geographies in ASEAN and Africa.

He has also successfully incubated Solar Business and steered it to grow to the current level, besides adding microgrid and energy storage capabilities, making it one of the largest Solar EPCs in the country.

He has been a member of the Executive Committee of L&T since 2017. He is on the Boards of Larsen & Toubro (Oman) LLC, PT. Larsen & Toubro and Larsen & Toubro Saudi Arabia LLC. He is currently the Co-Chairman of Confederation of Indian Industry (CII)'s Transmission Line Committee.

Considering his expertise and leadership, the Board of Directors, approved re-appointment of Mr. Madhava Das as a Whole-time Director of the Company.

At the Annual General Meeting held on August 26, 2016 the shareholders had fixed the maximum limits within which the Board was authorised to decide the remuneration of Whole-time Directors of the Company. Pursuant to this, the Board has fixed the remuneration payable to Mr. Madhava Das during his tenure as a Whole-time Director.

The Company would enter into an agreement with Mr. Madhava Das on the following terms of remuneration:

Salary : ₹ 12,25,000 (Rupees Twelve Lakh Twenty Five Thousand only) per month in the scale of ₹ 10,25,000 - ₹ 1,00,000 – ₹ 17,25,000 with the annual increment due on April 1 every year.

Commission : The commission will be paid as per the parameters fixed by the Nomination & Remuneration Committee and the Board of Directors within the overall limits approved by the shareholders of the Company.

Perquisites : ₹ 12 lakh per annum excluding free furnished accommodation or house rent in lieu thereof. The above perquisites will exclude value of Stock Option benefits, if any, computed as per Income Tax Act/Rules, tax on which will be borne by the Company.

Others : Company's contribution to retirement funds, official use of car / driver and communication facilities for Company's business, as per rules of the Company.

Disclosures as required under Secretarial Standard-2 on General Meetings are provided as an Annexure to this Notice.

The Companies Act, 2013 and Secretarial Standard – 2 on General Meetings provides that the re-appointment and remuneration of Managing Directors and Whole-time Directors shall be subject to approval of the shareholders in a General Meeting. Accordingly, the Resolution at Item No. 8 in relation to re-appointment of Mr. T. Madhava Das, as a Whole-time Director is proposed for approval of members by means of an ordinary resolution.

The agreement to be entered into with Mr. Madhava Das Das will be open for inspection by members in the manner as specified in the Notice up to the date of the Annual General Meeting.

The Board recommends the re-appointment and the terms of appointment thereof of Mr. Das as Whole-time Director of the Company for approval of the shareholders.

Except Mr. T. Madhava Das, being the appointee, none of the other Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the resolution set out at Item No. 8 of the Notice.

Item No. 9

Appointment of M/s. S. N. ANANTHASUBRAMANIAN & Co. as Secretarial Auditors and fix their remuneration.

Pursuant to provisions of Section 204 of the Companies Act, 2013, and relevant rules thereunder and Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), every listed company is required to annex with its Board's Report, a secretarial audit report, issued by a Practising Company Secretary.

Pursuant to the Listing Regulations, shareholders' approval is required for appointment of Secretarial Auditors. Further, such Secretarial Auditor must be a peer reviewed Company Secretary from Institute of Company Secretaries of India (ICSI) and should not have incurred any of the disqualifications as specified by SEBI.

In light of the aforesaid, the Board of Directors of the Company, pursuant to the recommendations of the Audit Committee, and after considering the experience, market standing, efficiency of the audit teams and independence, has recommended the appointment of M/s. S.N. ANANTHASUBRAMANIAN & Co. (SNACO), a firm of Practising Company Secretaries, as the Secretarial Auditors of the Company for a term of five consecutive financial years commencing from April 1, 2025 till March 31, 2030.

SNACO is a reputed firm of Company Secretaries based in Thane, with over three decades of experience in corporate compliance and governance. The firm has conducted Secretarial Audits for leading listed and unlisted entities across sectors, adopting a principle-based and risk-oriented approach. Known for its thoroughness, regulatory acumen, and professional integrity, SNACO remains a trusted name in Secretarial Audit and corporate law compliance.

The fee proposed to be paid to SNACO for the secretarial audit for the financial year ending March 31, 2026 and March 31, 2027, is ₹ 5,00,000/- (Rupees Five Lakh only) plus applicable taxes and out of pocket expenses. The proposed fee is exclusive of costs for other permitted services which could be availed by the Company from SNACO. The fees for remaining tenure would be fixed by the Board of Directors or any committees thereof of the Company, from time to time.

SNACO has given its consent to act as the Secretarial Auditors, confirmed that they hold a valid peer review certificate issued by ICSI and that they are not disqualified from being appointed as Secretarial Auditors.

Accordingly, the approval of the members is sought for the above appointment by means of an ordinary resolution. The Board recommends the aforesaid appointment for approval of the members.

None of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the resolution set out at Item 9 of the Notice.

Item Nos. 10 to 15

Material Related Party Transactions

Pursuant to the provisions of Regulation 23(4) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), material related party transactions requires approval of the shareholders through ordinary resolution.

As per the Listing Regulations, a Related Party Transaction is considered 'material' if the transaction(s) to be entered into individually or taken together with previous transactions during a financial year exceeds ₹ 1,000 crore or 10% of the annual consolidated turnover of the Company as per the last audited financial statements of the Company, whichever is lower. Considering that 10% of consolidated turnover of the Company as on March 31, 2025 is ₹ 25,573.45 crore, the materiality threshold for seeking shareholders' approval is ₹ 1,000 crore.

Material related party transactions with Larsen Toubro Arabia LLC (LTA):

LTA was incorporated to bid and execute projects in the Kingdom of Saudi Arabia (KSA). The Company holds 75% stake in LTA with the remaining 25% being held by a local partner.

LTA has bid for certain large value contracts for engineering, procurement, construction and installation for various new offshore facilities and integration with existing installations in KSA. Generally, issuance of PCGs for execution of the awarded projects is a pre-condition. The value of these PCGs is equivalent to the full value of the In Kingdom (IK) portion of the contract. Such PCGs are to be issued upfront and would remain valid till completion of all obligations under the contract.

Considering the increasing localization requirements in the Middle East, it has become imperative for the Company to bid for projects through its local subsidiaries. The Company has in the past provided similar PCGs in favour of various subsidiaries operating in the Middle East. The proposal requires prior approval of the shareholders under the Listing Regulations.

Based on the expected probability of winning the bid, the Company will be required to provide PCGs of value upto ₹ 12,600 crore, in favour of LTA, from time to time, as per the requirements of the customers with respect to the projects.

Further, the Company also proposes to enter into a transaction for the supply of fabricator materials to LTA.

Additionally, the Company would also receive guarantee income from LTA in relation to the Parent Company Guarantee (PCG) provided to LTA in previous years.

Accordingly, an approval of the shareholders is sought for issuance of PCGs on behalf of LTA upto ₹ 12,600 crore.

The shareholders through a resolution passed in the previous AGM held on July 4, 2024, approved issuance of PCGs on behalf of LTA upto an amount not exceeding ₹ 12,500 crore. The said approval is valid till the date of the ensuing Annual General Meeting.

The Company is seeking renewal of approval at this AGM to ensure continuity of business. This will enable LTA to procure EPC contracts and benefit the group as a whole.

Material related party transactions with L&T Metro Rail (Hyderabad) Limited (LTMRHL):

LTMRHL is a subsidiary of the Company formed for the development of Hyderabad Metro Rail Project. The Project spans 69.20 Km across three elevated corridors in Hyderabad City. The Project has been developed on DBFOT (Design, Build, Finance, Operate and Transfer) basis under a Public Private Partnership model.

LTMRHL has raised debt in the form of Non-Convertible Debentures and Commercial Papers to finance its project cost. LTMRHL is contemplating setting up bank borrowing limits in case the market conditions are not favourable for borrowings through Non-Convertible Debentures and Commercial Papers. These borrowings would be utilized to pay off the existing Non-Convertible Debentures and Commercial Papers as per the respective maturities. In case of borrowings from the Bank, the Company will be required to issue Parent Company Guarantee(s) to LTMRHL.

Additionally, LTMRHL has availed facilities from banks. In the eventuality LTMRHL is unable to immediately meet its obligations under the terms of agreement with the banks, the Company will be required to provide funding support by way of an Inter Corporate Deposit (ICD) to LTMRHL.

Further, the Company also proposes to avail/render services from/to LTMRHL and also lease property (office premises) to/from LTMRHL in the ordinary course of business.

Accordingly, approval of the shareholders is sought for issuance of PCGs on behalf of LTMRHL and for the above transactions with LTMRHL, in the ordinary course of business, for an amount not exceeding ₹ 11,000 crore.

The shareholders through a resolution passed in the previous AGM held on July 4, 2024, approved a proposal for entering into material related party transactions upto an amount not exceeding ₹ 4,800 crore with LTMRHL. The Company is seeking renewal of approval as well as approval for certain additional transactions at this AGM to ensure continuity of business.

Material related party transactions with subsidiaries.

Given the nature and scope of the business, the Company works closely with its related parties (including subsidiaries) to achieve its business objectives and enters into various operational transactions with its related parties, from time to time, in the ordinary course of business and on arm's length.

Amongst the transactions that Company enters into with its related parties, the estimated value of the contracts/ arrangements/transactions with L&T Technology Services Limited, L&T Modular Fabrication Yard LLC and LTIMindtree Limited ("Related Parties"), are likely to exceed the threshold of material Related Party Transactions.

The Company has been undertaking transactions of similar nature in the past in the ordinary course of business and on arm's length after obtaining requisite approvals of the Audit Committee of the Company. The maximum annual value of the proposed transactions with the aforesaid related parties is estimated on the basis of the Company's current transactions with them and the future business prospects.

The proposed transactions, being operational and critical in nature, play a significant role in the Company's business. Therefore, in order to secure continuity of operations, the Company is proposing to seek approval of shareholders for the potential transactions with the aforesaid related parties.

The shareholders of the Company at the previous AGM held on July 4, 2024, had approved a similar proposal for entering/continuing to enter into material related party transactions with these Related Parties except L&T Technology Services Limited, which is valid till this AGM.

The Company is seeking fresh/renewal of approval at this AGM to ensure continuity of business.

Material related party transactions with Apollo Hospitals Enterprise Limited (AHEL).

The Buildings & Factories (B&F) IC of the Company has been awarded various projects by AHEL involving the construction of hospitals at multiple locations across India. The B&F IC caters to the specialized needs of AHEL, and the execution of these projects will contribute to the Company's revenue while optimizing the utilization of business resources already created to serve customers, including AHEL. This, in turn, will contribute to enhanced shareholder value creation. The contracts for these projects are awarded at arm's length and are within the ordinary course of the Company's business. AHEL is a related party as Ms. Preetha Reddy, Independent Director, is Executive Vice-Chairperson of AHEL and holds more than 2% stake in AHEL along with her relatives.

Accordingly, the consent of the Shareholders is sought for the above transaction with AHEL, for an amount not exceeding ₹ 2,400 crore.

Company's RPT Framework:

The Company has in place a balanced and structured policy and process for approval of Related Party Transactions (RPT) which is reviewed periodically. The Policy provides the details required to be provided to the Audit Committee for the purpose of review and approval for the proposed transactions. A justification for each related party transaction is provided to the Audit Committee. Additionally, an update on the actual related party transactions entered during every quarter is provided to the Audit Committee.

Any subsequent material modification in the proposed transactions, as may be defined by the Audit Committee as a part of Company's Policy on Related Party Transactions, is placed before the shareholders for approval, in terms of Regulation 23(4) of the Listing Regulations.

The Audit Committee of the Company comprises Independent Directors which helps in providing an objective judgement to all transactions proposed for approval.

SEBI vide its circular dated April 8, 2022 has clarified that a related party transaction approved by the shareholders shall be valid from one AGM till the next AGM of the Company or for a period of fifteen months, whichever is earlier.

The Directors recommend the resolutions set out in Item Nos. 10 to 15 for approval of the shareholders by means of ordinary resolutions.

Ms. Preetha Reddy may be deemed to be interested in the resolution No.15 regarding the approval of material related party transactions with AHEL. Subject to the foregoing, none of the Directors and Key Managerial Personnel (KMP) of the Company and their respective relatives are, in any way, concerned or interested, financially or otherwise, in the resolutions set out at item Nos. 10 to 15, except to the extent of their shareholding in the Company/subsidiary and directorship in the respective subsidiaries.

The members may note that as per the provisions of the Listing Regulations, all related parties (whether such related party is a party to the above-mentioned transactions or not), shall not vote to approve the resolutions set out at item Nos. 10 to 15.

The details required to be placed before the members pursuant to the Listing Regulations are annexed to this Notice.

Item No. 16

Ratification of remuneration payable to Cost Auditors for FY 2025-26.

In accordance with the provisions of Section 148 of the Companies Act, 2013 (“the Act”) and the Companies (Audit and Auditors) Rules, 2014 (“the Rules”) the Company is required to appoint a cost auditor to audit the cost records of the Company, for products and services, specified under Rules issued in pursuance to the above section. On the recommendation of the Audit Committee, the Board of Directors had approved the appointment of M/s. R. Nanabhoy & Co., Cost Accountants (Regn. No. 000010), as the Cost Auditors of the Company to conduct audit of cost records maintained by the Company for the Financial Year 2025-26, at a remuneration of ₹ 19 lakhs plus applicable taxes and out of pocket expenses at actuals for travelling and boarding/lodging.

M/s. R. Nanabhoy & Co., Cost Accountants, have furnished certificates regarding their eligibility for appointment as Cost Auditors of the Company. In accordance with the provisions of Section 148 of the Act read with the Rules, the remuneration payable to the cost auditor has to be ratified by the shareholders of the Company.

Accordingly, approval of the members is sought for the aforesaid purpose.

The Board recommends this resolution for approval of the shareholders.

None of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the resolution set out at Item No. 16, except to the extent of their shareholding in the Company.

By Order of the Board
For **LARSEN & TOUBRO LIMITED**

SUBRAMANIAN NARAYAN
COMPANY SECRETARY &
COMPLIANCE OFFICER
M.NO – A16354

Mumbai, May 10, 2025

ADDITIONAL DETAILS FOR RELATED PARTY TRANSACTIONS PURSUANT TO LISTING REGULATIONS

<table>
<tr><th>Sr. No.</th><th>Particulars</th><th>Resolution No. 10</th><th>Resolution No. 11</th><th>Resolution No. 12</th></tr>
<tr><td>1</td><td>Name of the related party, its relationship with the Company including nature of concern or interest</td><td>Larsen Toubro Arabia LLC (LTA) – subsidiary company (75% stake held by the Company)</td><td>L&T Metro Rail (Hyderabad) Limited (LTMRHL) - subsidiary company (99.99% stake held by the Company)</td><td>L&T Technology Services Limited (LTTS) – subsidiary company (73.66% stake held by the Company)</td></tr>
<tr><td>2</td><td>Name of Director(s) or Key Managerial Personnel who is related, if any</td><td>None</td><td>Mr. S. N. Subrahmanyan, Chairman & Managing Director of the Company is Non-Executive Chairman of LTMRHL and Mr. R Shankar Raman, President, Whole-time Director & CFO of the Company, is Non-Executive Director of LTMRHL.</td><td>Mr. S. N. Subrahmanyan, Chairman & Managing Director of the Company is Non-Executive Chairman of LTTS.

Mr. Narayanan Kumar, Independent Director of the Company is an Independent Director of LTTS.</td></tr>
<tr><td>3</td><td>Type of proposed transaction and amount</td><td colspan="3">a) Providing Parent Company Guarantee or Letter of Comfort or Undertaking.*
b) Sale, purchase, lease or supply of goods, business assets or property or equipment in relation to the projects.
c) Availing or rendering of services inter-alia covering IT and ITES, Engineering services, lease of facilities, trademark fees and other infrastructure support.
d) Transfer or exchange of any resources, services or obligations to meet its business objectives/ requirements.
* Only for LTA and LTMRHL

The approval will be valid from this AGM till the next AGM or for a period of fifteen months, whichever is earlier in accordance with the terms and conditions of the contract/agreement for the below mentioned amounts
<table><tr><th>Name of the Company</th><th>LTA</th><th>LTMHRL</th><th>LTTS</th></tr><tr><td>Amount for which shareholders’ approval is sought (₹ crore)</td><td>12,600</td><td>11,000</td><td>3,000</td></tr></table></td></tr>
<tr><td>4</td><td>Material terms and particulars of proposed transaction</td><td>Parent Company Guarantee
The PCG to be issued by the Company on behalf of LTA serves as a guarantee for performance of Engineering, Procurement, and Construction (EPC) contracts to be entered into by the Company. The PCG will remain valid until the fulfilment of all obligations under the relevant EPC contract, which is normally anticipated to be completed within a period of 2 to 4 years from the date of issuance.

Other Transactions
The Hydrocarbon-Offshore business proposes to enter into a transaction for the supply of fabricator materials to LTA.

Additionally, the Company will receive guarantee income from LTA in relation to the Parent Company Guarantee (PCG) provided to LTA in the previous years.</td><td>Parent Company Guarantee
The PCG will be provided on behalf of LTMRHL to serve as a financial guarantee for securing the bank borrowings to be availed by it.

The PCG will remain valid until the maturity of the borrowings secured under this guarantee.

Other Transactions
The Company will receive guarantee income from LTMRHL in respect of the guarantee provided to them. In addition, the Company shall also avail service from LTMRHL in relation to lease of facilities for its operations.</td><td>L&T Technology Services Limited (LTTS) operates from common campus(es) across the country, and the associated expenses are apportioned by the Company to LTTS.

The multi-year contracts will primarily involve services related to installation, testing, commissioning, and maintenance works for various projects being executed by different business units of L&T, both in India and overseas as well as giving office premises on lease.

Furthermore, the Company will charge trademark fees to LTTS in accordance with the agreement between the Company and LTTS.</td></tr>
<tr><td>5</td><td>Value of the proposed transaction</td><td>The monetary value of the transactions mentioned at point (3) above is estimated as below
• PCG - not exceeding ₹ 12,500 crore.
• Other Transactions – ₹ 100 crore.</td><td>The monetary value of the transactions mentioned at point (3) above is estimated as below
• PCG - not exceeding ₹ 10,900 crore.
• Other Transactions – ₹ 100 crore.</td><td>The monetary value of the transactions mentioned at point (3) above is estimated as ₹ 3,000 crore.</td></tr>
</table>

Sr. No.	Particulars	Resolution No. 10	Resolution No. 11	Resolution No. 12
6	**Justification as to why the RPT is in the interest of the listed entity**	As in previous years, the issuance of PCG on behalf of LTA would be an obligation under the terms of the relevant contract. This will further enable LTA's ability to procure contracts, thereby aligning the transaction with the best interests of the Company. Given that the proposal pertains to providing a Parent Company Guarantee on behalf of LTA, the question of valuation is not applicable. The Company will charge a fee based on a rate that is consistent with the median of the bank guarantee rates, as approved by the Audit Committee for the financial year in which the PCG is issued. Currently, this rate stands at 0.30% per annum for performance guarantees. The Company will receive this fee as a guarantee income. This transaction is in the ordinary course of business, as the Company and is consistent with the past practices for its overseas operations.	The issuance of the PCG is a critical component in enabling bank borrowings for LTMRHL. This will allow the subsidiary to effectively manage and operate its activities, ultimately benefiting the group. The Company will charge a fee that is consistent with the median of the bank guarantee rates, as approved by the Audit Committee for the relevant financial year in which the PCG is issued. Currently, this rate is set at 0.35% per annum for financial guarantees. This transaction is in the ordinary course of business, and is consistent with the past practices. The Company being a diverse conglomerate provides its administrative support service to other identified group companies. Such transactions bring mutual benefits and synergies to the entire group, which would ultimately prosper companies' growth in the identified segment. The Company provides administrative support services to LTMRHL and charges fee based on the rates as a percentage of sales.	LTTS possesses deep industrial domain expertise and specialized skills in niche and complex technology stacks. LTTS enables companies to accelerate their market entry through cutting-edge solutions in software-defined, electric, autonomous, and connected mobility, leveraging innovation and engineering capabilities. LTTS is also an authorized supplier for various software and solution providers, benefiting from bulk purchases and providing service support for such software solutions. The Company is able to leverage these benefits for its own business operations. The Company will be charged a price that is comparable to the pricing extended to other customers of LTTS. Regarding the leasing of office space to LTTS, the Company benefits from timely and assured payments, while LTTS is assured of superior construction quality and high-quality services. The rental charges to LTTS will be aligned with market rates in the respective area.
7	**Percentage of the Company's consolidated turnover**	4.93% of the Company's consolidated annual turnover for FY 2024-25.	4.30% of the Company's consolidated annual turnover for FY 2024-25.	1.17% of the Company's consolidated annual turnover for FY 2024-25.
8	**A copy of the valuation or other external party report, if any such report has been relied upon**	Not Applicable	Not Applicable	Not Applicable
9	**Any other information relevant**	As the exact value of the contract(s) cannot be predicted at this stage, an enabling approval from the shareholders is being sought to proceed with these potential arrangements.		

ADDITIONAL DETAILS FOR RELATED PARTY TRANSACTIONS PURSUANT TO LISTING REGULATIONS

<table>
<tr><th>Sr. No.</th><th>Particulars</th><th>Resolution No. 13</th><th>Resolution No. 14</th><th>Resolution No. 15</th></tr>
<tr><td>1</td><td>Name of the related party, its relationship with the Company including nature of concern or interest</td><td>L&T Modular Fabrication Yard LLC (LTMFY) – subsidiary (70% stake held by the Company)</td><td>LTIMindtree Limited (LTIM) – Subsidiary (68.57% stake held by the Company)</td><td>Apollo Hospitals Enterprise Limited (AHEL) – Dr. Preetha Reddy, Independent Director of the Company is the Executive Vice-Chairperson of AHEL and holds more than 2% stake in AHEL along with other relatives.</td></tr>
<tr><td>2</td><td>Name of Director(s) or Key Managerial Personnel who is related, if any</td><td>None</td><td>Mr. S. N. Subrahmanyan, Chairman & Managing Director of the Company is Non-Executive Chairman in LTIM. Mr. R. Shankar Raman, President, Whole-time Director & CFO of the Company is Non-Executive Director of LTIM. Mr. Sanjeev Aga, Independent Director of the Company is also Independent Director in LTIM.</td><td>Dr. Preetha Reddy, Independent Director of the Company is the Executive Vice-Chairperson of AHEL.</td></tr>
<tr><td>3</td><td>Type of proposed transaction and amount</td><td colspan="3">a) Sale, purchase, lease or supply of goods, business assets or property or equipment in relation to the projects.
b) Availing or rendering of services inter-alia covering IT and ITES, Engineering services, lease of facilities, trademark fees and other infrastructure support.
c) Transfer or exchange of any resources, services or obligations to meet its business objectives/requirements.
The approval will be valid from this AGM till the next AGM or for a period of fifteen months, whichever is earlier in accordance with the terms and conditions of the contract/agreement for the below mentioned amounts
<table>
<tr><th>Name of the Company</th><th>LTMFY</th><th>LTIM</th><th>AHEL</th></tr>
<tr><td>Amount for which shareholders’ approval is sought (₹ crore)</td><td>5,500</td><td>1,500</td><td>2,400</td></tr>
</table></td></tr>
<tr><td>4</td><td>Material terms and particulars of proposed transaction</td><td>Hydrocarbon-offshore business proposes to enter into transaction for rendering supply of fabrication material and related services to LTMFY.</td><td>The multi-year contracts will primarily involve the provision of services related to the supply of various software and support services for projects being executed by different business units of L&T, both in India and overseas.
Additionally, the Company will undertake the construction of commercial buildings and IT facilities for LTIM. LTIM also operates from common campus(es) across the country, with the associated expenses being apportioned by the Company to LTIM.
Furthermore, the Company will charge trademark fees to LTIM in accordance with the agreement between the Company and LTIM.</td><td>The Buildings & Factories (B&F) IC proposes to enter into contracts for the construction of hospital buildings at various locations across India for AHEL.
The duration of these contracts will range from 1.5 years to 3 years, depending on the specific project requirements.
The Company shall also be availing health & medical services from AHEL at various locations across India.</td></tr>
<tr><td>5</td><td>Value of the proposed transaction</td><td>The monetary value of the transactions mentioned at point (3) above is estimated ₹ 5,500 crore.</td><td>The monetary value of the transactions mentioned at point (3) above is estimated ₹ 1,500 crore.</td><td>The monetary value of the transactions mentioned at point (3) above is estimated ₹ 2,400 crore.</td></tr>
</table>

Sr. No.	Particulars	Resolution No. 13	Resolution No. 14	Resolution No. 15
6	**Justification as to why the RPT is in the interest of the listed entity**	The Energy Hydrocarbon Business requires Customized Fabrication Services for EPC Contracts. The Energy & Hydrocarbon business of the Company bids for various Engineering, Procurement, and Construction (EPC) contracts, where customized fabrication activities play a crucial role in the execution of such contracts. These fabrication activities are typically carried out through LTMFY, which possesses the necessary technical expertise, facilities, and execution capabilities. Most EPC projects require the use of customized fabricated structures as per the specific contract specifications. For projects within India, the Company utilizes its own fabrication facilities. For overseas projects, the Company generally leverages external fabrication facilities to optimize logistics costs. Availing fabrication services is considered a routine activity in the ordinary course of business. The Company solicits quotations from multiple parties for its fabrication needs, and the final contract is awarded based on factors such as price, quality, and timelines. LTMFY also provides quotations for these contracts and is selected only if its offer is competitive.	LTIM is an authorized supplier for various software products, benefiting from bulk purchase advantages. Additionally, LTIM provides service support for these software solutions, and the Company is able to leverage these benefits to enhance its own business operations. In relation to the construction of commercial buildings and IT facilities for LTIM, the Company stands to gain from increased business opportunities and assured, timely payments. In return, LTIM will benefit from the timely completion of the projects and superior quality of construction. The contracts for these projects are awarded at arm's length and are within the ordinary course of the Company's business.	The Buildings & Factories (B&F) IC of the Company has been awarded various projects by AHEL involving the construction of hospitals at multiple locations across India. The B&F IC caters to the specialized needs of AHEL, and the execution of these projects will broaden the Company's revenue base while optimizing the utilization of business resources already created to serve customers, including AHEL. This, in turn, will contribute to enhanced shareholder value creation. The contracts for these projects are awarded at arm's length and are within the ordinary course of the Company's business.
7	**Percentage of the Company's consolidated turnover**	2.15% of the Company's consolidated annual turnover for FY 2024-25.	0.59% of the Company's consolidated annual turnover for FY 2024-25.	0.94% of the Company's consolidated annual turnover for FY 2024-25.
8	**A copy of the valuation or other external party report, if any, such report has been relied upon**	Not Applicable	Not Applicable	Not Applicable
9	**Any other information relevant**	As the exact value of the contract(s) cannot be predicted at this stage, an enabling approval from the shareholders is being sought to proceed with these potential arrangements.		

(ANNEXURE TO NOTICE DATED MAY 10, 2025)

DETAILS OF DIRECTORS SEEKING APPOINTMENT/RE-APPOINTMENT AT THE FORTHCOMING ANNUAL GENERAL MEETING

[Pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard-2 on General Meetings]

Name of the Director	Mr. Subramanian Sarma	Mr. S. V. Desai	Mr. T. Madhava Das
Date of Birth	February 4, 1958	July 5, 1960	January 25, 1963
Date of Appointment on the Board	August 19, 2015	July 11, 2020	July 11, 2020
Qualifications	Masters in Chemical Engineering	Masters in Civil Engineering	Bachelors in Engineering Masters in Management
Expertise / Skills	Leadership | Industry Knowledge and Experience | Governance and Compliance| Global Experience | Industry Advocacy	Leadership | Industry Knowledge and Experience | Governance and Compliance| Global Experience	Leadership | Industry Knowledge and Experience | Governance and Compliance| Global Experience
Directorships held in other public companies including private companies which are subsidiaries of public companies (excluding foreign companies)	1. L&T Valves Limited 2. L&T Energy Green tech Limited 3. L&T Electrolysers Limited	1. L&T Himachal Hydropower Limited 2. L&T Geostructure Private Limited 3. International Seaport Dredging Private Limited	None
Details of Listed entities from which he resigned during the last three years.	None	None	None
Memberships/ Chairmanships of committees across all companies	**Member:** **Board Risk Management Committee** Larsen & Toubro Limited	**Member:** **CSR & Sustainability Committee** Larsen & Toubro Limited **Corporate Social Responsibility Committee** L&T Geostructure Private Limited	**Member:** **Stakeholders Relationship Committee** Larsen & Toubro Limited
Number of Meetings attended during FY 2024-25	6 out of 6	6 out of 6	6 out of 6
Shareholding in the Company	Please refer to page No. 406 of this Integrated Annual Report.		
Relationships between directors inter-se	None	None	None

INFORMATION AT A GLANCE:

Sr. No.	Particulars	Details
1.	**Day, Date and Time of AGM**	Tuesday, June 17, 2025, 3:00 P.M.
2.	**Mode**	Video Conference (VC) or Other Audio Visual Means (OAVM)
3.	**Participation through VC/OAVM**	Members can login from 02.30 P.M. (IST) on the date of the AGM at www.evoting.nsdl.com.
4.	**Helpline Number for VC/OAVM participation**	NSDL Helpline No. 022 4886 7000
5.	**Submission of Questions/ Queries before AGM**	Members seeking any information with regard to the accounts or any matter mentioned in the AGM Notice, are requested to write to the Company on or before the cut-ff date i.e. Tuesday, June 10, 2025 via email at IGRC@larsentoubro.com. The same will be replied by the Company suitably.
6.	**Speaker registration before AGM**	Members may register themselves as a speaker by sending a request from their registered email address mentioning their name, DP ID and Client ID/folio number, PAN, mobile number to LNTGOGREEN@larsentoubro.com on or before the Cut-off Date i.e. Tuesday, June 10, 2025.
7.	**Transcript**	Will be made available post AGM at www.larsentoubro.com
8.	**Dividend for FY 2024-25 recommended by the Board**	Final Dividend of ₹ 34 per equity share of face value of ₹ 2 each
9.	**Record Date**	Tuesday, June 03, 2025
10.	**Dividend Payment Date**	On or before Saturday, June 21, 2025
11.	**Cut-off date for e-voting**	Tuesday, June 10, 2025
12.	**Remote e-voting start time and date**	Friday, June 13, 2025, 09.00 A.M
13.	**Remote e-voting end time and date**	Monday, June 16, 2025, 05.00 P.M
14.	**Remote e-voting website of NSDL**	**Shares held in Demat mode with NSDL:** 1. Shareholders registered for NSDL IDeAS facility: https://eservices.nsdl.com 2. Others: www.evoting.nsdl.com **Shares held in Demat mode with CDSL:** 1. Shareholders who have opted for Easi facility of CDSL: https://web.cdslindia.com/myeasitoken/home/login 2. Others: www.cdslindia.com **Logging in through Depositary Participants:** Members can also login using the login credentials of their demat account through your DP registered with NSDL /CDSL for e-voting facility.
15.	**Name, address and contact details of e-voting service provider and registrar and transfer agent**	**Registrar and Transfer Agent** **KFin Technologies Limited** Selenium, Tower B, Plot 31-32, Gachibowli, Financial District, Nanakramguda, Hyderabad - 500032. Toll Free Number: 1800 3094 001 Email: einward.ris@KFintech.com Website: www.kfintech.com **E-voting Service Provider** **National Securities Depositories Limited (NSDL)** C-31, Naman Chamber, G Block, Bandra Kurla Complex, Bandra East, Mumbai - 400051 Tel No: 022 4886 7000
16.	**Email Registration and Contact Updation Process**	**Demat Shareholders:** Contact respective Depository Participant **Physical Shareholders:** Please furnish Form ISR-1, Form ISR-2 and SH-13 (available on the Company's website at https://investors.larsentoubro.com/DownloadableForms.aspx) along with the necessary attachments mentioned in the said Forms to KFintech, Selenium, Tower B, Plot 31-32, Gachibowli, Financial District, Nanakramguda, Hyderabad - 500032. Members may also email the duly filled forms to einward.ris@kfintech.com.

Board's Report

Dear Members,

Your Directors have pleasure in presenting the 80th Integrated Annual Report and Audited Financial Statements of Larsen & Toubro Limited for the year ended March 31, 2025.

FINANCIAL RESULTS:

The Company's financial performance for the year ended March 31, 2025 is summarized below:

₹ crore

Particulars	2024-25	2023-24
Profit before depreciation, exceptional items & Tax	15,062.00	12,653.15
Less: Depreciation, amortization, impairment, and obsolescence	1,963.02	1,753.17
Profit before exceptional items and tax	13,098.98	10,899.98
Add: Exceptional items	474.78	586.47
Profit before tax	13,573.76	11,486.45
Less: Provision for tax (including tax on exceptional items)	2,703.04	2,155.04
Net profit after tax	10,870.72	9,331.41
Add: Balance brought forward from the previous year	41,061.19	35,936.63
Less: Dividend paid for the previous year	3,849.57	3,373.56
Less: Special dividend paid	–	843.39
Add/(Less): Gain/(Loss) on remeasurement of the net defined benefits plans	(199.29)	10.10
Balance to be carried forward	47,883.05	41,061.19

The Company has not transferred any amount from profit and loss to general reserve during FY 2024-25.

PERFORMANCE OF THE COMPANY:

The total income, on standalone basis, for the financial year under review is ₹ 148,178.22 crore as against ₹ 131,563.06 crore for the previous financial year, registering an increase of 12.63%. The Profit before exceptional items and tax is ₹ 13,098.98 crore for the financial year under review as against ₹ 10,899.98 crore for the previous financial year. The profit after tax is ₹ 10,870.72 crore for the financial year under review as against ₹ 9,331.41 crore for the previous financial year, registering an increase of 16.50%.

DIVIDEND:

The Board recommends a final dividend of ₹ 34 per equity share of ₹ 2/- each on the share capital aggregating to ₹ 4,676 crore, with a payout ratio of 43.01%. The dividend is subject to approval of members at the ensuing Annual General Meeting (AGM) and deduction of tax at source, as required under the law. The final dividend, if approved, would be paid to members whose names appear in the Register of Members as on the record date fixed for this purpose.

The dividend payment is based upon the parameters mentioned in the Dividend Distribution Policy approved by the Board. The Policy is uploaded on the Company's website at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

CAPITAL AND FINANCE:

During FY 2024-25, the Company allotted 5,23,546 equity shares of ₹ 2/- each upon exercise of vested stock options by the eligible employees under the Employee Stock Option Schemes.

During FY 2024-25, the Company repaid Non-convertible Debentures amounting to ₹ 4,950 crore as per the repayment schedule.

The Company has issued and allotted on a private placement basis, Unsecured, Rated, Listed, Redeemable, Non-convertible Debentures (NCDs) aggregating ₹ 5,500 crore during FY 2024-25. These NCDs are listed on the Wholesale Debt Market segment of the National Stock Exchange of India Limited. The funds raised through issuance of NCDs were utilized as per the objects stated in the General Information Document/ Key Information Document of the respective NCDs. The Company has been regular in making payments of principal and interest on the NCDs.

The Company raised ₹ 25,385 crore by issue of Commercial Papers during FY 2024-25. As on March 31, 2025, the outstanding Commercial Papers is ₹ 1,500 crore. The Commercial Papers are listed on the Wholesale Debt Market segment of BSE Limited.

The Company has not defaulted on payment of any dues to the financial lenders.

The Company's borrowing programs have received the highest credit ratings from CRISIL Ratings Limited, ICRA Limited, India Ratings and Research Private Limited. The Company has also received ratings from global rating agencies viz. S&P Global Ratings and Fitch Ratings. The details of the same are given in Annexure 'B' – Report on Corporate Governance forming part of this Board Report and is also available on the website at https://investors.larsentoubro.com/upload/ListingCompliance/06.%20Credit%20Rating.pdf

CAPITAL EXPENDITURE:

As at March 31, 2025, the gross value of property, plant and equipment, investment property and other intangible assets, including leased assets, are ₹ 23,579.79 crore and the net value of property, plant and equipment, investment property and other intangible assets, including leased assets, are ₹ 12,393.07 crore. Capital Expenditure during FY 2024-25 is ₹ 2,725.01 crore.

DEPOSITS:

During the year under review, the Company has not accepted any public deposits falling within the ambit of Section 73 of the Companies Act, 2013 and the Rules framed thereunder. The requisite return for FY 2023-24 with respect to amount(s) not considered as deposits has been filed. The Company does not have any unclaimed deposits as of date.

SUBSIDIARY / ASSOCIATE / JOINT VENTURE COMPANIES:

A statement containing salient features of the financial statements of subsidiary / associate/ joint venture companies and their contribution to the overall performance of the Company is furnished on page 723 to 733 of this Integrated Annual Report.

The Company has formulated a policy on identification of material subsidiaries in accordance with Regulation 16(1)(c) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the same is hosted on the Company's website at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/. There is no material unlisted subsidiary of the Company.

During the year under review, the Company subscribed to / acquired equity shares in various subsidiary / associate / joint venture companies. The details of investments / divestments in subsidiary / associate / joint venture companies during the year are as under:

A) Shares subscribed/ acquired during the year:

Name of the Company	Type of Shares	No. of shares	Value of Investment (₹ Crore)
L&T Semiconductor Technologies Limited	Equity	18,59,80,000	185.98
	Preference	2,62,00,000	131.00
L&T Energy Green Tech Limited	Equity	19,40,00,000	194.00
L&T Finance Limited (formerly L&T Finance Holdings Limited)		1,33,00,000	227.37
L&T Network Services Private Limited		90,00,000	9.00
L&T Special Steels and Heavy Forgings Private Limited		147,31,60,000	Refer Note 1
	Preference	166,92,00,000	Refer Note 1
Business Park (Powai) Private Limited	Equity	18,59,80,000	185.98
Corporate Park (Powai) Private Limited		19,82,76,000	198.28
E2E Networks Limited		29,79,579	1,079.27 (Refer Note 2)
Indian Foundation for Quality Management		1,25,00,000	12.50
Total Investment			**2,223.38**

Note 1 - During the year, with a view to undertake incremental investments to augment the breadth of offerings of L&T Special Steels and Heavy Forgings Private Limited (LTSSHF), your Company acquired equity and preference shares held by Nuclear Power Corporation of India Limited (NPCIL) and 100% of the secured loan interest in LTSSHF held by NPCIL for a total consideration of ₹ 170 crore and terminated the joint venture agreement with NPCIL. LTSSHF is presently a wholly owned subsidiary of the Company.

Note 2 - During the year, your Company announced a strategic partnership with E2E Networks (listed on NSE), an 'Indian Cloud and AI Cloud' provider to augment its datacenter solutions. The Company acquired 15% of capital and invested ₹ 1,079.27 crore. The Company has acquired a further 1.1% stake in April 2025 and will acquire the remaining equity in due course. The partnership enables your Company to collaborate with E2E Networks to offer clients seamless, scalable and secure cloud experiences. By combining the Company's capabilities, your Company is poised to deliver a cloud ecosystem designed for businesses in India that want to drive growth, optimise costs and unlock the full potential of AI and digital transformation.

B) Equity shares sold / transferred / reduced during the year:

Scheme of Amalgamation of L&T Energy Hydrocarbon Engineering Limited (LTEHE) and L&T Offshore Private Limited (LTOPL) with Larsen & Toubro Limited ("THE SCHEME"):

In order to improve the synergies and optimize administrative and operating costs, the Board of Directors of the Company in its meeting held on January 30, 2024, approved merger of LTEHE and LTOPL with the Company. During the year, the Scheme was approved by the Hon'ble National Company Law Tribunal, Mumbai Bench and Chennai Bench, and is effective March 1, 2025. The appointed date of the scheme was April 1, 2024. Further to the merger, LTEHE and LTOPL cease to be the wholly owned subsidiary of the Company.

PARTICULARS OF LOANS GIVEN, INVESTMENTS MADE, GUARANTEES GIVEN OR SECURITY PROVIDED BY THE COMPANY:

The Company has disclosed the particulars of the loans given, investments made or guarantees given or security provided during the year, as required under Section 186 of the Companies Act, 2013, Regulation 34(3) and Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 in Note 57 forming part of the financial statements.

PARTICULARS OF CONTRACTS OR ARRANGEMENTS WITH RELATED PARTIES:

The Board attaches highest importance to governance and stakeholders' confidence and trust. In line with the same and to provide governance over transactions which could involve a potential conflict of interest, the Company has a defined Related Party Transactions Policy and guidelines and the Audit Committee of the Board periodically reviews and monitors the Related Party Transactions. All related party transactions entered into during FY 2024-25 were in the ordinary course of business and at arm's length. The Audit Committee has approved the related party transactions for FY 2024-25 and also approved the estimated related party transactions for FY 2025-26, as required under the law. There were no Related Party Transactions that have any conflict of interest.

The updated Related Party Transactions Policy has been hosted on the Company's website at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

In accordance with the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, following material related party transactions are placed before the members for approval at the ensuing Annual General Meeting (AGM), by means of ordinary resolutions. These transactions are proposed to be entered at arm's length basis and are in ordinary course of business.

S. no.	Name of the related party	Nature of transactions	Amount for which approval is sought (₹ Crore)
1.	Larsen Toubro Arabia LLC	Providing Parent Company Guarantees (PCGs) and sale & purchase of goods	12,600
2.	L&T Metro Rail (Hyderabad) Limited	Providing PCGs and receiving guarantee income and availing lease facilities	11,000
3.	LTIMindtree Limited	• Sale, purchase, lease or supply of goods, assets or property or equipment; • Availing or rendering of services; • Transfer or exchange of any resources/ services or obligation to meet the Company's business objectives/ requirements.	1,500
4.	L&T Technology Services Limited		3,000
5.	L&T Modular Fabrication Yard LLC		5,500
6.	Apollo Hospitals Enterprise Limited	Construction of Hospitals & availment of medical and health services	2,400
	Total		**36,000**

The Board recommends the above material related party transactions for approval of members by means of ordinary resolutions.

MATERIAL CHANGES AND COMMITMENTS AFFECTING THE FINANCIAL POSITION OF THE COMPANY, BETWEEN THE END OF THE FINANCIAL YEAR AND THE DATE OF THE REPORT:

There are no material changes and commitments affecting the financial position of the Company between the end of the financial year and the date of this report.

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO:

Information as required to be given under section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014 is provided in Annexure 'A' forming part of this Board Report.

DETAILS OF CHANGES IN DIRECTORS AND KEY MANAGERIAL PERSONNEL:

Mr. Adil Zainulbhai ceased to be the Independent Director of the Company upon successful completion of his tenure on May 28, 2024. Mr. Hemant Bhargava resigned as a Director of the Company with effect from May 27, 2024, pursuant to withdrawal of nomination by Life Insurance Corporation of India (LIC). The Board places on record its appreciation towards valuable contribution made by them during their tenure as Directors of the Company.

Mr. Siddhartha Mohanty was appointed as Nominee Director of LIC with effect from May 28, 2024. His appointment was approved by the members at the last Annual General Meeting (AGM).

Pursuant to the recommendations of the Nomination & Remuneration Committee (NRC), the Board had in its meeting held on March 21, 2025, approved the following, subject to the approval of the members at the ensuing AGM:

- Appointment of Mr. Subramanian Sarma as Deputy Managing Director & President of the Company with effect from April 2, 2025 to February 3, 2028;
- Re-appointment of Mr. S. V. Desai as Whole-time Director of the Company with effect from July 11, 2025 to July 4, 2030; and
- Re-appointment of Mr. T. Madhava Das as Whole-time Director of the Company for a term of five years with effect from July 11, 2025.

Mr. S. V. Desai and Mr. T. Madhava Das retire by rotation at the ensuing AGM and being eligible, offer themselves for re-appointment.

Necessary resolutions in relation to the above appointment and re-appointment of directors have been placed before the members at the ensuing AGM. The Board of Directors recommends the above appointments/re-appointments of directors for approval of the members.

The terms and conditions of appointment of the Independent Directors are in compliance with the provisions of the Companies Act, 2013 and are placed on the website of the Company https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx.

The Company has also disclosed on its website https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx details of the familiarization programs for the Independent Directors.

Mr. Sivaram Nair A, Company Secretary and Compliance Officer, would be superannuating from the services of the Company with effect from May 9, 2025. The Board places on record its appreciation for the valuable contribution made by him during his tenure as Company Secretary and Compliance Officer of the Company. Pursuant to the recommendation of the Nomination and Remuneration Committee, the Board at its meeting held on May 8, 2025, approved the appointment of Mr. Subramanian Narayan as the Company Secretary and Compliance Officer effective May 10, 2025.

NUMBER OF MEETINGS OF THE BOARD OF DIRECTORS:

This information is furnished in Annexure 'B' - Report on Corporate Governance forming part of this Report. Members are requested to refer to page No. 397 of this Integrated Annual Report.

BOARD COMMITTEES:

The Board has constituted an Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee and Board Risk Management Committee in terms of the requirements of the Companies Act, 2013 read with the Rules made thereunder and Regulation 18, 19, 20 and 21, respectively, of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The details relating to the same are furnished in Annexure 'B' - Report on Corporate Governance forming part of this Board Report. Members are requested to refer to pages 400 to 407 of this Integrated Annual Report.

CSR & SUSTAINABILITY COMMITTEE:

The Company has in place a CSR & Sustainability (CSR) Committee in terms of the requirements of Section 135 of the Companies Act, 2013 read with the rules made thereunder.

The CSR policy is available on the Company's website at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/ and the initiatives taken by the Company on CSR activities during the financial year is available on the Company's website at https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx

A brief note regarding the Company's initiatives with respect to CSR and the composition of the CSR Committee is given in Annexure 'B' - Report on Corporate Governance forming part of this Board Report. Please refer to pages 407 to 409 of this Integrated Annual Report.

The disclosures required to be given under Section 135 of the Companies Act, 2013 read with Rule 8(1) of the Companies (Corporate Social Responsibility Policy) Rules, 2014 are given in Annexure 'C' forming part of this Board Report.

The President, Whole-time Director & CFO of the Company has certified that CSR funds so disbursed for the projects have been utilized for the purposes and in the manner as approved by the Board.

COMPANY POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION:

The NRC has formulated a policy on Directors' appointment and remuneration including recommendation of remuneration of the key managerial personnel and senior management personnel, and the criteria for determining qualifications, positive attributes, and independence of a Director. Nomination and Remuneration Policy is provided as Annexure 'F' forming part of this Board Report and also disclosed on the Company's website at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

Your Company values each stakeholder and appreciates their unique differences. The Board Diversity Policy, aligned with legal requirements, emphasizes inclusion of women directors besides recognizing other forms of diversity, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills and knowledge, networking, value addition and representation of stakeholders. The NRC has formulated a separate policy on Board Diversity.

DECLARATION OF INDEPENDENCE:

The Company has received declaration of Independence as stipulated under section 149(7) of the Companies Act, 2013 and Regulation 25(8) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 from the Independent Directors confirming that he/she is not disqualified from being appointed/re-appointed/continue as an Independent Director as per the criteria laid down in Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The same are also hosted on the website of the Company https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx. The Independent Directors have complied with the Code for Independent Directors prescribed in Schedule IV to the Companies Act, 2013.

The Independent Directors of the Company have registered themselves with the data bank maintained by Indian Institute of Corporate Affairs (IICA). In terms of Section 150 of the Companies Act, 2013 read with Rule 6(4) of the Companies (Appointment & Qualification of Directors) Rules, 2014, all Independent Directors of the Company are exempted from undertaking the online proficiency self-assessment test conducted by the IICA.

PERFORMANCE EVALUATION:

The Nomination and Remuneration Committee and the Board have laid down the manner in which formal annual evaluation of the performance of the Board, Committees, Individual Directors and the Chairman & Managing Director has to be made. All Directors responded through a structured questionnaire giving feedback about the performance of the Board, its Committees, Individual Directors and the Chairman & Managing Director.

As in the previous years, performance evaluation was carried out through an external consultant, independent of management or the Company's IT systems. This enables an unbiased feedback.

The Board performance evaluation inputs, including areas of improvement for the Directors, Board processes and related issues for enhanced Board effectiveness were discussed in the meetings of the Independent Directors, Nomination and Remuneration Committee and the Board of Directors held during May 2025.

DISCLOSURE OF REMUNERATION:

The details of remuneration as required to be disclosed under the Companies Act, 2013 and the Rules made thereunder, are given in Annexure 'D' forming part of this Board Report.

The information in respect of employees of the Company pursuant to Rules 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended from time to time, is provided in Annexure 'G' forming part of this report. In terms of section 136(1) of the Companies Act, 2013 and the rules made thereunder, the Report and Accounts are being sent to the shareholders excluding the aforesaid Annexure. Any member interested in obtaining a copy of the same may write to the Company Secretary at the Registered Office of the Company. None of the employees listed in the said Annexure is related to any Director of the Company.

DIRECTORS' RESPONSIBILITY STATEMENT:

The Board of Directors of the Company confirms that:

a) In the preparation of Annual Accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;

b) The Directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit of the Company for that period;

c) The Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d) The Directors have prepared the Annual Accounts on a going concern basis;

e) The Directors have laid down Internal Financial Controls to be followed by the Company and such Internal Financial Controls are adequate and operating efficiently;

f) The Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and were operating effectively.

ADEQUACY OF INTERNAL FINANCIAL CONTROLS:

The Company has designed and implemented a process driven framework for Internal Financial Controls ("IFC") within the meaning of the explanation to Section 134(5)(e) of the Companies Act, 2013. For the year ended March 31, 2025, the Board is of the view that the Company has sound IFC commensurate with the nature and size of its business operations and operating effectively and there is no material weakness. The Company has a process in place to monitor the same and identify gaps, if any, and implement new and/or improved controls wherever the effect of such gaps could have a material effect on the Company's operations.

DEPOSITORY SYSTEM:

As the members are aware, the Company's shares are compulsorily tradable in electronic form. As on March 31, 2025, 99.31% of the Company's total paid up capital representing 136,57,43,522 shares are in dematerialized form.

Pursuant to amendments in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, requests for effecting transfer of securities in physical form, shall not be processed by the Company. In case of requests for transmission, transposition, issue of duplicate share certificate, renewal/exchange of securities certificate, endorsement, sub-division/split of securities certificate and consolidation of securities certificates/folios, the Company will issue a letter of confirmation, which needs to be submitted to Depository Participant(s) by the respective shareholder to get credit of the securities in dematerialized form to his/her account. Shareholders desirous of availing these services are requested to refer to the detailed procedure hosted on the website at https://investors.larsentoubro.com/InvestorKit.aspx.

In view of the numerous advantages offered by the Depository system as well as to avoid frauds, members holding shares in physical form are advised to avail of the facility of dematerialization from either of the Depositories.

The Company has availed a special contingency insurance policy towards the risks arising out of the requirements relating to issuance of duplicate securities and for the claims related to Investor Education and Protection Fund ('IEPF'), which is renewed every year.

TRANSFER TO INVESTOR EDUCATION AND PROTECTION FUND:

The Company regularly sends reminders to those whose dividends are unclaimed, urging them to update the bank mandate details with Registrar and Transfer Agents (RTA)/Depository Participants/Company, to ensure timely credit of Dividends by the Company. Additionally, efforts are also made in co-ordination with the RTA to locate the shareholders who have not claimed their dues.

Despite efforts, ₹ 15.08 crore towards dividend and ₹ 0.72 lakh towards bonus fractional entitlement remained unclaimed for a period of seven years, which were transferred to Investor Education and Protection Fund (IEPF) as required under Section 125 of the Companies Act, 2013 and the Rules made thereunder.

Cumulatively, the amount transferred to IEPF is ₹ 85.19 crore as on March 31, 2025.

In accordance with the provisions of Section 124(6) of the Companies Act, 2013 and Rule 6(3)(a) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ('IEPF Rules'), the Company has transferred 17,72,523 equity shares of ₹ 2 each (0.13% of paid-up shares) held by 14,847 shareholders (0.87% of total shareholders) to IEPF. The said shares correspond to the dividend which had remained unclaimed for a period of seven consecutive years from the financial year 2016-17. However, the members can claim the said shares along with the dividend(s) by making an application to IEPF Authority in accordance with the procedure available on www.iepf.gov.in and on submission of such documents as prescribed under the IEPF Rules. The detailed procedure for claiming shares/dividend transferred to IEPF is made available on the Company's website at https://investors.larsentoubro.com/Investor-FAQ.aspx.

The Company sends specific communication in advance to the concerned shareholders at their address registered with the Company and also publishes notice in newspapers providing the details of the shares due for transfer to enable them to take appropriate action. All corporate benefits accruing on such shares viz. bonus shares, etc. including dividend, except rights shares, shall be credited to IEPF.

Pursuant to Section 124 of the Companies Act, 2013 the unpaid and unclaimed dividends that are due for transfer to the IEPF are disclosed on page no. 362 of this Integrated Annual Report.

Details of the Nodal Officer of the Company are displayed on the website at https://investors.larsentoubro.com/shareholder-services.aspx.

COMPLIANCE WITH SECRETARIAL STANDARDS ON BOARD AND GENERAL MEETINGS:

The Company has complied with Secretarial Standards issued by the Institute of Company Secretaries of India on Board and General Meetings.

PROTECTION OF WOMEN AT WORKPLACE:

The Company believes that the women employees should have the opportunity to work in an environment free from any conduct which can be considered as a Sexual Harassment. The Company is committed to treating every employee with dignity and respect, fosters to create a workplace which is safe and free from any act of Sexual Harassment.

The Company has a policy on 'Protection of Women's Rights at Workplace' as per the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 and Rules thereunder ('POSH Act & Rules'). The Policy is applicable to all L&T establishments located in India. The Policy has been widely disseminated. The Company has constituted Internal Complaints Committees to ensure implementation and compliance with the provisions of the Act and the Rules.

This Policy encompasses the following objectives:

- To define Sexual Harassment;
- To lay down the guidelines for reporting acts of Sexual Harassment at the workplace; and
- To provide the procedure for the resolution and redressal of complaints of Sexual Harassment.

The Policy is uploaded on the Company's website at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

There were 12 complaints received during FY 2024-25. 11 complaints have been concluded as per provision of POSH Act and Rules. The remaining complaint is under investigation. The complaints are redressed within the timelines prescribed in POSH Act and Rules.

OTHER DISCLOSURES:

- **ESOP Disclosures:** There has been no change in the Employee Stock Option Schemes (ESOP schemes) during the current financial year.

  The disclosure relating to ESOPs required to be made under the provisions of the Companies Act, 2013 and the Rules made thereunder and the Securities and Exchange Board of India (Share Based Employee Benefit and Sweat Equity) Regulations, 2021 (SBEB Regulations) is provided on the website of the Company https://investors.larsentoubro.com/listing-compliance-agm.aspx.

  A certificate obtained from the Secretarial Auditors, confirming that the ESOP Schemes of the Company are in compliance with the SBEB Regulations and that the Company has complied with the provisions of the Companies Act, 2013 is also provided in Annexure 'B' forming part of this Report.

- **Corporate Governance:** Pursuant to Regulation 34 read with Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, a Report on Corporate Governance and a certificate obtained from the Statutory Auditors confirming compliance with Corporate Governance requirements provided in the aforesaid Regulations, are provided in Annexure 'B' forming part of this Report.

- **Business Responsibility and Sustainability Reporting:** As per Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, a separate section on Business Responsibility and Sustainability Reporting (BRSR) along with reasonable assurance on BRSR forms a part of this Integrated Annual Report. Please refer pages 298 to 355 of this Annual Report.
- **Integrated Reporting:** The Company is complying with the applicable requirements of the Integrated Reporting Framework. The Integrated Report tracks the sustainability performance of the organization and its interconnectedness with the financial performance, showcasing how the Company is adding value to its stakeholders. The Integrated Report forms a part of this Integrated Annual report.
- **Annual Return:** As per the provisions of Section 92(3) of the Companies Act, 2013, the Annual Return of the Company for the FY 2024-25 is available on our website https://investors.larsentoubro.com/listing-compliance-agm.aspx.
- **Statutory Compliance:** The Company has adequate systems and processes in place to comply with all applicable laws and regulations including the CSR obligations, pays applicable taxes on time.
- **MSME:** The Company has registered itself on Trade Receivables Discounting System platform (TReDS) through the service providers Receivables Exchange of India Limited. The Company complies with the requirement of submitting a half yearly return to the Ministry of Corporate Affairs within the prescribed timelines.
- **Insolvency and Bankruptcy Code (IBC):** There are no proceedings admitted against the Company under the Insolvency and Bankruptcy Code, 2016.
- **KYC registration for holders of physical shares:** All shareholders of the Company holding shares in physical form are requested to update their Mobile number, PAN, Address, Email ID, Bank account details (KYC details) and Nomination details with the Company's Registrar and Share Transfer Agent (RTA) at the earliest, in case the same are not updated.

  The relevant forms for updating the KYC information and Nomination details are provided on the website of the Company at https://investors.larsentoubro.com/DownloadableForms.aspx.
- **Designated person for furnishing information and extending co-operation to Registrar of Companies (ROC) in respect of beneficial interest in shares of the Company:** The Company Secretary & Compliance Officer of the Company is the designated person responsible for furnishing information and extending cooperation to the ROC in respect of beneficial interest in the Company's shares.
- **Reporting of fraud:** The Auditors of the Company have not reported any instances of fraud committed during the FY 2024-25, against the Company by its officers or employees as specified under section 143(12) of the Companies Act, 2013.

VIGIL MECHANISM:

The Company has a Whistle-blower Policy in place since 2004 and aligns with the requirements of vigil mechanism under the Companies Act, 2013 and Regulation 22 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. This Policy provides for adequate safeguards against victimization of persons who complain under the mechanism and provides for direct access to the Chairperson of the Audit Committee. The Audit Committee of the Company oversees the functioning of the Vigil Mechanism framework.

The Whistle Blower Policy is available on the Company's website https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

Also see pages 409 & 410 forming part of Annexure 'B' of this Board Report.

DETAILS OF SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNALS:

During the year under review, there were no material and significant orders passed by the regulators or courts or tribunals impacting the going concern status and the Company's operations in future.

CONSOLIDATED FINANCIAL STATEMENTS:

Your Directors are pleased to attach the Consolidated Financial Statements pursuant to section 129(3) of the Companies Act, 2013 and Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, prepared in accordance with the provisions of the Companies Act, 2013 and the Indian Accounting Standards (Ind AS).

STATUTORY AUDITORS:

In accordance with provisions of Section 139 of the Companies Act, 2013 and the Companies (Audit and Auditors) Rules, 2014, M/s. Deloitte Haskins & Sells LLP (firm Registration Number 117366W/W-100018) will complete their term as Statutory Auditors of the Company at the conclusion of the forthcoming AGM. The Board places on record its appreciation for the services rendered by M/s. Deloitte Haskins & Sells LLP as the Statutory Auditors of the Company.

M/s. M S KA & Associates (Firm's Registration Number 105047W) were appointed as Statutory Auditors for a term of 5 consecutive years from the conclusion of 79th AGM till the conclusion of 84th AGM of the Company and they continue to hold office as the Statutory Auditors of the Company.

The Auditors have confirmed that they have subjected themselves to the peer review process of Institute of Chartered Accountants of India (ICAI) and hold valid certificate issued by the Peer Review Board of the ICAI.

The Audit Committee reviews the independence and objectivity of the Auditors and the effectiveness of the Audit process.

SECRETARIAL AUDITORS:

Pursuant to the amended provisions of Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 204 of the Companies Act, 2013, read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Audit Committee and the Board of Directors have approved and recommended the appointment of M/s. S. N. Ananthasubramanian & Co., Practicing Company Secretaries (Firm Registration Number: P1991MH040400) as the Secretarial Auditors of the Company for a term of 5 (Five) consecutive years from the FY 2025-26 till FY 2029-30, subject to the approval of the Members at ensuing AGM.

Brief profile and other details of M/s. S. N. Ananthasubramanian & Co., Practicing Company Secretaries, are disclosed in the AGM Notice approved by the Board. They have given their consent to act as Secretarial Auditors of the Company and have confirmed their eligibility for the appointment.

The Secretarial Auditors have confirmed that they have subjected themselves to the peer review process of Institute of Company Secretaries of India (ICSI) and hold valid certificate issued by the Peer Review Board of the ICSI.

AUDIT REPORTS:

The Statutory Auditors' report to the shareholders does not contain any qualification, observation or comment or adverse remark.

The Secretarial Audit Report issued by M/s. S. N. Ananthasubramanian & Co., Company Secretaries, for FY 2024-25 is attached as Annexure 'E' forming part of this Board Report. The Secretarial Audit Report does not contain any qualification, reservation or disclaimer or adverse remark.

COST AUDITORS:

The provisions of section 148(1) of the Companies Act, 2013 are applicable to the Company and accordingly the Company has maintained cost accounts and records in respect of the applicable products for the year ended March 31, 2025.

The Board, on the recommendation of the Audit Committee, at its meeting held on May 8, 2025, has approved the appointment of M/s R. Nanabhoy & Co., Cost Accountants, as the Cost Auditors for the Company for the financial year ending March 31, 2026, at a remuneration of ₹ 19 lakhs plus taxes and out of pocket expenses. They have confirmed their independent status and that they are free from any disqualifications under section 141 of the Companies Act, 2013.

A proposal for ratification of remuneration of the Cost Auditor for the FY 2025-26 is placed before the Shareholders for approval in the ensuing AGM.

The Report of the Cost Auditors for the financial year ended March 31, 2025 is under finalization and shall be filed with the Ministry of Corporate Affairs within the prescribed period.

ACKNOWLEDGEMENT:

The Directors take this opportunity to thank the Members, Customers, Supply Chain Partners, Employees, Financial Institutions, Banks, Central and State Government authorities, Regulatory Authorities, Stock Exchanges and various other stakeholders for their continued co-operation and support to the Company. Your directors also record their appreciation for the continued co-operation and support received from the Joint Venture Partners and Associates.

For and on behalf of the Board

S. N. SUBRAHMANYAN
Chairman & Managing Director
(DIN: 02255382)

Date : May 8, 2025
Place : Mumbai

Annexure 'A' to the Board's Report

Information as required to be given as per Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014.

[A] CONSERVATION OF ENERGY:

(i) Steps taken or impact on conservation of energy:

(a) Upgradation of Electrical Equipment:

Upgrading and modernizing of electrical equipment and appliances to enhance energy efficiency, which includes converting and retrofitting ceiling fans, installation of energy saving lights at the substations, replacing conventional Air Conditioner (AC) units with inverter-type energy-efficient ACs and substituting old motors with energy-efficient models.

(b) Use of LED lights:

Usage of LED Lights at Bay areas and office areas as a replacement of conventional lighting systems viz. Metal Halide (MH) lights, Compact Fluorescent Lamp (CFL) lights and High Wattage lights complemented by adoption of energy efficient fans with Variable Frequency Drives (VFD).

(c) Motion sensors:

Strategic Integration of light dependent resistor sensors and advanced motion sensors at project sites working and common areas to ensure adequate consumption of electricity.

(d) Natural lighting integration:

Installed translucent roofing panels and sheets in project sites to capitalize natural daylight as energy resource to illuminate store areas and sheds.

(e) Process redesign:

Implementing strategic process redesigns to enhance energy efficiency, including optimizing cutting machines to reduce LPG consumption and redesigning Electropneumatic CNC machine operations for better energy conservation. Further, maximizing the use of inverter-based power sources for ESSC Stations.

Deployment of mobile fuel-dispensing units equipped with wheel and support systems at operational sites, eliminating the need for individual equipment to travel to fuel stations and thereby reducing overall fuel consumption.

(f) Variable frequency drives (VFD):

Strategic implementation of Variable Frequency Drives (VFDs) across key equipment such as rolling machines to improve furnace efficiency, leading to optimized energy consumption and reduced operational costs.

Upgradation of rolling machines and Electric Overhead Traveling (EOT) Cranes with Variable Voltage Frequency (VVF) drive technology which has resulted in precise control and energy savings.

(g) Digital Fuel Monitoring Systems:

Installation of IoT fuel sensors in Plant & Machinery (P&M) enabled precise tracking of fuel consumption and idling hours, reducing fuel wastage and ensuring optimal equipment usage.

Deployment of Radio Frequency Identification (RFID) based fuel dispensing systems ensured accurate, automated tracking of fuel distribution, minimizing over-fueling and reducing overall fuel consumption.

(h) Improvements in equipment efficiency and energy savings:

Streamlining welding operations by shifting to inverter-based machines, thereby reducing emissions, and improving energy utilization.

Implementation of timer-based control for the white fumes blower in Galvanizing Bay, optimizing its operation, ensuring it runs only during necessary periods, thus reducing overall electricity consumption.

(i) Fuel consumption reduction and conversion to electrically operated equipment:

Converting equipment such as forklift, compactors, air compressors, dewatering pumps, spider lift, light masts, etc. into an electric-hybrid equipment, which resulted in reducing overall energy consumption.

Adoption of Induction heating, coupled with smart metering, replaced gas preheating, significantly reduced energy consumption by providing precise and on-demand heating.

Technological modifications in the burner system in Zinc recovery machine have enabled combining compressed biogas with LPG, improving energy efficiency.

Addition of fuel additives across various project sites, resulted in significant reduction in overall fuel consumption.

Replacement of diesel-driven air compressors with electrical air compressors for blasting operations has lowered carbon emissions.

(J) Recycling and Resource Optimization Initiatives

Recycling of wood waste generated from cable drums is being carried out, and the reclaimed wood was used to fabricate safety signages, barricading, and trench crossing bridges, contributing to efficient resource utilization and waste reduction.

Deployment of Bucket crushers to recycle excavated boulders and rocks on-site, minimized the energy and emissions associated with transportation of materials and reducing the need for virgin aggregates. This supports sustainable construction practices and lowers embedded energy in concrete production.

Waterless automatic module cleaning systems have been adopted in international projects, ensuring significant conservation of water resources while maintaining module efficiency.

(ii) Steps taken by the Company for utilizing alternate sources of energy:

(a) Renewable energy:

Installation of rooftop solar power systems and solar panels at office premises, various project sites and workmen habitats, contributing to clean energy generation and reduction in dependency on grid and Diesel Generator (DG) set electricity.

Replacement of conventional light masts with solar-powered alternatives lead to lower emissions and energy costs across project sites.

(b) Wind energy:

Wind energy has been utilized at various factories/ project sites of the Company, contributing to reducing reliance on traditional energy sources.

Power purchase agreement was initiated for Katupalli unit for the supply of 3,00,000 kWh of renewable wind energy per month, further enhancing the use of clean energy and supporting the organization's sustainability goals.

Installation of micro wind turbines in one of the metro projects to supplement power requirements through wind energy.

(c) Alternate fuels:

Blending of biofuel at 10% proportion to enhance energy efficiency across various project sites, contributing to reduced fossil fuel consumption and promoting cleaner energy usage.

Significant reduction in fuel consumption with the usage of additives across various projects sites of the Company.

Replacing Fossil fuel-based burners with Pallet burners at multiple project sites helped reduce Greenhouse Gas emissions.

Biogas plants and organic waste converters installed in labour camps to generate energy from biodegradable waste.

(d) Green energy:

Projects are continuously identified for adoption of green tariffs, helping us in reducing scope 2 emissions.

Power Purchase Agreement (PPA) was initiated for the supply of 10,00,000 kWh per year of renewable energy through solar, effective from April 2024, further strengthening the organization's commitment to clean energy and sustainability. Additionally, PPA were entered into for rooftop solar installations, contributing to usage of renewable energy and thereby resulting into cost savings.

(iii) Capital investment on energy conservation equipment:

- During FY 2024-25, Heavy Engineering business of the Company has made a Capex investment of ₹ 3 crore on energy conservation and renewable energy.
- Precisions engineering and systems business has made capital investment of ₹ 0.54 crore towards installation of Brushless Direct Current (BLDC) Fans, Inverter AC Installations and blower procurement.
- Rubber Processing Machinery business of the Company has made investment of ₹ 6.02 crore in Research & Development of various areas viz. Electrical Actuators, Automatic bead width adjustment, automatic unloader width adjustment, and turret-based systems, enhancement in Heating Technologies.

[B] TECHNOLOGY ABSORPTION:

(i) Efforts made towards technology absorption:

- Development of technology for Primary Transfer Line Exchanger used in Cracker Furnace.

- Development of technology for Finger type Slug Catcher.
- Usage of advanced manufacturing simulation technology for optimization of heat input and distortion reduction through selection of appropriate number of welding guns for site repair.
- Building capability for Transient fluid flow simulation with conjugate heat transfer (CHT) for analyzing and predicting the dynamic behavior of fluid and thermal systems in engineering applications.
- Implementation of the Temperature Phased Anaerobic Digestion (TPAD) system at a Sewage Treatment Plant (STP) in Chandigarh marks a significant milestone as the first centralized sludge treatment facility of its kind in India. The TPAD system is designed to produce Class A biosolids, ensuring the treated sludge is suitable for use as bio-fertilizer.
- Implementation of AI-based Unified Command Control Centre (UCCC) for Unmanned Tubewell Automation, utilizing VSAT communication across various rural locations.
- The integration of AI/ML algorithms using MATLAB and Python is being leveraged to optimize plant operations for maximum energy efficiency and sustainability. This advanced technological approach ensures consistent adherence to prescribed standards while enabling intelligent, data-driven decision-making for enhanced operational performance.
- Modular formwork panels were deployed at various project sites for RCC wall and column construction in bioreactors and other process structures.
- Root-cause analysis and corrective action in critical process equipment, addressing complex degradation mechanisms such as Methanol Stress Corrosion Cracking, Hydrogen Embrittlement, Chloride Stress Corrosion Cracking, Sulphuric Acid Corrosion, and Microbial Corrosion.
- Capability development in emerging areas such as Sustainable Aviation Fuel (SAF) production (biomass gasification, Fischer-Tropsch synthesis) and energy-efficient storage of LNG/Hydrogen through liquefaction.
- Development of modular ammonia plant concepts aligned with energy transition goals.
- Enhancement of in-house capabilities for specialized engineering analyses, including process simulation, Computational Fluid Dynamics (CFD), transient thermal analysis, radiation and dispersion analysis, and advanced stress analysis using Finite Element Method (FEM).
- Implementation of Gas Metal Arc Welding - Regulated Metal Deposition (GMAW-RMD) Welding method allows precise control over the arc characteristics, heat input, and metal deposition rates.
- Development of "Hybrid Tandem Tippler" used at certain project sites, enabled efficient unloading both bottom discharge wagons and top open wagons.

(ii) Benefits derived like product improvement, cost reduction, product development or import substitution:

- Reduction in production cycle time, cost, and rework due to implementation of advanced manufacturing.
- Enhanced and refined on-site fabrication capabilities through continuous improvement initiatives.
- Implementation of TPAD (Temperature Phased Anaerobic Digestion) reduced carbon footprint due to higher clean energy generation (through biogas).
- UCCC leverages unmanned operations and maintenance powered by AI tools, significantly reducing downtime and the need for manual interventions.
- Implementation of ozonated nanobubble technology in the existing process scheme has successfully achieved 3.5 ppm of ammonia removal. This technology offers an efficient solution for removing ammonia (NH3-N) to acceptable levels during seasonal spikes, without the need for major modifications to the existing process, thereby enhancing operational effectiveness.
- Deployment of Modular formwork panels led to substantial increase in labour productivity and reduction in cycle time resulting in faster execution.
- Significant reduction in analysis turnaround time and dependency on external consultants by strengthening in-house engineering capabilities, leading to cost savings.

- Improved quality and reliability of engineering deliverables through adoption of advanced software tools, simulation techniques, and compliance with latest standards.
- GMAW-RMD Welding method regulates the metal transfer during welding and provides greater consistency, reduced heat distortion, and improved productivity compared to traditional methods.

(iii) Information regarding technology imported during the last 3 years:

Technology Imported	Year of Import	Status of absorption & reasons for non-absorption, if any
Pressurized Heavy Water Reactors and Next-Gen Reactors fueled by Advanced Nuclear Fuel Technology.	FY 2024-25	Partially absorbed

(iv) Expenditure incurred on Research & Development:

₹ crore

Particulars	2024-25
Capital	3.17
Recurring	173.75
Total	**176.92**
Total R&D expenditure as a percentage of total turnover	0.12%

[C] FOREIGN EXCHANGE EARNINGS AND OUTGO:

₹ crore

Particulars	2024-25
Foreign Exchange earned	25,879.49
Foreign Exchange saved / deemed exports	3,704.98
Total	**29,584.47**
Foreign Exchange used	23,162.55

Annexure 'B' to the Board's Report

A. CORPORATE GOVERNANCE

Corporate Governance is a framework of principles, processes, and systems that governs corporates at large. It's core elements include independence, transparency, accountability, responsibility, compliance, ethics, values and trust. These elements collectively enable an organization to operate efficiently and ethically, fostering the generation of long-term wealth and value creation for all its stakeholders.

L&T firmly believes that sound Corporate Governance is essential for enhancing and maintaining stakeholder trust, and consistently strives to align its performance goals with the governance principles. The Company has established systems and procedures ensuring that the Board is well informed and is prepared to fulfill its responsibilities. This foundation empowers the management to provide the strategic direction necessary for creating value for its stakeholders.

Historically, the Company has proactively adopted ethical and transparent standards, even before they were mandatory. The Company's commitment to build and sustain trust with shareholders, employees, customers, suppliers, and other stakeholders, are ingrained in the principles of governance adopted by the Company.

B. COMPANY'S CORPORATE GOVERNANCE PHILOSOPHY

The Company's essential character revolves around values based on transparency, integrity, professionalism and accountability. At the highest level, the Company continuously endeavors to improve upon these aspects on an ongoing basis and adopts innovative approaches for leveraging resources, converting opportunities into achievements through proper empowerment and motivation, fostering a healthy growth and development of human resources to take the Company forward.

The Company strives to adopt policies and practices that meet the highest ethical standards across all its business functions. Commitment to good governance has a distinctive competitive advantage, enhances trust and creates long-term sustainability. The Company has been guided by the belief that the strong relationship between culture and strategy will consistently produce improved financial performance, better employee engagement, ethical behaviour and stakeholder satisfaction.

C. THE GOVERNANCE STRUCTURE

The Company has four tiers of Corporate Governance structure, viz.:

(i) **Strategic Supervision** – by the Board of Directors comprising the Executive, Non-Executive and Independent Directors.

(ii) **Executive Management** – by the Executive Committee (ECom) comprising the Chairman and Managing Director, all Executive Directors and identified senior leaders.

(iii) **Strategy & Operational Management** – by the Independent Company Management Leadership Team of each Independent Company (IC) (not legal entities) comprising representatives from the Company's Board (wherever applicable) and Senior Executives from the IC.

(iv) **Operational Management** – by the Business Unit (BU) Heads.

The four-tier governance structure, besides ensuring greater management accountability and credibility, facilitates alignment with L&T overall strategy besides increased autonomy to the businesses, performance discipline and development of business leaders.

D. ROLES OF VARIOUS CONSTITUENTS OF CORPORATE GOVERNANCE IN THE COMPANY

a. Board of Directors (the Board):

The Directors of the Company hold a fiduciary responsibility, entrusted with the oversight of management to ensure their effectiveness and enhancement of stakeholders' value. The Board, *inter-alia*, offers strategic guidance, evaluates the performance of the group and approves management's business objectives and plans.

b. Executive Committee (ECom):

The ECom serves as a pivotal entity for conducting comprehensive reviews of company-wide operations. It plays a crucial role in enhancing the connections between the Independent Companies (ICs) and the Company's Board. Furthermore, ECom is instrumental in optimizing the synergies between various ICs. It also engages in thorough deliberations on strategic and tactical issues that span across the ICs and the Corporate level, ensuring a cohesive approach to addressing cross-functional challenges. The agenda includes:

- Review of major order prospects (Standalone/ Group) / "Integrated offerings";
- Review of consolidated financials including working capital, cash flow, capital structure, etc.;
- Review of Monthly / Quarterly / Yearly financial performance;
- Review of Revenue, Capital & Manpower Budget and performance thereagainst;
- Review and discuss strategic issues which impact the entire organization, viz.,
  - (i) International business expansion
  - (ii) Technology reviews and partnerships
  - (iii) IC synergies
  - (iv) HR Update/ Talent Management / Service contract extensions for senior management personnel / Leadership development and succession planning
  - (v) Digital Transformation Projects
  - (vi) ESG Matters
  - (vii) Review of brand management
  - (viii) Risk Management
- Approval of Company policies;
- Strategic plans & investments and business portfolio reviews; and
- Sharing of best practices, etc.

c. The Chairman & Managing Director:

The Chairman & Managing Director (CMD) holds full accountability to the Board for the comprehensive aspects of the Company's operations. This includes spearheading business development initiatives, ensuring operational excellence, achieving business results, and fostering leadership development. The CMD's responsibilities extend to all related areas necessary for the Company's success and growth.

d. Executive Directors / Senior Management Personnel:

The Executive Directors, as integral members of the Board, alongside the Senior Management Personnel within the Executive Committee, play a pivotal role in steering the strategic management of the Company's businesses. They operate within the direction and framework sanctioned by the Board, ensuring alignment with the organization's overarching objectives. Their responsibilities encompass management of both business and corporate functions, which includes overseeing governance processes and enhancing the effectiveness of top management. This collective leadership ensures that the Company's strategic initiatives are executed efficiently and align with its long-term vision and goals.

The profiles and expertise of all Executive Directors who are responsible for various businesses of the Company are available on the Company's website at https://larsentoubro.com/corporate/about-lt-group/leadership/.

Senior Management Personnel means all members of management one level below the Executive Directors including the Company Secretary. Presently, persons in Senior Vice President grade and F&A heads of ICs reporting to

Whole-time Directors are covered as Senior Management Personnel. During the year, the following officials of the Company were elevated and covered under Senior Management, details of which are as under:

S. no.	Name	Designation	With effect from
1.	Mr. R. Govindan	Senior Vice President - Corporate Finance & Enterprise Risk Management	July 1, 2024
2.	Mr. Arun T Ramchandani	Senior Vice President - Precision Engineering & Systems IC	July 1, 2024
3.	Mr. Anupam Kumar	Senior Vice President – L&T and CEO & Managing Director – L&T Realty	July 1, 2024
4.	Mr. Ganesan R	Senior Vice President - L&T Construction	September 1, 2024

Mr. M. V. Satish superannuated as Executive Director of the Company with effect from April 7, 2024.

e. Non-Executive Directors (NED) / Independent Directors:

The Non-Executive Directors and Independent Directors play an essential role in bringing balance to the Board's processes. Their independent judgment is crucial on a range of issues including strategy, performance, resource allocation, standards of conduct and safety. Moreover, they contribute valuable insights and inputs that enhance the Board's decision-making capabilities.

The profiles and expertise of all Independent Directors/Non-executive Directors of the Company are available on the Company's website at https://larsentoubro.com/corporate/about-lt-group/leadership/.

f. Independent Companies:

The Company has a Hybrid Holdco Structure comprising 'Independent Companies' (ICs) (not legal entities).

Each IC is governed by an IC Management Leadership Team led by an Executive Director or Senior Executive. The IC Management Leadership Team, *inter alia*, oversees:

- Implementation of Lakshya i.e. the Company's strategic plan
- Leadership pipeline/ succession planning
- Revenue, capital and manpower budget
- Quarterly operational and financial performance of each BU and segment.
- Order prospects and order pipeline.
- ESG matters and Risk assessments, as necessary
- Resolution of critical issues faced by the IC.

E. BOARD OF DIRECTORS

a. Composition of the Board:

The Company's policy is to have an appropriate mix of Executive, Non-Executive and Independent Directors. As on March 31, 2025, the Board comprised the CMD, 5 Executive Directors, 1 Non-Executive Director (representing a financial institution) and 8 Independent Directors, including one Woman Independent Director. The composition of the Board, as on March 31, 2025, is in conformity with the provisions of the Companies Act, 2013 and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI LODR Regulations').

Details of changes in composition of the Board forms part of Board Report.

b. Meetings of the Board:

The meetings of the Board are generally held at the Registered Office of the Company at L&T House, Ballard Estate, Mumbai - 400 001, with formal schedule of the matters for its consideration and whenever necessary, the meetings are also held at locations, where the Company operates. In case urgent business to be transacted, Board Meetings are also held through video conferencing. During the year under review, 6 meetings of the Board were held on May 8, 2024, July 24, 2024, October 30, 2024, November 28, 2024, January 30, 2025 and March 21, 2025.

The Independent Directors met on October 30, 2024, November 11, 2024, March 21, 2025 and May 7, 2025 to discuss the matters of importance inter-alia covering performance evaluation of the Board as a whole, assess the quality, quantity and timeliness of flow of information between the management and the Board.

The Company Secretary prepares the agenda and the explanatory notes, in consultation with the Chairman & MD and circulates the same in advance to the Directors. Every Director can suggest inclusion of items on the agenda. The Board meets at least once every quarter, *inter alia*, to review the quarterly results. Additional meetings are held, whenever necessary. The meetings were conducted physically/through video conference during the year. Presentations are made on business operations to the Board by Independent Companies/Business Units. Senior management personnel are invited to provide additional inputs for the items being discussed by the Board of Directors as and when necessary. The respective Chairperson of the Board Committees apprise the Board Members of the important issues and discussions in the Committee Meetings. Minutes of Committee meetings are also circulated to the Board.

The minutes of the proceedings of the meetings of the Board of Directors are approved and the draft minutes are circulated to the directors for their perusal. Comments, if any, received from the Directors are also incorporated in the minutes, in consultation with the Chairman & MD of the Board. The minutes are approved and entered in the minutes book within 30 days of the Board meeting. Thereafter, the minutes are signed and dated by the Chairman of the Board at the next meeting.

The following is the composition of the Board of Directors as on March 31, 2025 along with the attendance of the directors at the meetings and at the last Annual General Meeting:

Name of Director	Category	Meetings held during the year	No. of Board Meetings attended	Attendance at last AGM
Mr. S. N. Subrahmanyan	Chairman & MD	6	6	Yes
Mr. R. Shankar Raman	ED & CFO	6	6	Yes
Mr. Subramanian Sarma	DMD	6	6	Yes
Mr. S. V. Desai	ED	6	6	Yes
Mr. T. Madhava Das	ED	6	6	Yes
Mr. Anil V Parab	ED	6	5	Yes
Mr. Adil Zainulbhai$	ID	1	1	NA
Mr. Sanjeev Aga	ID	6	6	Yes
Mr. Hemant Bhargava# (refer Note 1)	NED	1	1	NA
Mr. Narayanan Kumar	ID	6	6	Yes
Ms. Preetha Reddy	ID	6	6	Yes
Mr. Pramit Jhaveri	ID	6	6	Yes
Mr. Rajnish Kumar	ID	6	6	No
Mr. Jyoti Sagar	ID	6	5	Yes
Mr. Ajay Tyagi	ID	6	6	Yes
Mr. P. R. Ramesh	ID	6	6	Yes
Mr. Siddhartha Mohanty* (refer Note 1)	NED	5	3	Yes

Meetings held during the year are expressed as number of meetings eligible to attend.

$ Ceased as Independent Director of the Company w.e.f. May 28, 2024.

Ceased as a Director of the Company w.e.f. May 27, 2024

* Appointed as a Director of the Company w.e.f. May 28, 2024.

Note 1: Representing equity interest of Life Insurance Corporation of India.

CMD - Chairman & Managing Director
DMD - Deputy Managing Director
ED - Executive Director
NED - Non-Executive Director
ID - Independent Director
ED & CFO - Executive Director and Chief Financial Officer

1. None of the above Directors are related inter-se.
2. None of the Directors hold the office of director in more than the permissible number of companies under the Companies Act, 2013 or Regulation 17A of the SEBI LODR Regulations.

As on March 31, 2025, the number of other directorships and the number of positions held as Member/Chairperson of Committees of the Board of Directors along with the names of the listed entities (whose equity shares are listed) wherein the Director holds directorships are as follows:

Name of Director	No. of other company Directorships	No. of Committee Membership	No. of Committee Chairpersonships	Names of other Equity listed entities where he/ she holds Directorship	Category of Directorship
Mr. S. N. Subrahmanyan	6	–	–	LTIMindtree Limited	Non- Executive - Chairman
				L&T Technology Services Limited	Non- Executive - Chairman
				L&T Finance Limited	Non-Executive Chairman
Mr. R. Shankar Raman	5	3	–	LTIMindtree Limited	Non-Executive Director
				L&T Finance Limited	Non-Executive Director
Mr. Subramanian Sarma	3	–	–	None	
Mr. S. V. Desai	3	–	–	None	
Mr. T. Madhava Das	–	1	–	None	
Mr. Anil V Parab	2	1	–	None	
Mr. Sanjeev Aga	2	1	–	LTIMindtree Limited	Independent Director
				Vishal Mega Mart Limited	Non-Executive Director
Mr. Narayanan Kumar	2	1	–	L&T Technology Services Limited	Independent Director
Mrs. Preetha Reddy	8	2	–	Apollo Hospitals Enterprise Limited	Executive Vice-Chairperson
				IRM Energy Limited	Independent Director
Mr. Pramit Jhaveri	2	2	–	Bajaj Finance Limited	Independent Director
				Bajaj Finserv Limited	Independent Director
Mr. Rajnish Kumar	3	2	2	Ambuja Cements Limited	Independent Director
				Hero Motocorp Limited	Independent Director
Mr. Jyoti Sagar	–	–	–	None	None
Mr. Ajay Tyagi	3	–	2	Hyundai Motor India Limited	Independent Director
Mr. P. R. Ramesh	8	3	5	Nestle India Limited	Independent Director
				Crompton Greaves Consumer Electricals Limited	Independent Director
				Tejas Networks Limited	Independent Director
				Cipla Limited	Independent Director
				ITC Hotels Limited	Independent Director
Mr. Siddhartha Mohanty	5	1	–	LIC of India	CEO and Managing Director
				LIC Housing Finance Limited	Nominee Director
				ITC Limited	Nominee Director

Notes:

1. Other Company Directorships includes directorships in all public limited companies and excludes private limited companies, foreign companies and Section 8 companies.
2. The details of positions held as Member/Chairperson of Committees are disclosed as per Regulation 26 of the SEBI LODR Regulations which includes only Stakeholders' Relationship Committee and Audit Committee of public companies.

c. Information to the Board:

The Board of Directors are provided information relating to the Company, which *inter alia* includes -

- Annual revenue budgets and capital expenditure plans
- Quarterly results and results of operations of ICs and business segments
- Financing plans of the Company
- Minutes of meetings of Board of Directors, Audit Committee, Nomination & Remuneration Committee, Stakeholders' Relationship Committee, Board Risk Management Committee and CSR & Sustainability Committee

- Details of any joint venture, acquisitions of companies or collaboration agreement or sale of investments, subsidiaries, assets and quarterly report on fatal or serious accidents or dangerous occurrences
- Any materially relevant default, if any, in financial obligations to and by the Company or substantial non-payment for goods sold or services rendered, if any
- Any issue, which involves possible public or product liability claims of substantial nature, including any Judgment or Order, if any, which may have strictures on the conduct of the Company
- Developments in respect of human resources/industrial relations
- Compliance or Non-compliance of any regulatory, statutory nature or listing requirements and investor service such as non-payment of dividend, etc., if any

d. Post-meeting internal communication system:

The important decisions taken at the Board/Committee meetings are communicated to the concerned departments/ ICs promptly. An Action Taken Report is regularly presented to the Board.

e. Board Skill Matrix:

The matrix setting out the skills/expertise/competence of the Board of Directors, as identified by the Board of Directors in the context of the Company's businesses, is given below:

Sr. No	Experience / Expertise / Attribute	Comments
1	Leadership	Ability to envision the future and prescribe a strategic goal for the Company, help the Company to identify possible road maps, inspire and motivate the strategy, approach, processes and other such key deliverables and mentor the leadership team to channelize its energy/efforts in appropriate direction. Be a thought leader for the Company and be a role model in good governance and ethical conduct of business, while encouraging the organization to maximize shareholder value. Should have had hands on experience of leading an entity at the highest level of management practices.
2	Industry knowledge and experience	Should possess domain knowledge in businesses in which the Group participates viz. Infrastructure, Power, Heavy Engineering, Defence, Hydrocarbon, Financial Services, Information Technology and Technology Services. Must have the ability to leverage the developments in the areas of engineering and technology and other areas as appropriate for betterment of Company's business.
3	Experience and Exposure in policy shaping and industry advocacy	Should possess ability to develop professional relationship with the Policy makers and Regulators for contributing to the shaping of Government policies in the areas of Company's business.
4	Governance including legal compliance	Commitment, belief and experience in setting corporate governance practices to support the Company's robust legal compliance systems and governance policies/practices.
5	Expertise/Experience in Finance & Accounts / Audit / Risk Management areas	Ability to understand financial policies, accounting statements and disclosure practices and contribute to the financial/risk management policies/ practices of the Company across its business lines and geography of operations.
6	Global Experience / International Exposure	Ability to have access and understand business models of global corporations, relate to the developments with respect to leading global corporations and assist the Company to adapt to the local environment, understand the geo political dynamics and its relations to the Company's strategies and business prospects and have a network of contacts in global corporations and industry worldwide.

The mapping of the Skill Matrix for the Directors is as follows:

		Skill Attribute					
Sr. No	Name of the Director	Leadership	Industry knowledge and experience	Experience and Exposure in policy shaping and industry advocacy	Governance including legal compliance	Expertise/ Experience in Finance and Accounts/ Audit /Risk Management areas	Global Experience / International Exposure
1.	Mr. S. N. Subrahmanyan	√	√	√	√	√	√
2.	Mr. R. Shankar Raman	√	√	√	√	√	X
3.	Mr. Subramanian Sarma	√	√	√	√	X	√
4.	Mr. S. V. Desai	√	√	X	√	X	√

		Skill Attribute					
Sr. No	Name of the Director	Leadership	Industry knowledge and experience	Experience and Exposure in policy shaping and industry advocacy	Governance including legal compliance	Expertise/ Experience in Finance and Accounts/ Audit /Risk Management areas	Global Experience / International Exposure
5.	Mr. T. Madhava Das	√	√	X	√	X	√
6.	Mr. Anil V Parab	√	√	X	√	X	√
7.	Mr. Sanjeev Aga	√	X	√	√	√	X
8.	Mr. Narayanan Kumar	√	√	√	√	√	X
9.	Mrs. Preetha Reddy	√	X	√	√	X	√
10.	Mr. Pramit Jhaveri	√	X	X	√	√	√
11.	Mr. Rajnish Kumar	√	X	√	√	√	√
12.	Mr. Jyoti Sagar	√	X	√	√	X	√
13.	Mr. Ajay Tyagi	√	X	√	√	√	√
14.	Mr. P. R. Ramesh	√	X	√	√	√	√
15.	Mr. Siddhartha Mohanty	√	X	√	√	√	√

Note: Absence of any skill does not necessarily mean that the Director does not possess the skill.

F. BOARD COMMITTEES

The Board currently has 5 Committees: 1) Audit Committee, 2) Nomination & Remuneration Committee, 3) Stakeholders' Relationship Committee, 4) CSR & Sustainability Committee and 5) Board Risk Management Committee. The terms of reference of the Board Committees are in compliance with the provisions of the Companies Act, 2013, SEBI LODR Regulations and are also reviewed by the Board from time to time. The Board is responsible for constituting, assigning and co-opting the members of the Committees. The meetings of each Board Committee are convened by the Company Secretary in consultation with the respective Committee Chairperson. The role and composition of these Committees including the number of meetings held during the financial year and the related attendance are provided in the subsequent paragraphs.

1) Audit Committee

The Company constituted the Audit Committee in 1986, well before it was made mandatory by law.

i) Terms of reference:

The role of the Audit Committee includes the following:

- Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible.
- Recommending to the Board, the appointment, re-appointment, terms of appointment and, if required, the replacement or removal of the statutory auditor and the fixation of audit fees.
- Approval of payment to statutory auditors for any other services rendered by the statutory auditors.
- Discussion with statutory auditors, before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern.
- Reviewing, with the management, the annual financial statements and the audit report before submission to the Board for approval, with particular reference to:
    1. Matters required to be included in the Directors' Responsibility Statement to be included in the Board's report in terms of sub-section (5) of section 134 of the Companies Act, 2013
    2. Changes, if any, in accounting policies and practices and reasons for the same
    3. Major accounting entries involving estimates based on the exercise of judgment by management

4. Significant adjustments made in the financial statements arising out of audit findings
5. Compliance with listing and other legal requirements relating to financial statements
6. Disclosure of any related party transactions
7. Modified opinion(s) in the draft audit report.

- Reviewing, with the management, the quarterly financial statements before submission to the Board for approval.
- Reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice and the report submitted by the agency monitoring the utilisation of proceeds of public or rights issue or preferential issue or Qualified Institutional Placement, and making appropriate recommendations to the Board to take up steps in this matter, if any.
- Reviewing, with the management, performance of statutory and internal auditors, and adequacy of the internal control systems.
- Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit.
- Discussion with internal auditors about any significant findings and follow up there on.
- Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board.
- To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors.
- To review the functioning of the Whistle Blower mechanism.
- Approval of appointment of CFO (i.e., the whole-time Finance Director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience & background, etc. of the candidate, if any.
- The recommendation for appointment, remuneration and terms of appointment of secretarial auditors of the Company.
- The recommendation for appointment, remuneration and terms of appointment of cost auditors of the Company.
- Review and monitor the auditor's independence and performance, and effectiveness of audit process.
- Review the management discussion and analysis of financial condition and results of operations.
- Approval or any subsequent material modification and ratification of transactions of the Company with related parties.
- Reviewing the utilization of loans and/ or advances from/investment in the subsidiary companies exceeding Rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower, including existing loans/ advances / investments.
- Valuation of undertakings or assets of the Company, wherever it is necessary.
- Evaluation of internal financial controls and risk management systems.
- Monitoring the end use of funds raised through public offers and related matters.
- Carrying out any other function as is mentioned in the terms of reference of the Audit Committee.
- Consider and comment on rationale, cost benefit and impact of Schemes involving

mergers, demerger, amalgamation etc on the entity and its shareholders.

Apart from the quarterly meetings for discussing the financial results, additional Audit Committee meetings are held wherein matters like Internal Audit findings, Internal Audit plan, Statutory Audit plan, treasury framework, material vendor complaints, Insider trading compliances, major litigations, related party transactions, cost audit, etc are discussed. The Audit Committee also reviews and approves the permitted non-audit services proposed to be availed by the Company or its subsidiaries from the statutory auditors.

ii) Composition:

As on March 31, 2025, the Audit Committee comprised three Independent Directors.

iii) Meetings:

During the year ended March 31, 2025, 8 meetings of the Audit Committee were held on April 19, 2024, May 7, 2024, July 23, 2024, August 21, 2024, October 29, 2024, November 21, 2024, January 29, 2025 and February 28, 2025.

The attendance of Members at the Meetings was as follows:

Name	Status	No. of meetings held during the year	No. of Meetings Attended
Mr. P. R. Ramesh	Chairman	8	8
Mr. Sanjeev Aga	Member	8	8
Mr. Rajnish Kumar	Member	8	8

Meetings held during the year are expressed as number of meetings eligible to attend.

Majority of the members of the Audit Committee are financially literate and have accounting or related financial management expertise.

The President, Whole-time Director & CFO and Head - Corporate Audit Services are permanent invitees to the Meetings of the Audit Committee. The Company Secretary is the Secretary to the Committee.

iv) Internal Audit:

The Company has an internal corporate audit team consisting of Chartered Accountants, Certified Internal Auditors and Engineers from various disciplines. Over a period, the Corporate Audit Services department ("CAS") has acquired in-depth knowledge about the Company, its businesses, its systems & procedures, the knowledge of which is now institutionalized. The Head of CAS reports to the Audit Committee. The staff of CAS are rotated periodically to have a holistic view of the entire operations and share the findings and good practices.

The CAS team while drawing out their Audit Plan for the year, also plans for some theme-based audits to have in-depth and detailed review of the theme selected, which is incorporated in the overall audit programme and also performs certain audits using services of Guest Auditors. The Company being predominantly a project-oriented Company, CAS emphasizes a risk-based focus areas in project audits. It encourages its team members to obtain globally renowned Certified Information Systems Auditor (CISA), Certified Internal Auditor (CIA) and Certified Fraud Examiner (CFE) Certification, etc., which will enhance the capabilities. Every year, CAS reviews the Audit Universe which is an exhaustive list of businesses, functions, activities and locations across the Company. The yearly plan, details out the scope and coverage of audits proposed for the year and it is ensured that, on an average, all operations in the Audit Universe gets into an audit coverage, at least once in 2 years.

The CAS team of the Company also covers the internal audit of all ICs and unlisted subsidiary companies. An in-depth audit is conducted by the team. The major deviations are highlighted and discussed with the concerned IC Leadership and / or subsidiary company Board and key audit observations are also placed before the Audit Committee of the Company once in every quarter. Internal Audits of few subsidiaries and few other service functions have been outsourced to external audit firms.

2) Nomination & Remuneration Committee (NRC)

The Nomination & Remuneration Committee was constituted in 1999 even before it was mandated by law.

i) Terms of reference:

- Identify persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down by the Committee;
- Recommend to the Board appointment and removal of such persons or extension of term of Independent Directors;
- Formulate criteria for determining qualifications, positive attributes and independence of a director;
- Devise a policy on Board diversity;
- Formulation of criteria for evaluation of directors, Board, Chairman & MD and the Board Committees;
- Carry out evaluation of the Board and Directors;
- Recommend to the Board a policy, relating to remuneration for the Directors, Key Managerial Personnel (KMP) and senior management;
- Administration of Employee Stock Option Schemes (ESOS).

ii) Composition:

As at March 31, 2025, the Committee comprised 3 Independent Directors and the Chairman & Managing Director.

iii) Meetings:

During the year ended March 31, 2025, 5 meetings of the Nomination & Remuneration Committee were held on May 8, 2024, July 24, 2024, October 30, 2024, January 30, 2025 and March 21, 2025. The attendance of Members at the meetings was as follows:

Name	Status	No. of meetings held during the year	No. of Meetings Attended
Mr. Adil Zainulbhai^	Chairman	1	1
Mr. Narayanan Kumar*	Chairman	5	5
Mr. Pramit Jhaveri	Member	5	5
Ms. Preetha Reddy$	Member	4	4
Mr. S. N. Subrahmanyan	Member	5	5

Meetings held during the year are expressed as number of meetings eligible to attend.

^Ceased to be a member of the Committee w.e.f May 28, 2024

*Appointed as Chairman of the Committee w.e.f May 28, 2024

$ Appointed as a member of the Committee w.e.f May 28, 2024

iv) Board Membership Criteria:

The Committee, while screening, selecting and recommending to the Board new members, ensures objectivity, no conflict of interest, availability of diverse perspectives, business experience, legal, financial and other expertise, integrity, leadership and managerial qualities, practical wisdom, ability to read and understand financial statements, commitment to ethical standards and values of the Company.

While appointing/re-appointing any Independent Director/Non- Executive Director on the Board, the NRC considers the criteria as laid down in the Companies Act, 2013 and the SEBI LODR Regulations besides being guided by the Nomination and Remuneration Policy.

While evaluating the suitability of a director for re-appointment, besides the above criteria, the NRC considers Board evaluation results, attendance and participation in and contribution to the activities of the Board by the Director.

The Independent Directors satisfy and fulfill the criteria of independence as provided under Section 149(6) of the Companies Act, 2013 and all the applicable provisions of the SEBI LODR Regulations.

Each Independent Director gives a certificate confirming that they meet the “independence criteria” as mentioned in Section 149(6) of the Companies Act, 2013 and SEBI LODR Regulations.

The Board has taken on record the declaration and confirmation submitted by the Independent Directors and after assessing the veracity of the same, the Board is of the opinion that the Independent Directors fulfill the conditions specified in the SEBI LODR Regulations and are independent of the management.

These certificates have been placed on the website of the Company https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx

The role, responsibilities and duties of Independent Directors are set out in the letter of appointment issued to them. Copy of the draft letter of appointment issued to Independent Directors is available on the Company's website at https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx

v) Remuneration Policy:

The remuneration of Board members is determined by several key factors, including the Company's size, its global presence, and its overall economic and financial standing. Industry trends and compensation packages offered by peer companies also play a critical role in shaping the remuneration framework. The compensation structure is designed to reflect each Board member's individual performance and accountability, ensuring that their contributions are appropriately recognized and rewarded.

For Executive Directors, the level of compensation is carefully calibrated to be competitive, aligning with prevailing industry standards. This approach ensures that the Company can attract and retain top-tier talent, fostering a leadership team that is well-equipped to guide the Company towards achieving its strategic objectives. The remuneration policy thus serves as a vital component in the Company's strategy to maintain a strong governance framework, driving both organizational growth and shareholder value.

The Company pays remuneration to Executive Directors by way of salary, perquisites and retirement benefits (fixed components) and commission (variable component), stock options based on recommendation of the NRC, approval of the Board and the shareholders. The commission payable is based on the overall performance of the Company, performance of the business / function as well as qualitative factors. The commission is calculated with reference to net profits of the Company in the financial year subject to overall ceilings stipulated under Section 197 of the Companies Act, 2013.

The Independent Directors / Non-Executive Directors are paid remuneration by way of commission and sitting fees. The Company pays sitting fees of ₹ 1,00,000/- per meeting of the Board and ₹ 75,000/- per meeting for Audit Committee, Nomination & Remuneration Committee and Board Risk Management Committee and ₹ 50,000/- per meeting for Stakeholders' Relationship Committee and CSR & Sustainability Committee, during the year. The commission is paid in accordance with the provisions of Section 197 of the Companies Act, 2013.

The commission to the Independent Directors / Non-Executive Directors is distributed broadly on the basis of their attendance, contribution at the Board, the Committee meetings and Chairmanship of Committees.

In the case of nominees of Financial Institutions, the commission is paid to the Financial Institutions.

As required by the provisions of Regulation 46 of the SEBI LODR Regulations, the criteria for payment to Independent Directors / Non-Executive Directors is made available on the investor page of our corporate website https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx

vi) Performance Evaluation Criteria for Independent Directors:

The performance evaluation questionnaire covers qualitative/ subjective criteria with respect to the board structure, culture, board processes and selection, effectiveness of the Board and Committees, strategic decision making, functioning of the Board and Committees, Committee composition, information availability, remuneration framework, succession planning, adequate participation, assessment of their independence etc. It also contains specific criteria for evaluating the CMD and individual Directors. An external consultant is engaged to receive the responses of the Directors and consolidate/analyze the responses.

The Chairman of the NRC discusses the performance evaluation results with the CMD and Executive Directors and the CMD of the Company interacts with all the Non-Executive Directors and Independent Directors.

Key suggestions made by the Directors as part of the Board evaluation exercise of FY 2023-24 included board processes and related issues for enhanced board effectiveness. The Company has taken necessary actions on the suggestions given by the Board members viz. Board visits were arranged at major sites of the Company during FY 2024-25, strategic sessions were part of board meetings held in October 2024 & March 2025 and presentation was made on listed subsidiary activities.

Members are also requested to refer to page No. 385 of the Board Report.

vii) Training & Succession Planning:

The Company places significant emphasis on the continuous growth of its workforce. It is committed to developing internal talent and capable leaders. To achieve this, the Company has established robust processes for creating and sustaining a leadership and talent pipeline through Development Centres (DC), its Leadership Development initiatives, and Talent Review Process. The process for identifying and nurturing high-potential employees through DC is designed to assess and groom future business leaders and the Technology Leadership Program (TLP) focuses on employees in specialized technical domains such as engineering design, construction methods, plant & machinery, precast and formwork. In FY 2024-25, over 1,500 employees were assessed through DC, and Individual Development Plan (IDP) were prepared to map their personalized growth journeys.

The Nomination & Remuneration Committee discusses matters relating to succession planning of Directors and senior officials of the Company.

For more details on training and succession planning, please refer to the Human Capital section of the Integrated Report.

viii) Details of remuneration paid / payable to Directors for the year ended March 31, 2025:

(a) Executive Directors:

The details of remuneration paid / payable to the Executive Directors for FY 2024-25 is as follows:

₹ crore

Names	Salary	Perquisites other than ESOP	Perquisites related to ESOP*	Retirement Benefits	Commission	Total
Mr. S. N. Subrahmanyan	3.96	2.53	15.88	12.30	41.58	76.25
Mr. R. Shankar Raman	2.40	1.61	–	7.60	25.73	37.33
Mr. M. V. Satish$	0.04	0.66	–	30.63	0.18	31.50
Mr. Subramanian Sarma	2.19	1.30	12.05	6.63	22.37	44.55
Mr. S. V. Desai	1.35	0.94	4.54	4.22	14.29	25.34
Mr. T. Madhava Das	1.35	0.89	–	5.08	17.45	24.77
Mr. Anil V Parab	1.14	0.55	–	3.16	10.55	15.40

$ Ceased to be Whole-time Director with effect from April 7, 2024.

* Represents perquisite value related to ESOPs exercised during the year in respect of stock options granted over the past several years by the Company and includes tax on ESOPs borne by the Company wherever applicable.

- Notice period for termination of appointment of Chairman & Managing Director, DMD and other Whole-time Directors is six months on either side.
- No severance pay is payable on termination of appointment.
- Details of Options granted under Employee Stock Option Schemes are provided on the website of the Company https://investors.larsentoubro.com/listing-compliance-agm.aspx#.

(b) Non-Executive Directors:

The details of remuneration paid / payable to the Non-Executive Directors for FY 2024-25 is as follows:

₹ crore

Names	Sitting Fees for Board Meeting	Sitting Fees for Committee Meetings	Commission	Total
Mr. Adil Zainulbhai^	0.01	0.008	0.11	0.128
Mr. Sanjeev Aga	0.06	0.075	0.62	0.755
Mr. Narayanan Kumar	0.06	0.038	0.59	0.688
Mr. Hemant Bhargava#	0.01	–	0.05	0.060
Mrs. Preetha Reddy	0.06	0.030	0.43	0.520
Mr. Pramit Jhaveri	0.06	0.045	0.49	0.595

₹ crore

Names	Sitting Fees for Board Meeting	Sitting Fees for Committee Meetings	Commission	Total
Mr. Rajnish Kumar	0.06	0.070	0.59	0.720
Mr. Jyoti Sagar	0.05	0.015	0.33	0.395
Mr. Ajay Tyagi	0.06	0.020	0.45	0.530
Mr. P. R. Ramesh	0.06	0.060	0.79	0.910
Mr. Siddhartha Mohanty@	0.02	0.005	0.12	0.145

Ceased to be a Director of the Company w.e.f May 27, 2024. Payable to the Institution he represents.

^ Ceased to be a Director of the Company w.e.f May 28, 2024.

@ Appointed as a Director of the Company w.e.f May 28, 2024. Remuneration is payable to the Institution he represents.

Details of shares of the Company held by the Directors and Key Managerial Personnel, as on March 31, 2025, are as follows:

Name	No. of Shares	Shareholding Percentage
Mr. S. N. Subrahmanyan	3,00,584	0.02
Mr. R. Shankar Raman	2,96,616	0.02
Mr. Subramanian Sarma	2,09,053	0.02
Mr. S. V. Desai	35,810	–
Mr. T. Madhava Das	16,265	–
Mr. Anil V. Parab	1,11,040	0.01
Mr. Sanjeev Aga	–	–
Mr. Narayanan Kumar	1,500	–
Mrs. Preetha Reddy	180	–
Mr. Pramit Jhaveri	20,550	–
Mr. Rajnish Kumar	100	–
Mr. Jyoti Sagar	100	–
Mr. Ajay Tyagi	100	–
Mr. P. R. Ramesh	100	–
Mr. Siddhartha Mohanty	–	–
Mr. Sivaram Nair A	10,384	–

3) Stakeholders' Relationship Committee:

i) Terms of reference:

The terms of reference of the Stakeholders' Relationship Committee are as follows:

- Resolving the grievances of the security holders of the Company including complaints related to transfer/ transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.
- Review of measures taken for effective exercise of voting rights by shareholders.
- Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent.
- Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/ statutory notices by the shareholders of the Company.
- Review of Investor Relation activities.
- Resolving grievances of debenture holders related to creation of charge, payment of interest/principal, maintenance of security cover & any other covenants.

ii) Composition:

As on March 31, 2025, the Stakeholders' Relationship Committee comprised 3 members including 1 Independent Director, 1 Non-Executive Director and 1 Executive Director.

iii) Meetings:

During the year ended March 31, 2025, 2 meetings of the Stakeholders' Relationship Committee were held on August 26, 2024 and December 3, 2024.

The attendance of Members at the Meetings was as follows:

Name	Status	No. of meetings eligible to attend during the year	No. of Meetings Attended
Mr. Narayanan Kumar#	Chairman	–	–
Mr. Rajnish Kumar@	Chairman	2	2
Mr. Hemant Bhargava#	Member	–	–
Mr. Siddhartha Mohanty^	Member	2	1
Mr. T Madhava Das	Member	2	2

Ceased as a member of the Committee w.e.f May 27, 2024

@ Appointed as a member and Chairman of the Committee w.e.f May 28, 2024

^ Appointed as a member of the Committee w.e.f May 28, 2024

Company Secretary is the Compliance Officer of the Company.

iv) Number of Requests / Complaints:

The Company has redressed the investor grievances in a timely manner except for cases constrained by disputes or legal impediments.

During the year, the Company / its Registrar received the following complaints from SEBI / Stock Exchanges and queries from shareholders, which were resolved within the time frames laid down by SEBI.

Particulars	Opening Balance	Received	Resolved	Pending*
Complaints:				
SEBI / Stock Exchange	1	187	179	9
Shareholders	4	179	183	-
Shareholder Queries:				
Dividend Related	5	10,081	9,902	184
Transmission/ Others	100	4,880	4,904	76
Demat / Remat	3	1,333	1,325	11

* Investor complaints / queries shown outstanding as on March 31, 2025 have been subsequently resolved to the complete satisfaction of the investors. The Company repeatedly sends reminders to shareholders regarding unclaimed shares and dividends. This results in an increase in the number of queries received.

Pursuant to the amendments in SEBI LODR Regulations, transfer of securities in physical form are not being processed by the Company. Further, all requests for transmission, transposition, issue of duplicate share certificate, claim from unclaimed suspense account, renewal/exchange of securities certificate, endorsement, sub-division/splitting of securities certificate and consolidation of securities certificates/folios are being processed only in demat form. In such cases the Company issues a letter of confirmation, which needs to be submitted to Depository Participant to get credit of these securities in dematerialized form.

4) Board Risk Management Committee:

i) Terms of reference:

The terms of reference of the Board Risk Management Committee are as follows:

- Review of the existing Risk Management Policy, framework and processes, Risk Management Structure and Risk Mitigation Systems. Broadly, the key risks will cover strategic risks of the group at the domestic and international level including sectoral developments, risk related to market, financial, geographical, political and reputational issues, Environment, Social and Governance (ESG) risks, etc.
- Evaluate risks related to cyber security.

The Committee periodically reviews the risk status to ensure that executive management mitigates the risks by means of a properly designed framework.

The Company also has an Apex Risk Management Committee, comprising of Executive Directors, which reviews the operational risks including client quality, manpower availability, logistic and other aspects which impact the Company and the Group.

ii) Composition:

As on March 31, 2025, the Board Risk Management Committee comprised 3 members including 2 Independent Directors and 1 Executive Director.

iii) Meetings:

During the year ended March 31, 2025, 2 meetings of the Board Risk Management Committee were held on April 10, 2024 and October 19, 2024. The attendance of Members at the Meetings was as follows:

Name	Status	No. of meetings eligible to attend during the year	No. of Meetings Attended
Mr. Adil Zainulbhai@	Chairman	1	–
Mr. Sanjeev Aga$	Chairman	2	2
Mr. Pramit Jhaveri#	Member	1	1
Mr. Subramanian Sarma	Member	2	2

@ Ceased as a member and Chairman of the Committee w.e.f May 28, 2024

$ Appointed as Chairman of the Committee w.e.f May 29, 2024

\# Appointed as a member of the Committee w.e.f May 29, 2024

5) CSR & Sustainability Committee:

i) Terms of reference:

The CSR & Sustainability (CSR) Committee has also been entrusted with the task of reviewing the sustainability initiatives of the Company. The CSR Committee also reviews the Business Responsibility and Sustainability Report of the Company.

The terms of reference of the Committee are as follows:

A. Corporate Social Responsibility:

i. Formulate and recommend to the Board a Corporate Social Responsibility Policy and suggest any changes thereto.

ii. Provide guidance for the development of annual CSR Action Plan.

iii. Recommend the CSR annual budget to the Board for approval.

iv. Monitor the implementation of the CSR Action Plan of the Company from time to time; and

v. Identify and recommend to the Board the CSR projects that will qualify to be ongoing projects.

B. Sustainability:

i. Formulate and recommend to the Board a Sustainability Policy and suggest any changes thereto.

ii. Provide guidance for the development of the long-term Sustainability Plan; and

iii. Monitor the implementation of the Sustainability Plan of the Company from time to time.

ii) Composition:

As on March 31, 2025, the CSR Committee comprised 4 members being 2 Independent Directors and 2 Executive Directors.

iii) Meetings:

During the year ended March 31, 2025, 4 meetings of the CSR Committee were held on May 27, 2024, August 16, 2024, December 2, 2024 and March 7, 2025.

The attendance of Members at the Meetings was as follows:

Name	Status	No. of meetings eligible to attend during the year	No. of Meetings Attended
Mr. Ajay Tyagi	Chairman	4	4
Mr. R. Shankar Raman	Member	4	4
Mr. S. V. Desai	Member	4	4
Mr. Jyoti Sagar	Member	4	3

iv) CSR Activities & Impact Assessment:

The Company builds meaningful social impact while pursuing progress and driving inclusive growth. By aligning business goals with societal needs, the Company contributes to social change, fostering growth and well-being across India.

The Company's CSR programmes are well-entrenched, focusing on areas that align with the global and national matrices of development: Water & Sanitation, Health, Education and Skill Building.

The Company is leveraging its countrywide presence to reduce disparities through interventions in Water & Sanitation, Health, Education and Skill Building. Close interactions with the local community members have enabled the Company to identify and address their most pressing needs and the social interventions for community development have been specifically aligned.

The Company has carried out CSR programs in the following areas based on the need assessment:

- **Water & Sanitation:** For the availability of safe drinking water and proper sanitation facilities.
- **Education:** To improve access to education (increased enrollment in pre-school, children attending neighborhood schools), improving quality of learning (better school infrastructure, better teaching-learning process) and learning STEM (Science Technology Engineering and Math) subjects with fun and hands on experiments.
- **Health:** Improvement in access to quality health care (expanding infrastructure of health centres, increased number of people availing quality health care).
- **Skill development:** Enhancing employability of youth (enhancing

training capacity, improved infrastructure of skill development centres).

All CSR projects have defined goals and milestones which are tracked as per the periodicity defined for the project. The progress is compared with the baseline data that is gathered before the commencement of the project. This is carried out through an onsite evaluation as well as the reports generated from the project. The indirect impact that accrued are also factored and documented in the monthly reporting process. These are subsequently vetted / measured during the external Social Audit or Impact Assessment. The Social Audit/ Impact Assessment report is discussed during the CSR Committee meetings and it forms a part of Annexure C to this Board Report.

The detailed disclosures of CSR spending during the year have been given in Annexure 'C' forming part of this Board Report. Please refer to Pages 425 to 428 of this Integrated Annual Report.

G. OTHER INFORMATION

a) Directors' Familiarization Program:

The Directors of the Company are updated on changes/developments in the domestic/ global markets and industry scenario through presentations made at Board, Committee meetings and interactions with senior company personnel. The directors are also updated about changes in statutes/legislations and economic environment, and on matters significantly affecting the Company, to enable them to take well informed and timely decisions. The Board meetings are also held in locations where the Company has operations to apprise the directors about its operations.

The internal newsletters of the Company, the press releases, etc. are circulated to all the directors so that they are updated about the operations of the Company.

Presentations are made regularly to the Board / NRC / AC / BRMC/ CSR / SRC where Directors get an opportunity to interact with senior managers. Minutes of these committees are also circulated to the Board. Presentations, *inter alia*, cover business strategies, management structure, HR policy, management development and succession planning, quarterly and annual results, budgets, treasury policy, review of internal audit, risk management framework, operations of subsidiaries and associates, etc.

Independent Directors have the freedom to interact with the Company's Management. Interactions happen during Board/Committee meetings, when senior company personnel are asked to make presentations about performance of their Independent Company (IC)/Business Unit, to the Board.

As part of the appointment letter issued to Independent Directors, the Company has stated that it will facilitate attending seminars/programs/ conferences designed to train directors to enhance their role as an Independent Director.

This information is also available on the website of the Company https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx

b) Policy for determination of materiality of events or information

The Company has a policy for determination of materiality of events or information for disclosure to the stock exchanges. The policy has clearly defined guidelines and materiality thresholds in accordance with provisions of law for determination of materiality certain events or transaction or information with respect to the Company, its Subsidiaries and Associate Companies. The Company has also implemented a software application to assist its employees to report potential material event/information to authorised key managerial personnel. The Policy is available on the Company's website at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

c) Vigil Mechanism / Whistle Blower Policy:

The Company has a Whistle Blower Policy in place since April 2004. The said policy was modified in line with the requirements of the Vigil Mechanism under the Companies Act, 2013 and subsequently in 2018 to include reporting of instances of leakage of unpublished price sensitive information as per SEBI (PIT) Amendment Regulations 2018. The Company has a Whistle Blower Investigation Committee (WBIC) to manage complaints from "Identified" Whistle Blowers. In addition, WBIC considers "Anonymous" complaints which in their judgement are serious in nature and require investigation. The WBIC has five members viz. Chief Financial Officer, Company Secretary, Head-Corporate HR, Chief Internal Auditor and a senior Finance & Accounts person from business. The WBIC is responsible for end-to-end management of the investigations, from the time of receipt of complaints to bringing them to a logical conclusion, keeping in mind the interest of the Company. Suitable actions are taken against employees, wherever investigation confirms the allegations.

Employees are encouraged to report any acts of unacceptable behaviour inconsistent with the Company's Code of Conduct, having an adverse effect on the Company's financials/image and instances of sharing of unpublished price sensitive information. An employee can report any such conduct in oral or written form. Whistle-blowers are assured by the Management of full protection from any kind of harassment, retaliation, victimization, or unfair treatment.

Complaints under the Whistle Blower Policy are received by the Corporate Audit Services of the Company from various sources. The Chief Internal Auditor reviews the same and after screening the complaint, decides on the further course of action which will include requesting the complainant to provide further details, internal investigation by the CAS department, investigation by external agencies, wherever necessary, opportunity to the defendant to present his/her case, etc. Based on the findings of the investigation, the Corporate Audit Services takes the approval of WBIC for the action recommended by them to be taken.

The WBIC is appraised periodically on the complaints received, current status, actions contemplated and closure of the cases. The WBIC reviews the complaints and their progress. Queries by the WBIC members are immediately attended to by CAS and the implementation of the recommended actions are undertaken by the respective HR/Accounts Departments.

The policy provides for adequate safeguards against victimisation of persons who avail the same and provides for direct access to the Chairperson of the Audit Committee. The Audit Committee of the Company oversees the implementation of the Whistle-Blower Policy.

The Audit Committee is periodically briefed about the various cases received, the status of the investigation, findings and action taken, if any and a comprehensive update is provided semi-annually which is presented and discussed at the Audit Committee Meeting. During the year, no person has been declined access to the Audit Committee, wherever desired.

The Company has a zero-tolerance policy towards breach of Code of Conduct and to this extent, the Company has built a robust framework around the Whistle Blower mechanism to actively address all complaints received.

The Company also has a separate Whistle Blower Policy for its vendors and channel partners. This policy provides all stakeholders an opportunity to report genuine concerns about unethical behaviour, improper practices, misconduct, any violation of legal or regulatory requirements, actual or suspected fraud without fear of punishment or unfair treatment. The details of the same are available on the Company's website https://larsentoubro.com/corporate/about-lt-group/corporate-policies/.

d) Statutory Auditors:

For FY 2024-25, the total fees paid by the Company and its subsidiaries, on a consolidated basis, to Deloitte Haskins & Sells LLP and M S K A & Associates, Statutory Auditors and all entities in the network firm/network entity of which the statutory auditors are a part thereof for all the services provided by them is ₹ 11.95 crore and ₹ 2.74 crore respectively.

e) Code of Conduct:

The Company has laid down a Code of Conduct for all Board members and senior management personnel. The Code of Conduct is available on the website of the Company https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/. The declaration of the CMD is given below:

To the Shareholders of Larsen & Toubro Limited

Sub: Compliance with Code of Conduct

I hereby declare that all the Board Members and Senior Management Personnel have affirmed compliance with the Code of Conduct for Board Members and Senior Management.

S. N. Subrahmanyan
Chairman & Managing Director

Date: May 8, 2025
Place: Mumbai

f) General Body Meetings:

The last three Annual General Meetings of the Company were held as under:

Financial Year	Date	Venue	Time
2023-2024	July 4, 2024	Meeting was held through Video Conferencing/ Other Audio-Visual Means	3:00 p.m.
2022-2023	August 9, 2023	Birla Matushri Sabhagar, 19, Marine Lines, Mumbai – 400 020 and virtually at www.evoting.nsdl.com	3.00 p.m.
2021-2022	August 4, 2022	Meeting was held through Video Conferencing/ Other Audio-Visual Means	3:30 p.m.

The following special resolutions were passed by the members during the past 3 Annual General Meetings:

Annual General Meeting held on July 4, 2024:
To amend the Articles of Association of the Company by deleting Article 107 pertaining to qualification shares.

Annual General Meeting held on August 9, 2023:
None

Annual General Meeting held on August 4, 2022:
To approve raising of capital through QIP's by issue of shares / convertible debentures / securities upto an amount of USD 600 million or ₹ 4,500 crore, whichever is higher.

g) Resolution(s) passed through Postal Ballot:

There was a Postal Ballot conducted by the Company during FY 2025, wherein all the resolutions were passed with requisite majority of votes. Details of the Resolutions passed through postal ballot during FY 2025 are given below.

Description of the resolution	Postal Ballot Notice date	Date of publication of voting results	Voting Pattern	
			Votes in favour	Votes against
Approval of material Related Party Transaction(s) with L&T-MHI Power Boilers Private Limited	January 30, 2025	March 10, 2025	96.44%	3.56%
Approval of material Related Party Transaction(s) with L&T-MHI Power Turbine Generators Private Limited	January 30, 2025	March 10, 2025	75.33%	24.67%

Mr. S. N. Ananthasubramanian, Practising Company Secretary, (M. No: FCS 4206, COP No. 1774) and failing him, Ms. Aparna Gadgil, Practising Company Secretary (M. No: ACS 14713, COP No. 8430), was appointed as Scrutinizer for conducting the Postal Ballot in a fair and transparent manner. The detailed voting procedure mentioned in the postal ballot notice(s), the scrutiniser's report and the voting results are available on the website of the Company.

h) Disclosures:

1. During the year, there were no transactions of material nature with the Directors or the Management or relatives or the subsidiaries that had potential conflict with the interests of the Company.
2. Details of all related party transactions form a part of the accounts as required under IND AS 24 and the same are given in Note No. 47 forming part of the financial statements.
3. The Company has followed all relevant Accounting Standards notified by the Companies (Indian Accounting Standards) Rules, 2015 while preparing the Financial Statements.
4. The Company makes presentations to Institutional Investors and Equity Analysts on the Company's performance on a quarterly basis. These presentations are provided to the Stock Exchanges and also available on our website https://investors.larsentoubro.com/Analyst-Presentation-Archives.aspx
5. There were no instances of non-compliance, penalties, strictures imposed on the Company by the Stock Exchanges on any matter related to the capital markets, during the last three years except as mentioned below:

   National Stock Exchange of India Limited and BSE Limited vide their notices dated April 15, 2024, levied a fine of ₹ 10,000 each for delayed submission of intimation of Board meeting held on March 26, 2024 where the proposal of fund raising was approved. The Company has paid the said fine.
6. The policies for determining material subsidiaries and transactions are available on the Company's website https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

7. Details of risk management including foreign exchange risk, commodity price risk and hedging activities form a part of the Management Discussion & Analysis. Please refer to pages 30 to 34 of this Integrated Annual Report.

8. As required under the provisions of SEBI LODR Regulations, a certificate confirming that none of the Directors on the Board have been debarred or disqualified by the Securities and Exchange Board of India or Ministry of Corporate Affairs or any such statutory authority, obtained from M/s S. N. Ananthasubramanian & Co., Company Secretaries, is a part of this report.

9. Details in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 form a part of the Board's Report. Please refer to page 387 of this Integrated Annual Report.

10. The Company has not provided any loans or advances in the nature of loans to firms/ companies in which directors are interested.

11. The Company has not entered into any agreements with its related parties, directors, key managerial personnel, employees, employees of the subsidiary or associate company or with a third party, solely or jointly, which, either directly or indirectly or potentially or whose purpose and effect is to, impact the management or control of the Company or impose any restriction or create any liability upon the Company.

i) Means of communication:

Financial Results and other Communications	Quarterly & Annual Results are published in prominent daily newspapers viz. The Financial Express, Business Hindu Line & Loksatta. The results are also posted on the Company's website: www.larsentoubro.com. Advertisements relating to IEPF, E-Voting, AGM related compliances, etc. are published in The Financial Express, The Indian Express & Loksatta.
News Releases	Official news releases that carry material information as per the Company's policy for determination of materiality of events or information, are sent to stock exchanges as well as displayed on the Company's website: www.larsentoubro.com.
Website	The Company's corporate website www.larsentoubro.com provides comprehensive information about its portfolio of businesses. Section on "Investors" serves to inform and service the Shareholders allowing them to access information at their convenience. The quarterly shareholding pattern of the Company is available on the website of the Company as well as the stock exchanges. The entire Annual Report including Accounts of the Company and subsidiaries are available in downloadable formats.
Filing with Stock Exchanges	Information to Stock Exchanges is now being also filed online on NEAPS for NSE, BSE Online for BSE and RNS for London Stock Exchange.
Annual Report and Annual General Meeting	Annual Report is circulated to all the members and all others like auditors, equity analysts, etc. To enable a larger participation of shareholders for the Annual General Meeting, the Company has provided Webcast facility at its last three Annual General Meetings in co-ordination with NSDL/ KFin Technologies. This year the Company will be conducting the Annual General Meeting through Audio Visual Means, as permitted by Ministry of Corporate Affairs. The Annual Report is e-mailed to all members who have registered their email ids with the Company and to those shareholders who request for the same. The Annual Report would also be made available on the website of the Company. The Chairman & MD suitably responds to the queries raised by the shareholders during the AGM. A letter containing the weblink of the Integrated Annual Report for FY 2024-25, will be sent to those shareholders whose email addresses are not registered.

SEBI Complaints Redress System (SCORES)/ Online Dispute Resolution (ODR) Portal:	Investor complaints are processed at SEBI in a centralized web-based complaints redress system. The salient features of this system are centralised database of all complaints, online upload of Action Taken Reports (ATRs) by concerned companies and online viewing by investors of actions taken on the complaints and their current status. The Company submits ATR on timely basis with respect to the complaints received from SCORES. In case any investor is still not satisfied with the outcome of the resolution, they can initiate dispute resolution through the ODR Portal. The ODR Portal has the necessary features and facilities to, *inter alia*, enrol the investor to file the complaint/dispute. Your Company has done necessary enrolment on the ODR Portal of the stock exchanges.
Management Discussion & Analysis	This forms a part of the Annual Report which is mailed to the shareholders of the Company.
Presentations made to Institutional Investors and Analysts	The schedule of analyst / institutional investor meets and presentations made to them on a quarterly basis are informed to the Stock Exchanges and also displayed on the Company's website. The audio recordings and transcripts of these meetings are also uploaded on the Company's website and weblink for the same is intimated to the Exchanges.

j) Investor FAQs

FAQs regarding rights and benefits entitled to Shareholders are available on the Company's website at https://investors.larsentoubro.com/Investor-FAQ.aspx

H. UNCLAIMED SHARES

The Company does not have any unclaimed shares lying with it from any public issue. However certain shares resulting out of the bonus shares issued by the Company are unclaimed by the shareholders. As required under Regulation 39(4) of the SEBI LODR Regulations, the Company has already sent reminders to the shareholders to claim these shares. These shares are released upon requests received from the eligible shareholders after due verification.

In accordance with the provisions of the Section 124(6) of the Companies Act, 2013 and Rule 6(3)(a) of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ('IEPF Rules'), the Company has transferred to IEPF equity shares on which dividend has remained unclaimed for a period of seven consecutive years upto the financial year 2016-17. The details are given in the Board Report. Please refer to Page 386 & 387 of this Integrated Annual Report.

All corporate benefits on such shares viz. dividends, bonus shares, etc. shall be transferred in accordance with the provisions of IEPF Rules read with Section 124(6) of the Companies Act, 2013. The eligible shareholders are requested to note the same and make an application to IEPF Authority in accordance with the procedure available on www.iepf.gov.in and submit such documents as prescribed under the IEPF Rules to claim these shares. Mr. Sivaram Nair A, Company Secretary & Compliance Officer, has been appointed as the Nodal officer of the Company.

I. GENERAL SHAREHOLDER INFORMATION

a) Annual General Meeting:

The Annual General Meeting of the Company has been convened on Tuesday, June 17, 2025, at 3:00 pm (IST) through Video Conferencing ("VC")/Other Audio-Visual Means ("OAVM"). Members can attend the AGM virtually through www.evoting.nsdl.com.

b) Financial calendar:

1. Annual Results of 2024-25	May 8, 2025
2. Mailing of Annual Reports	Last week of May 2025
3. Annual General Meeting	June 17, 2025
4. First Quarter Results	During the last week of July 2025*
5. Payment of Dividend	On or before June 21, 2025*
6. Second Quarter results	During last week of October 2025*
7. Third Quarter results	During last week of January 2026*

* Tentative

c) Record Date:

The Record date to determine the members entitled to the dividend for FY 2025 is Tuesday, June 3, 2025.

d) Listing of equity shares / shares underlying GDRs on Stock Exchanges:

The shares of the Company are listed on BSE Limited (BSE) and the National Stock Exchange of India Limited (NSE).

GDRs are listed on Luxembourg Stock Exchange and admitted for trading on London Stock Exchange.

e) Listing Fees to Stock Exchanges:

The Listing fees for the FY 2025-26 to BSE & NSE have been paid in April 2025. The fees to London Stock Exchange and Luxembourg Stock Exchange have been paid in February 2025.

f) Custodial Fees to Depositories:

The fees to National Securities Depository Limited has been paid in May 2025. The fees to Central Depository Services (India) Limited (CDSL) shall be paid on the receipt of invoice.

g) Stock Code / Symbol:

The Company's equity shares / GDRs are listed on the following Stock Exchanges and admitted for trading in London Stock Exchange:

BSE Limited (BSE)	:	Scrip Code - 500510
National Stock Exchange of India Limited (NSE)	:	Scrip Code - LT
ISIN	:	INE018A01030
Reuters RIC	:	LART.BO
Luxembourg Exchange Stock Code	:	005428157
London Exchange Stock Code	:	LTOD

The Company's shares constitute a part of BSE 30 Index of the BSE as well as NIFTY Index of the NSE.

h) Stock market data for the FY 2024-25:

Month	L&T BSE Price (₹)			BSE SENSEX		
	High	Low	Month Close	High	Low	Month Close
2024						
April	3,859.65	3,474.00	3,594.15	75,124.28	71,816.46	74,482.78
May	3,745.00	3,225.80	3,667.40	76,009.68	71,866.01	73,961.31
June	3,948.60	3,175.50	3,549.40	79,671.58	70,234.43	79,032.73
July	3,819.90	3,461.00	3,812.55	81,908.43	78,971.79	81,741.34
August	3,838.00	3,401.05	3,703.10	82,637.03	78,295.86	82,365.77
September	3,837.95	3,518.00	3,675.50	85,978.25	80,895.05	84,299.78
October	3,724.00	3,262.95	3,624.40	84,648.40	79,137.98	79,389.06
November	3,759.95	3,452.95	3,725.90	80,569.73	76,802.73	79,802.79
December	3,963.00	3,552.35	3,608.00	82,317.74	77,560.79	78,139.01
2025						
January	3,724.00	3,396.05	3,567.20	80,072.99	75,267.59	77,500.57
February	3,628.80	3,141.30	3,164.75	78,735.41	73,141.27	73,198.10
March	3,528.00	3,153.65	3,491.00	78,741.69	72,633.54	77,414.92

Month	L&T NSE Price (₹)			NIFTY		
	High	Low	Month Close	High	Low	Month Close
2024						
April	3,860.00	3,472.40	3,594.30	22,783.35	21,777.65	22,604.85
May	3,744.80	3,225.20	3,669.30	23,110.80	21,821.05	22,530.70
June	3,919.90	3,175.05	3,548.45	24,174.00	21,281.45	24,010.60
July	3,822.00	3,460.00	3,815.00	24,999.75	23,992.70	24,951.15
August	3,838.95	3,511.50	3,704.65	25,268.35	23,893.70	25,235.90
September	3,838.80	3,516.40	3,675.55	26,277.35	24,753.15	25,810.85
October	3,724.00	3,262.55	3,622.30	25,907.60	24,073.90	24,205.35
November	3,761.00	3,452.45	3,724.80	24,537.60	23,263.15	24,131.10
December	3,963.50	3,550.00	3,607.65	24,857.75	23,460.45	23,644.80
2025						
January	3,724.10	3,395.00	3,567.40	24,226.70	22,786.90	23,508.40
February	3,629.20	3,141.00	3,163.85	23,807.30	22,104.85	22,124.70
March	3,528.00	3,153.05	3,492.30	23,869.60	21,964.60	23,519.35

i) Registrar and Share Transfer Agents (RTA):

KFin Technologies Limited
Unit: Larsen & Toubro Limited
Selenium Building, Tower-B, Plot No 31 & 32,
Financial District, Nanakramguda, Serilingampally,
Hyderabad, Rangareddy, Telangana - 500 032.

j) Share Transfer System:

Pursuant to SEBI notification dated January 24, 2022, requests for effecting transfer of securities in physical form, shall not be processed by the Company. The share related information is available online.

Physical shares received for dematerialization are processed and completed within a period of 21 days from the date of receipt.

k) Distribution of Shareholding as on March 31, 2025:

No. of Shares	Shareholders		Shareholding	
	Number	%	Number	%
upto 500	16,12,377	94.49	9,18,61,589	6.68
501 – 1000	46,233	2.71	3,36,89,237	2.45
1001 – 2000	25,575	1.50	3,57,47,323	2.60
2001 – 3000	8,618	0.50	2,10,79,423	1.53
3001 – 4000	3,741	0.22	1,29,45,944	0.94
4001 – 5000	2,345	0.14	1,05,47,366	0.77
5001 – 10000	4,039	0.24	2,79,83,597	2.04
10001 and above	3,336	0.20	114,13,37,686	82.99
TOTAL	**17,06,264**	**100.00**	**137,51,92,165**	**100.00**

l) Categories of Shareholders is as under:

Category	31.03.2025		31.03.2024	
	No. of Shares	%	No. of Shares	%
Financial Institutions	21,24,90,650	15.45	18,41,59,970	13.40
Foreign Institutional Investors	26,91,74,120	19.57	33,02,78,309	24.02
Shares underlying GDRs	1,56,44,404	1.14	1,88,37,260	1.37
Mutual Funds	27,11,21,158	19.72	24,20,78,635	17.61
Bodies Corporate & Qualified Institutional Buyers	9,85,23,938	7.16	9,48,47,826	6.90
Directors & Relatives	10,89,114	0.08	10,80,537	0.08
L&T Employees Trust	19,48,87,516	14.17	19,48,87,516	14.18
Others	31,22,61,265	22.71	30,84,98,566	22.44
TOTAL	**1,37,51,92,165**	**100.00**	**1,37,46,68,619**	**100.00**

m) Dematerialization of shares & Liquidity:

The Company's shares are required to be compulsorily traded in the Stock Exchanges in dematerialized form. The number of shares held in dematerialized and physical mode as on March 31, 2025 is as under:

Particulars	No. of shares	% of total capital issued
Held in dematerialized form in NSDL	128,48,31,483	93.43
Held in dematerialized form in CDSL	8,09,12,039	5.88
Physical	94,48,643	0.69
Total	**137,51,92,165**	**100.00**

n) Outstanding GDRs / ADRs / Warrants or any Convertible Instruments, conversion date and likely impact on equity:

As on March 31, 2025, 1,56,44,404 GDRs were outstanding. These GDRs are backed up by underlying equity shares which are part of the existing paid-up capital.

o) Listing of Debt Securities:

The redeemable Non-Convertible debentures issued by the Company are listed on the Wholesale Debt Market (WDM) of National Stock Exchange of India Limited.

p) Listing of Commercial Paper:

The Commercial Papers issued by the Company are listed on Wholesale Debt Market Segment of BSE Limited.

q) Debenture Trustees (for privately placed debentures):

IDBI Trusteeship Services Limited
Universal Insurance Building,
Ground Floor, Sir P. M. Road,
Fort, Mumbai – 400001

r) Credit Rating:

The Company has obtained rating from CRISIL Ratings Limited, ICRA Limited and India Ratings and Research Private Limited during FY 2024-25. There has been no revision in credit ratings during FY 2024-25. The ratings given by these agencies are as follows:

Rating Agency	Type of Instrument	Rating
CRISIL Limited	Non-Convertible Debentures	'CRISIL AAA/Stable'
	Bank Loan Facilities	'CRISIL AAA/Stable'
	Commercial Paper	'CRISIL A1+'
ICRA Limited	Non-Convertible Debentures Programme	'[ICRA] AAA (stable)'
	Commercial Paper	'[ICRA] A1+'
India Ratings and Research Private Limited	Non-Convertible Debentures	'IND AAA/ Stable'
	Commercial Papers	'IND A1+'

Further, Fitch Ratings on July 2, 2024 has assigned "BBB+ with stable outlook" Long-Term Foreign and Local-Currency Issuer Default Ratings (IDRs) to the Company. S&P Global Ratings vide its letter dated May 8, 2024 has assigned "BBB+ with stable outlook" long-term issuer credit rating to the Company.

s) Plant Locations:

The L&T Group's facilities for design, engineering, manufacture, modular fabrication and production are based at multiple locations within India including, Bengaluru, Chennai, Coimbatore, Faridabad, Hazira (Surat), Kattupalli (near

Chennai), Kanchipuram, Mumbai, Pithampur, Puducherry, Rajpura, Kansbahal (Rourkela), Talegaon, Vadodara and Visakhapatnam. L&T's international manufacturing footprint covers Oman, Saudi Arabia and USA. The L&T Group also has an extensive network of offices in India and around the globe. See page No. 18 of this Integrated Annual Report for details of the plant locations.

t) Address for correspondence:

Larsen & Toubro Limited,
L&T House, Ballard Estate,
Mumbai - 400 001.
Tel. No. (022) 6752 5656,
Fax No. (022) 6752 5858

Shareholder correspondence may be directed to the Company's Registrar and Share Transfer Agent, whose address is given below:

KFin Technologies Limited
Unit: Larsen & Toubro Ltd
Selenium Building, Tower-B, Plot No 31 & 32,
Financial District, Nanakramguda,
Serilingampally, Hyderabad, Rangareddy,
Telangana, India - 500 032.
Toll Free Number: 1800 3094 001
Email: einward.ris@kfintech.com
Website: www.kfintech.com

KFin Technologies Limited
Unit: Larsen & Toubro Ltd
6/8 Ground Floor, Crossley House,
Near Bombay Stock Exchange,
Next Union Bank, Fort, Mumbai.
Pin code: 400 001
Phone: 022-46052082

u) Investor Grievances:

The Company has designated an exclusive e-mail id viz. IGRC@LARSENTOUBRO.COM to enable investors to register their complaints, if any.

v) Securities Dealing Code:

The objective of the Securities Dealing Code ('Code') is to prevent purchase and / or sale of shares of the Company by an Insider based on unpublished price sensitive information. Under this Code, Designated Persons (Directors, Advisors, Officers and other concerned employees / persons) are prevented from dealing in the Company's shares during the closure of Trading Window. To deal in securities beyond specified limit, permission of Compliance Officer is also required. Directors and designated employees who buy and sell shares of the Company are prohibited from executing contra-trades during the next six months following the prior transactions.

The Company has a policy for acting against Directors and employees who violate the SEBI PIT Regulations/Code. Pursuant to the amendments of the SEBI (Prohibition of Insider Trading) Amendment Regulations, 2024, the Company has suitably modified the provisions of the Code which are effective from 12th March 2025.

Mr. Sivaram Nair A, Company Secretary has been designated as the Compliance Officer.

The Company has appointed Mr. P. Ramakrishnan, Executive Vice President (Corporate Accounts, Taxation & Investor Relations), as Chief Investor Relations Officer. The Company also formulated Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information which is available on Company's Website https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

w) Stakeholders Engagement:

The Company recognizes that its stakeholders form a vast and heterogeneous community. Our customers, shareholders, employees, suppliers, community, etc. have been guideposts of our decision-making process. The Company engages with its identified stakeholders on an ongoing basis through business level engagements and structured stakeholder engagement programs. The Company maintains its focus on delivering value to all its stakeholders, especially the disadvantaged communities.

The Company has a dedicated Corporate Brand Management & Communications department which facilitates an on-going dialogue between the Company and its stakeholders. The communication channels include:

- For external stakeholders - Stakeholder engagement sessions, client satisfaction surveys, shareholder satisfaction assessment, analyst / investors meet, periodic feedback mechanism, general meeting for shareholders, online service and dedicated e-mail service for grievances, corporate website, etc.
- For internal stakeholders – Employee satisfaction surveys, employee engagement surveys for improvement in employee engagement processes, circulars and

messages from management, corporate social initiatives, welfare initiatives for employees and their families, online news bulletins for conveying topical developments, large bouquet of print and online in-house magazines, helpdesk facility, etc.

Each of the businesses have their internal mechanisms to address the grievances of its stakeholders. In addition, at the corporate level, there are committees which can be approached if the stakeholders are not satisfied with the functioning of such internal mechanisms. As part of the vigil mechanism, the Whistle Blower Policy provides access to the Chairperson of the Audit Committee. The Whistle Blower Policy for Vendors & Channel Partners is displayed on the website of the Company https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

For more information regarding the initiatives undertaken by the Company to engage with its stakeholders please refer to the Relationship Capital section of the Integrated Report and disclosures given under Principle 4 of the Business Responsibility and Sustainability Report.

x) Supplier/Contractor management:

The Company strives to foster responsible behaviour in the supply chain in accordance with the highest standards of ethics and integrity, respect for the law, human and labour rights, and environmental protection. Various initiatives undertaken by the Company in this regard are given below:

- Mandatory signing of Code of Conduct as a part of vendor onboarding process, laying down minimum requirements for ESG compliance.
- Evaluation of key suppliers on ESG parameters.
- Conducting awareness programmes for vendors and suppliers.

For more information regarding supplier/contractor management please refer to Relationship Capital section of the Integrated Report.

y) Awareness Sessions / Workshops on Governance practices:

Employees across the Company as well as the group are being sensitized about the various policies and governance practices of the Company. The Company has designed in-house training workshops on Corporate Governance with the help of an external faculty covering basics of Corporate Governance as well as internal policies and compliances under Code of Conduct, Whistle Blower Policy, Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013, SEBI (Prohibition of Insider Trading) Regulations, 2015, etc.

The Company has established a scalable, multi-featured and externally integrated digital learning platform called ATLNext. It offers a gamut of online courses including competency courses, behavioural courses, and business-specific technical courses. ALTNext also provides for a course on Governance where employees can learn about Governance practices and give a self-assessment test after completion of the course.

The Company has created a batch of trainers across businesses who in turn conduct training / awareness sessions within their business regularly.

z) Anti-bribery and Anti-corruption policy:

The Company has adopted the Anti-Bribery and Anti-Corruption (ABAC) Policy which acts as a guiding framework for ensuring compliance with various legislations and standards of behaviour to which the Company and all its officials must adhere to. This Policy is applicable to all employees of the Company working at all levels and is widely disseminated across the Company. The Policy is also available on the Company's website at https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/.

aa) ISO 9001:2015 Certification:

The Company's Secretarial Department which provides secretarial services and investor services for the Company and its Subsidiaries and Associate Companies is ISO 9001:2015 certified.

bb) Audit as per SEBI requirements:

As stipulated by SEBI, M/s. S. N. Ananthasubramanian & Co., Company Secretaries, Secretarial Auditors of the Company carries out Reconciliation of Share Capital Audit to reconcile the total admitted capital with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) with the total issued and listed capital. This audit is carried out every quarter and the report thereon is submitted to the Stock Exchanges. The Audit has provided a reconciliation of total Listed and Paid-up capital is in agreement with the aggregate of the total number of shares in dematerialized form and in physical form.

The Secretarial Department of the Company at Mumbai is manned by competent and experienced professionals. The Company has a system to review and audit its secretarial and other statutory compliances by competent professionals. Appropriate actions are taken to continuously improve the quality of compliance.

cc) Secretarial Audit:

Pursuant to the provisions of Section 204(1) of the Companies Act , 2013 and Regulation 24A of SEBI LODR Regulations, M/s. S. N. Ananthasubramanian & Co., Company Secretaries, conducts the secretarial audit of the compliance of applicable statutory provisions and the adherence of good corporate practices by the Company.

Pursuant to the SEBI circular no. CIR/CFD/CMD1/27/2019 dated February 8, 2019 and as per the NSE and BSE circulars dated March 16, 2023, the Company has obtained an annual secretarial compliance report from M/s. S. N. Ananthasubramanian & Co., Company Secretaries and shall submit the same to the Stock Exchanges within the prescribed timelines.

dd) Statutory Compliance System:

The Company has in place system to ensure compliance with applicable laws, rules and regulations. These comprise of Central and State Acts / Rules where the Company carries on business. The list of applicable laws is reviewed by an External Consultant along with the Legal & Finance & Accounts functions of each Business.

Each IC / Business head certifies compliance of all applicable laws by the IC on a quarterly basis. Based on these confirmations, the Company Secretary gives a compliance certificate to the Board of Directors. The Company verifies the compliances through a random review of the process / system / documentation with the Business / Corporate function.

The Company has a web-based portal known as "iCompliance portal", which enables to monitor the regulatory compliance performance, remediation plans for non-conformities. This portal also helps to maintain updated list of applicable laws and compliance checklist(s) which are monitored & tracked through the portal.

The Company also engages external consultants to prepare as well as review compliance checklists for the new geographies and update the existing checklist(s) of compliances. Compliance tasks are mapped on iCompliance portal to process owners who update the status with supporting evidence. Identified key stakeholders across functions ensure and confirm compliance with the provisions of all applicable laws on a regular basis.

ee) Group Governance Policy:

SEBI vide its circular dated May 10, 2018, has introduced the concept of Group Governance Unit. The circular expects listed companies to monitor their governance through a Governance Committee and establishment of a strong and effective group governance policy.

"Corporate Governance" in the Company and its subsidiaries broadly includes strategic supervision by the Board and its Committees, compliance of Code of Conduct, Statutory Compliance including compliance of Companies Act / applicable SEBI Regulations, avoiding conflict of interest, Risk Management, Internal Controls and Audit.

The Company has three listed entities (the "Listed Subsidiaries") within the group. Each of the Listed Subsidiaries have their own Board and Board Committees in compliance with the Companies Act, 2013 and SEBI LODR Regulations. The oversight of their subsidiaries is as per Companies Act, 2013 and SEBI LODR Regulations. The Board Report and its annexures of the Listed Subsidiaries contains various disclosures dealing with subsidiary companies.

All the Listed Subsidiaries have atleast one Executive Director of the Company and L&T Technology Services Limited and LTIMindtree Limited have one Independent Director of the Company on its Board. Any financial assistance to the above companies or purchase/sale by the Company of their shares, is dealt with by the Company's Board.

These Listed Subsidiaries publish their Independent Auditor's certificate on Corporate Governance, Secretarial Audit Report of Practising Company Secretary and CEO/CFO's certificate for internal controls for financial reporting.

The Company has entered into brand/trademark licensing agreement with its equity listed subsidiaries and fees are charged based on turnover/profits/assets.

Responsibility of the Company's corporate team in the areas of statutory compliance (including corporate laws), Risk Management, Internal Controls and Internal Audit, covers all unlisted subsidiaries. The Listed Subsidiaries have their own teams to carry out these functions.

The ICs have separate internal teams to oversee their legal and compliance functions. All Subsidiary Companies associated with the respective ICs are reviewed by their respective IC leadership.

The subsidiary companies also function independently and have separate Boards which consists of representatives of the Company, who are senior executives of the Company, representatives of Joint Venture partners, representative of the Company's Board as well as Independent Directors as required by law. As per law, these companies, wherever required, also have Audit Committee, Nomination & Remuneration Committee, CSR Committee, Stakeholders' Relationship Committee and Risk Management Committee.

Certain unlisted subsidiaries have Executive Directors of the Company on their Board. The subsidiary companies' performance is reviewed by the Company's Board periodically (included in quarterly results presented to the Company's Board). F&A heads of some of the subsidiary companies functionally report to select senior finance officers of the Company.

Thus, the overall functioning of these Subsidiary companies is monitored by the Group directly or through their respective IC's.

A voluntary Secretarial Audit is conducted for all subsidiary companies, including foreign companies and companies which are not covered under the purview of Companies Act, 2013. Thus, there is an audit of the compliance of applicable statutory provisions and governance practices.

The Company's Code of Conduct (Code) is required to be adhered by all unlisted group companies covering employees, directors, suppliers, contractors, etc. In addition to this, the subsidiaries also have their own vigil mechanism, if they meet the thresholds given in the Companies Act. The Audit Committee/Board of these companies monitor this mechanism. The Vigil Mechanism Framework to report breach of code is a structured process, which encourages and facilitates all covered, to report without fear, wrongdoings or any unethical or improper practice which may adversely impact the image, credibility and/or the financials of the company, through an appropriate forum.

The Secretarial Department of the Company has qualified Company Secretaries (CS) with experience in the field of compliance and law. It consists of fulltime professionals dedicated to performing corporate secretarial and subsidiary governance duties. Qualified CS in secretarial department monitor the compliance related to subsidiaries under Companies Act / Rules made thereunder. The Company's Secretarial Department develops a broad Governance policy for the Company and its group of subsidiaries.

The Company's Secretarial Department is involved in all major corporate actions of the subsidiaries like raising of capital, restructuring, major financial assistance to subsidiaries etc.

Appropriate disclosures related to subsidiaries are made in Financial Statements / Directors' Report of the Company as well as its subsidiaries as per Companies Act, 2013 / applicable SEBI Regulations and applicable Accounting Standards. All companies are subject to Statutory Audit and applicable Secretarial Audit.

Independent Auditor's Certificate on Corporate Governance

TO THE MEMBERS OF
LARSEN & TOUBRO LIMITED

INDEPENDENT AUDITOR'S CERTIFICATE ON CORPORATE GOVERNANCE

1. This certificate is issued in accordance with the terms of our engagement letter dated September 30, 2024.

2. We, Deloitte Haskins & Sells LLP, Chartered Accountants, the Statutory Auditors of Larsen & Toubro Limited (the "Company"), have examined the compliance of conditions of Corporate Governance by the Company, for the year ended on March 31, 2025, as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and Para C and D of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time (the "Listing Regulations").

Management's Responsibility

3. The compliance of conditions of Corporate Governance is the responsibility of the Management. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of the Corporate Governance stipulated in Listing Regulations.

Auditor's Responsibility

4. Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

5. We have examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.

6. We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance issued by the Institute of the Chartered Accountants of India (the "ICAI"), the Standards on Auditing specified under Section 143(10) of the Companies Act 2013, in so far as applicable for the purpose of this certificate and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

8. Based on our examination of the relevant records and according to the information and explanations provided to us and the representations provided by the Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and Para C and D of Schedule V of the Listing Regulations during the year ended March 31, 2025.

9. We state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Terence Lewis
Partner
(Membership No. 107502)
UDIN: 25107502BMIBCQ9553

Place: Mumbai
Date: May 8, 2025

Secretarial Auditor's Certificate in respect of the Implementation of Employee Stock Option Schemes of the Company

[Pursuant to Regulation 13 of the Securities Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021]

To,
The Members,
Larsen & Toubro Limited
CIN: L99999MH1946PLC004768
L&T House, Ballard Estate,
Mumbai - 400001

BACKGROUND

1. This Certificate is issued in accordance with the terms of our engagement dated June 27, 2024.

2. We, Secretarial Auditor of Larsen & Toubro Limited ("the Company"), pursuant to Regulation 13 of the Securities Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("the Regulations") are required to certify that, for the Financial Year ended March 31, 2025, the Employees Stock Option Schemes, Larsen & Toubro Limited Employee Stock Ownership Scheme – 2003 and Larsen & Toubro Limited Employee Stock Option Scheme – 2006 (collectively referred to as "the Schemes") have been implemented in accordance with the Regulations and in accordance with the Special Resolutions passed at the General Meetings held on August 26, 1999, August 22, 2003 and August 25, 2006, respectively (the "Resolutions")

MANAGEMENT RESPONSIBILITY

3. It is the responsibility of the Management of the Company to implement the Schemes including designing, maintaining records and devising proper systems to ensure compliance with the provisions of all applicable laws and regulations and to ensure that the systems are adequate and operate effectively.

AUDITOR'S RESPONSIBILITY

4. It is our responsibility to certify whether the Company has complied with the applicable provisions of the Regulations and the Resolutions, during the year ended March 31, 2025, in implementing the Schemes on the basis of information compiled or collated by the Management and the accounting and other relevant supporting records and documents provided to us for our examination.

5. We have conducted our examination and obtained the explanations in accordance with Referencer on SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and the ICSI Auditing Standards, issued by the Institute of Companies Secretaries of India.

VERIFICATION

6. We have verified the following:

   (a) the Schemes;

   (b) the Resolutions;

   (c) Note on Accounting Treatment followed by the Company.

CERTIFICATION

7. Based on our verification of the records and documents maintained by the Company as aforesaid and according to the information, explanations and written representations provided to us, we certify that the Company has complied with the applicable provisions of the Regulations and the Resolutions in implementing the Schemes during the year ended March 31, 2025.

RESTRICTION ON USE

8. This Certificate is addressed to and provided to the Members of the Company solely for the purpose of compliances with Regulation 13 of the Regulations. This Certificate should not be circulated, copied, used / referred to for any other purpose, without our prior written consent. Accordingly, we do not accept or assume any liability or any duty of care of for any other purpose or to any other party to whom it is shown or into whose hands it may come without our prior consent in writing.

For **S. N. ANANTHASUBRAMANIAN & Co.**
Company Secretaries
ICSI Unique Code: P1991MH040400
Peer Review Cert. No.: 5218/2023

S. N. Ananthasubramanian
Founding Partner
FCS: 4206 | COP No.: 1774
ICSI UDIN: F004206G000295068

Date: May 8, 2025
Place: Thane

Certificate of Non-Disqualification of Directors

[Pursuant to Regulation 34(3) and Schedule V Para C Clause (10) (i) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015]

To,
The Members of
Larsen & Toubro Limited
L&T House, Ballard Estate,
Mumbai - 400001

We have examined the following documents:

i) Declaration of non-disqualification as required under Section 164 of the Companies Act, 2013 ('the Act');

ii) Disclosure of concern or interest as required under Section 184 of the Act; (hereinafter referred to as 'relevant documents')

as submitted by the Directors of **Larsen & Toubro Limited** ('the Company') bearing CIN: L99999MH1946PLC004768 and having its registered office at L&T House, Ballard Estate, Mumbai - 400001, to the Board of Directors of the Company ('the Board') for the **Financial Year 2024-25** and **Financial Year 2025-26** and relevant registers, records, forms and returns maintained by the Company and as made available to us for the purpose of issuing this Certificate in accordance with Regulation 34(3) read with Schedule V Para C Clause 10(i) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. We have considered non-disqualification to include non-debarment by Regulatory / Statutory Authorities.

It is the responsibility of Directors to submit relevant documents with complete and accurate information in accordance with the provisions of the Act.

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion based on our verification.

Based on our examination as aforesaid and such other verifications carried out by us as deemed necessary and adequate (including Director Identification Number (DIN) status at the portal www.mca.gov.in), in our opinion and to the best of our information and knowledge and according to the explanations provided by the Company, its officers and authorized representatives, we hereby certify that during the **Financial Year ended March 31, 2025**, none of the Directors on the Board of the Company, as listed hereunder, have been debarred or disqualified from being appointed or continuing as Directors of Companies by Securities and Exchange Board of India/ Ministry of Corporate Affairs or any such statutory authority.

Sr. No.	Name of Director	Director Identification Number (DIN)	Date of Appointment	Date of Cessation
1)	Mr. Sekharipuram Narayanan Subrahmanyan	02255382	01-07-2011	–
2)	Mr. Ramamurthi Shankar Raman	00019798	01-10-2011	–
3)	Mr. Maddur Venkata Rao Satish	06393156	29-01-2016	07-04-2024
4)	Mr. Subramanian Sarma	00554221	19-08-2015	–
5)	Mr. Sudhindra Vasantrao Desai	07648203	11-07-2020	–
6)	Mr. Tharayil Madhava Das	08586766	11-07-2020	–
7)	Mr. Anil Vithal Parab	06913351	05-08-2022	–
8)	Mr. Adil Siraj Zainulbhai	06646490	30-05-2014	28-05-2024
9)	Mr. Sanjeev Aga	00022065	25-05-2016	–
10)	Mr. Narayanan Kumar	00007848	27-05-2016	–
11)	Mr. Hemant Bhargava	01922717	28-05-2018	27-05-2024
12)	Mrs. Preetha Reddy	00001871	01-03-2021	–
13)	Mr. Pramit Jhaveri	00186137	01-04-2022	–

Sr. No.	Name of Director	Director Identification Number (DIN)	Date of Appointment	Date of Cessation
14)	Mr. Rajnish Kumar	05328267	10-05-2023	–
15)	Mr. Jyoti Sagar	00060455	10-05-2023	–
16)	Mr. Ajay Tyagi	00187429	31-10-2023	–
17)	Mr. P.R. Ramesh	01915274	31-10-2023	–
18)	Mr. Siddhartha Mohanty	08058830	28-05-2024	-

This Certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

This Certificate has been issued at the request of the Company to make disclosure in its Corporate Governance Report for the Financial Year ended March 31, 2025.

For **S. N. ANANTHASUBRAMANIAN & Co.**
Company Secretaries
ICSI Unique Code P1991MH040400
Peer Review Cert. No. 5218/2023

S. N. Ananthasubramanian
Founding Partner
FCS: 4206 | COP No. : 1774
ICSI UDIN: F004206G000295035

Date : May 8, 2025
Place : Thane

To
The Board of Directors of
Larsen & Toubro Limited

Dear Sirs,

Sub: CEO / CFO Certificate

[Issued in accordance with provisions of Regulation 17(8) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015]

We have reviewed the consolidated financial statements, read with the consolidated cash flow statement of Larsen & Toubro Limited for the year ended March 31, 2025 and that to the best of our knowledge and belief, we state that;

1. (i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that may be misleading;

   (ii) these statements present a true and fair view of the Company's affairs and are in compliance with current accounting standards, applicable laws and regulations.

2. There are no transactions entered into by the Company during the year which are fraudulent, illegal or in violation of the Company's code of conduct.

3. We accept responsibility for establishing and maintaining internal controls for financial reporting. We have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and have disclosed to the Auditors and the Audit Committee, deficiencies, if any, in the design or operation of such internal controls of which we are aware and steps taken or proposed to be taken for rectifying these deficiencies.

4. We have indicated to the Auditors and the Audit Committee:

   (i) that there were no significant changes in internal controls over financial reporting during the year;

   (ii) that there were no significant changes in accounting policies made during the year; and

   (iii) that there were no instances of significant fraud of which we have become aware.

Yours sincerely,

R. Shankar Raman
President, Whole-time
Director & CFO
DIN: 00019798

S. N. Subrahmanyan
Chairman &
Managing Director
DIN: 02255382

Date: May 8, 2025
Place: Mumbai

Annexure ‘C’ to the Board’s Report

ANNUAL REPORT ON CSR ACTIVITIES FOR FINANCIAL YEAR ENDED MARCH 31, 2025

1. Brief outline on CSR Policy of the Company

L&T strives to promote initiatives that enhance the quality of life for communities to achieve inclusive growth through empowerment and work towards social equity. CSR at L&T has been working towards social and economic development of communities across the country. The Company has a well-entrenched CSR program that contributes to inclusive growth and accelerating development through interventions in Water & Sanitation, Health, Education and Skill Development.

The Company’s CSR Policy details mechanisms for undertaking various programs in accordance with Section 135 of the Companies Act, 2013 (the Act) for the benefit of the community.

The Company’s primary focus is on ‘**Building India’s Social Infrastructure**’ as part of its CSR programme including, amongst others, the following:

- **Water & Sanitation** – includes but not limited to watershed development - access to water, promoting rainwater harvesting, soil and moisture conservation, enhancing ground water levels by facilitating setting up of community-based institutions such as village development committees, Self-help groups, farmer groups and community management of water resources for improving conditions related to sanitation, health, education, and livelihoods of communities through an integrated approach.

- **Education -** includes but not limited to education infrastructure support to educational Institutions, educational programs and nurturing talent at various levels. Promoting learning enhancement amongst children, both in schools and in communities through interventions in pre-school education, innovative teaching methodology and training teachers in schools, providing interesting “teaching learning material”, with special focus on Science, Technology Engineering and Maths (STEM) subjects.

  This is achieved through support to Balwadis and Anganwadis, strengthening the in-school interventions and providing after school study classes in the community. A renewed focus on kindling curiosity and scientific temper amongst students through experiential learning is deployed through the STEM programme which also focuses on training teachers to deploy imaginative pedagogy in the classroom.

- **Health** - includes but not limited to community health centres, mobile medical vans, dialysis centres, general and specialized health camps and outreach programs, support to HIV / AIDS and Tuberculosis control programs. A renewed impetus was provided to improve health awareness and promote health seeking behaviour in communities.

- **Skill Development** - includes but not limited to vocational training such as skill building, computer training, women empowerment, support to ITI’s, support to specially abled (infrastructure support & vocational training), Construction Skills Training Centres and providing employability skills to women and youth.

  In line with the ‘Skill India Mission’, initiatives such as digitization of curriculum, deploying hands-on-teaching learning methodology and providing platform skills training to Master Trainers through the Skill Training Institute provided an impetus to the skilling ecosystem within the Country.

Governance, Technology and Innovation are the Key enabling factor across these verticals.

2. **Composition of CSR & Sustainability Committee.**

The CSR & Sustainability Committee of the Board comprised of:

Sl No.	Name of Director	Designation /Nature of Directorship	Number of meetings of CSR Committee held during FY25	Number of meetings attended
1	Mr. Ajay Tyagi	Chairman (Independent Director)	4	4
2	Mr. R. Shankar Raman	Member (Whole-time Director)	4	4
3	Mr. S. V. Desai	Member (Whole-time Director)	4	4
4	Mr. Jyoti Sagar	Member (Independent Director)	4	3

Company Secretary & Compliance Officer of the Company, acts as the Secretary of the Committee.

3. **Web-link where Composition of CSR committee, CSR Policy and CSR Annual Action Plan for FY 2024-25 approved by the Board are disclosed on the website of the Company.**

The composition of CSR & Sustainability Committee, CSR Policy Framework and CSR Annual Action Plan for FY 2024-25 approved by the Board are available in the Corporate Governance section on the website of the Company and can be viewed through the following links:

- Composition of CSR Committee - https://investors.larsentoubro.com/governance-architecture.aspx
- CSR Policy - https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/
- CSR FY 2024-25 Annual Action Plan - https://investors.larsentoubro.com/listing-compliance-disclosuresunderstatutes.aspx

4. **Executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable.**

27 CSR Projects which were implemented in FY2022-23, qualified for impact assessment in FY 2024-25. Accordingly, the assessment of the aforesaid projects were carried out by **Thinkthrough Consulting** during FY 2024-25.

The Impact Assessment reports are made available on the website of the Company at https://investors.larsentoubro.com/listing-compliance-agm.aspx

An executive summary of the key findings from Thinkthrough Consulting is provided below:

The assessment was conducted using a mixed-methods approach, incorporating both quantitative and qualitative data to ensure a well-rounded understanding of program performance. The evaluation was guided by the Development Assistance Committee (DAC) criteria developed by the Organisation for Economic Co-operation and Development (OECD), focusing on five key dimensions: relevance, effectiveness, efficiency impact and sustainability. This framework allowed for a systematic evaluation of L&T's initiatives, measuring their alignment with community needs, implementation outcomes, long-term benefits, and potential for enduring change.

In terms of **relevance**, the programs demonstrate strong alignment with national priorities and multiple Sustainable Development Goals (SDGs), including SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 6 (Clean Water and Sanitation), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), and SDG 12 (Responsible Consumption and Production). The initiatives address pressing community needs while supporting government schemes and the broader development agenda.

In terms of **effectiveness**, the programs have been effective in enhancing inclusive access to essential services. This includes accessible healthcare, education, skills training, improved sanitation and hygiene and strengthened infrastructure. These interventions have contributed to holistic community development by ensuring that key social determinants of well-being are improved through systematic implementation and community engagement.

The projects have positively impacted approximately 5.5 lakh people across key areas of livelihood, education, healthcare, and sustainability. Around 16,000 individuals received vocational training in construction and other trades, significantly improving incomes, with many now earning up to ₹ 20,000 per month. Educational initiatives reached nearly 64,000 students, enhancing learning outcomes through improved infrastructure, STEM exposure, and teaching support. In healthcare, 4.5 lakh people gained access to essential services. Additionally, over 10,000 individuals benefited from soil & water conservation, sanitation, and health interventions, resulting in a 75% increase in farmers cultivating both Kharif and Rabi seasons, demonstrating enhanced food security and sustainable agricultural practices.

The projects exhibit **efficiency**. All the projects were able to meet their targets well within the stipulated time frame. The robust processes set to implement projects led to greater efficiency. By and large the projects were able to achieve targets in the funds allocated for each of the projects. No financial spill over was observed. The projects were implemented by skilled and experienced teams. Meticulous planning in terms of team structures lead to projects being implemented efficiently.

The interventions had a tangible and positive **impact** on the lives of participants and their communities. Beneficiaries have experienced improved quality of life through better livelihood opportunities, increased income and savings, and greater access to education, healthcare, and knowledge for sustainable living. Additionally, improved health and hygiene practices have led to a reduction in diseases and related issues, further enhancing community well-being and resilience.

In terms of **sustainability**, the participatory approach adopted across programs has empowered local communities to take ownership of initiatives. This local involvement has created a multiplier effect, with positive practices being shared and replicated across neighbouring communities, laying the foundation for long-term sustainability.

Relevance to community and policy priorities, effective implementation, meaningful impact, and sustainable design form the backbone of successful CSR programming. The initiatives have not only improved immediate outcomes for beneficiaries but have also catalysed broader societal development and positive change.

			₹ Crore
5.	a)	Average net profit of the Company as per sub-section (5) of section 135 for the previous three financial years.	8,230.61
	b)	Two percent of average net profit of the Company as per sub-section (5) of section 135 [2% of (a)].	164.61
	c)	Surplus arising out of the CSR Projects or programs or activities of the previous financial years.	–
	d)	Amount required to be set-off from the excess spend of previous financial years, during the financial year 2024-25, if any.	12.66
	e)	Total CSR obligation for the financial year 2024-25 [(b)+(c)-(d)].	151.95

			₹ Crore
6.	a)	Amount spent on CSR Projects (other than Ongoing Project)	155.45
	b)	Amount spent in Administrative Overheads	7.77
	c)	Amount spent on Impact Assessment, if applicable	0.43
	d)	Total amount spent for the Financial Year 2024-25 [(a)+(b)+(c)].	163.65

e) CSR amount spent or unspent for the Financial Year 2024-25:

Total Amount Spent for the Financial Year 2024-25 (in ₹ crore)	**Amount Unspent (in ₹ crore)**				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135		**Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135**		
	Amount	**Date of transfer**	**Name of the Fund**	**Amount**	**Date of transfer**
163.65	NIL			NIL	

f) Excess amount for set-off, if any:

Sl. No	**Particulars**	**Amount (in ₹ crore)**
(1)	**(2)**	**(3)**
(i)	Two percent of average net profit of the Company as per sub-section (5) of section 135	164.61
(ii)	Total amount spent for the Financial Year 2024-25 @	176.31
(iii)	Excess amount spent for the Financial Year 2024-25 [(ii)-(i)]	11.70
(iv)	Surplus arising out of the CSR projects or programs or activities of the previous Financial Years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	11.70

@ this includes ₹ 12.66 crore excess CSR amount spent during FY 2023-24 and adjusted against the required CSR spend for FY 2024-25.

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under Sub- section (6) of Section 135 (in ₹ crore)	Balance Amount in Unspent CSR Account under Sub- section (6) of Section 135 (in ₹ crore)	Amt. Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to Sub- section (5) of Section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹ crore)	Deficiency, if any
					Amount (in ₹ crore)	Date of Transfer		
1	FY 2021-22							
2	FY 2022-23				**NOT APPLICABLE**			
3	FY 2023-24							

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

☑ YES ☐ NO

If Yes, enter the number of capital assets created/ acquired: 1,339

Details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Details of capital assets created or acquired through Corporate Social Responsibility amount is available on the Company's website https://investors.larsentoubro.com/listing-compliance-agm.aspx.

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per sub-section (5) of section 135.

NOT APPLICABLE

For **Larsen & Toubro Limited**

S. N. Subrahmanyan
Chairman & Managing Director
DIN: 02255382

Ajay Tyagi
Chairman - CSR & Sustainability Committee
DIN: 00187429

Date : May 8, 2025
Place : Mumbai

Annexure 'D' to the Board's Report

A. Ratio of the remuneration of each director to the median remuneration of the employees of the Company for FY 2024-25, the percentage increase in remuneration of each Director & Key Managerial Personnel (KMP) during FY 2024-25 and comparison of the remuneration of each of the Director/KMP against the performance of the Company:

₹ crore

Name of the Director/KMP	Designation	Total Remuneration	Ratio of remuneration of director to the median remuneration **	Percentage increase in Remuneration
Mr. S. N. Subrahmanyan	Chairman & Managing Director	76.25	714.16	49.36
Mr. R. Shankar Raman	President, Whole-time Director & CFO	37.33	349.69	17.93
Mr. M. V. Satish$	Whole-time Director & Senior Executive Vice President (Buildings)	31.50	–	–
Mr. Subramanian Sarma	Deputy Managing Director & President	44.55	417.27	20.29
Mr. S. V. Desai	Whole-time Director & Sr. Executive Vice President (Civil Infrastructure)	25.34	237.39	31.88
Mr. T. Madhava Das	Whole-time Director & Sr. Executive Vice President (Utilities)	24.77	231.97	32.23
Mr. Anil V Parab	Whole-Time Director & Sr. Executive Vice President (Heavy Engineering & L&T Valves)	15.40	144.19	22.96
Mr. Adil Zainulbhai@	Independent Director	0.13	7.55	–
Mr. Sanjeev Aga	Independent Director	0.75	7.02	43.43
Mr. Narayanan Kumar	Independent Director	0.68	6.41	29.54
Mr. Hemant Bhargava*#	Nominee of Life Insurance Corporation of India (LIC)	0.06	3.65	–
Mrs. Preetha Reddy	Independent Director	0.52	4.87	139.63
Mr. Pramit Jhaveri	Independent Director	0.59	5.54	60.56
Mr. Jyoti Sagar	Independent Director	0.40	3.73	83.41++
Mr. Rajnish Kumar	Independent Director	0.72	6.78	233.64++
Mr. Ajay Tyagi	Independent Director	0.53	4.93	303.99++
Mr. P. R. Ramesh	Independent Director	0.91	8.49	595.85++
Mr. Siddhartha Mohanty^#	Nominee of LIC	0.14	1.55	–
Mr. Sivaram Nair A	Company Secretary & Compliance Officer	1.87	17.53	9.01

$ Ceased to be a Whole-time Director w.e.f April 7, 2024 on account of superannuation.

@ Ceased to be Independent Director w.e.f May 28, 2024 on account of completion of tenure.

* Ceased to be Nominee Director of LIC w.e.f May 27, 2024 on account of withdrawal of nomination by LIC.

^ Appointed as Nominee Director of LIC w.e.f May 28, 2024.

Remuneration has been paid to the institution the director represents.

– Details not given as the Director was there for the part of the year.

** Ratio of remuneration of director to the median remuneration is calculated on pro-rata basis for those directors who served for only part of FY 2024-25.

++ Impact of full year remuneration of new director/KMP appointed during FY 2023-24.

B. Percentage increase in the median remuneration of all employees in FY 2024-25:

The median remuneration of employees of the Company during the financial year was ₹ 10.68 lakh. In the financial year, there was an increase of 11.73% in the median remuneration of employees.

C. Number of permanent employees on the rolls of the Company as on March 31, 2025:

There were 58,244 permanent employees on the rolls of the Company as on March 31, 2025.

D. Average percentile increase made in the salaries of the employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in managerial remuneration:

Average percentage increase made in the salaries of employees other than the managerial personnel for the year 2024-25 was 8.15% whereas there is an increase in the managerial remuneration by 21.81%.

E. Affirmation that the remuneration is as per the remuneration policy of the Company:

It is hereby affirmed that the remuneration paid is as per the Remuneration Policy for Directors, KMP and other Employees.

Annexure 'E' to the Board's Report

Form No. MR-3

SECRETARIAL AUDIT REPORT
FOR THE FINANCIAL YEAR ENDED MARCH 31, 2025

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Larsen & Toubro Limited
CIN: L99999MH1946PLC004768
L&T House, Ballard Estate,
Mumbai – 400001

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Larsen & Toubro Limited** (hereinafter called 'the Company'). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on **March 31, 2025**, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter.

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2025 according to the provisions of:

i. The Companies Act, 2013 (the Act) and the rules made thereunder;

ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

iii. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

iv. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

v. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):

   a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

   b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

   c. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 - **Not Applicable as there was no reportable event during the financial year under review**;

   d. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

   e. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client - **Not Applicable as the Company is not registered as Registrar to Issue and Share Transfer Agent during the financial year under review**;

   f. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 - **Not Applicable as the Company has not delisted/ proposed to delist its equity shares from any Stock Exchange during the financial year under review**;

   g. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 - **Not Applicable as there was no reportable event during the financial year under review**;

   h. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

   i. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), Regulations, 2015.

vi. The Company has informed that there are no laws which are specifically applicable to the Company.

We have also examined compliance with the applicable provisions of the following:

(i) Secretarial Standards with regard to Meetings of Board of Directors (SS-1) and General Meetings (SS-2) issued by The Institute of Company Secretaries of India;

(ii) Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc.

We further report that:

- The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors including Independent Directors and a Woman Director. The changes in the composition of the Board of Directors which took place during the period under review were carried out in compliance with the provisions of the Act;
- Adequate notice is given to all Directors of the schedule of the Board and Committee Meetings and Agenda & detailed notes on agenda were sent at least seven days in advance except where consent of directors was received for circulation of the Agenda and notes on Agenda at a shorter notice and there exists a system for seeking and obtaining further information and clarifications on the agenda items before the meeting for meaningful participation at the meeting;
- All decisions of Board and Committee meetings were carried unanimously.

We further report that based on review of compliance mechanism established by the Company and on the basis of the Compliance Certificate(s) issued by the Company Secretary and taken on record by the Board of Directors at their meeting(s), we are of the opinion that there are adequate systems and processes in place in the Company which is commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period the following events have occurred which had a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards etc:

The Company has:

- redeemed Non-Convertible Debentures of ₹ 1,450 crore on May 6, 2024, ₹ 1,000 crore on June 10, 2024, ₹ 1,000 crore on September 9, 2024 and ₹ 1,500 crore on December 9, 2024, respectively on their due dates;
- raised ₹ 5,500 crore by a) issue and allotment of 1,50,000 Non-Convertible Debentures of ₹ 1 lakh each aggregating to ₹ 1,500 crore on December 5, 2024 and b) issue and allotment of 4,00,000 Non-Convertible Debentures of ₹ 1 lakh each aggregating to ₹ 4000 Crore on January 22, 2025.
- The Board at its meeting held on January 30, 2024 had approved Merger of L&T Energy Hydrocarbon Engineering Limited and L&T Offshore Private Limited, wholly owned subsidiaries, with the Company. The said merger has been approved by the necessary statutory and regulatory authorities including National Company Law Tribunal (NCLT). The necessary filings with the statutory and regulatory authorities has been completed and March 1, 2025 is the effective date of the said Merger.
- The Company has entered into an Investment Agreement on November 5, 2024 for acquisition of upto 21% stake in E2E Networks Limited (E2E), a listed Company. The Company has completed acquisition of 15% stake in E2E via preferential allotment on December 4, 2024. The Company has acquired additional 1.1% stake in E2E from the secondary market in tranches from April 22, 2025 to April 29, 2025. The purchase of entire stake will be completed in the month of May 2025.

This Report is to be read with our letter of even date which is annexed as Annexure A and forms an integral part of this report.

For **S. N. ANANTHASUBRAMANIAN & Co.**
Company Secretaries
ICSI Unique Code: P1991MH040400
Peer Review Cert. No.: 5218/2023

S. N. Ananthasubramanian
Founding Partner
FCS: 4206 | COP No.: 1774
ICSI UDIN: F004206G000294980

Date: May 8, 2025
Place: Thane

Annexure – A

To,
The Members,
Larsen & Toubro Limited
CIN: L99999MH1946PLC004768
L&T House, Ballard Estate,
Mumbai – 400001.

Our Secretarial Audit Report for the Financial Year ended March 31, 2025, of even date is to be read along with this letter.

Management's Responsibility

1 It is the responsibility of the management of the Company to maintain secretarial records, devise proper systems to ensure compliance with the provisions of all applicable laws and regulations and to ensure that the systems are adequate and operate effectively.

Auditor's Responsibility

2 Our responsibility is to express an opinion on these secretarial records, standards and procedures followed by the Company with respect to secretarial compliances.

3 We have conducted the Audit as per the applicable Auditing Standards issued by the Institute of Company Secretaries of India.

4 We believe that audit evidence and information obtained from the Company's management is adequate and appropriate for us to provide a basis for our opinion.

5 Wherever required, we have obtained reasonable assurance whether the statements prepared, documents or Records, in relation to Secretarial Audit, maintained by the Company, are free from misstatement.

6 Wherever required, we have obtained the Management's representation about the compliance of laws, rules and regulations and happening of events, etc.

Disclaimer

7 The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

8 We have not verified the correctness and appropriateness of financial records and books of accounts of the Company.

For **S. N. ANANTHASUBRAMANIAN & Co.**
Company Secretaries
ICSI Unique Code: P1991MH040400
Peer Review Cert. No.: 5218/2023

S. N. Ananthasubramanian
Founding Partner
FCS: 4206 | COP No.: 1774
ICSI UDIN: F004206G000294980

Date: May 8, 2025
Place: Thane

Annexure 'F' to the Board's Report

NOMINATION & REMUNERATION POLICY

(As per Companies Act, 2013)

The Board of Directors of Larsen & Toubro Limited ("the Company") had constituted the "Nomination and Remuneration Committee" which is in compliance with the requirements of the Companies Act, 2013 ("Act") and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("LODR").

1. OBJECTIVE:

The Nomination and Remuneration Committee and this Policy shall be in compliance with Section 178 of the Act read along with the applicable rules thereto and Regulation 19 of LODR. The Key Objectives of the Committee would be:

- To identify persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, recommend to the Board their appointment and removal and shall specify the manner for effective evaluation of performance of Board, its Committees and individual directors to be carried out by the Board or the Nomination & Remuneration Committee or by an Independent External Agency and review its implementation and compliance;
- To formulate the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy, relating to the remuneration for the directors, key managerial personnel and other employees;
- To ensure that level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors of the quality required to run the company successfully;
- Relationship of remuneration to performance is clear and meets appropriate performance benchmarks;
- Remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short and long- term performance objectives appropriate to the working of the Company and its goals;
- Devising a policy on Board diversity;

2. DEFINITIONS:

2.1. Act means the Companies Act, 2013 or Companies Act, 1956 as may be applicable and Rules framed thereunder, as amended from time to time.

2.2. Board means Board of Directors of the Company.

2.3. Directors mean Directors of the Company.

2.4. Executive Directors means the Executive Chairman, if any, Chief Executive Officer and Managing Director, Deputy Managing Director, if any, and Whole-time Directors.

2.5. Key Managerial Personnel means

- Chief Executive Officer or the Managing Director or the Manager;
- Whole-time directors;
- Chief Financial Officer;
- Company Secretary;
- Senior Management Personnel designated as such by the Board; and
- Such other officer as may be prescribed.

2.6. Senior Management Personnel means all members of management one level below the Executive Directors including the Chief Financial Officer and Company Secretary. Presently, persons in Sr. Vice President grade and F&A heads of Independent Companies reporting to Whole-time Directors will be covered as Senior Management Personnel.

3. ROLE OF COMMITTEE:

3.1. Matters to be dealt with, perused and recommended to the Board by the Nomination and Remuneration Committee

The Committee shall:

- Formulate the criteria for determining qualifications, positive attributes and independence of a Director.
- Identify persons who are qualified to become Director and persons who may be appointed in Key Managerial and Senior Management positions in accordance with the criteria laid down in this policy.
- Recommend to the Board, appointment and removal of Director, KMP and Senior Management Personnel.

3.2. Policy for appointment and removal of Director, KMP and Senior Management

3.2.1. Appointment criteria and qualifications:

a) The Committee shall identify and ascertain the integrity, qualification, expertise and experience of the person for appointment as Director and recommend to the Board his/her appointment.

Appointment and Remuneration of KMP or Senior Management Personnel is in accordance with the HR Policy of the Company. The Company's policy is committed to acquire, develop and retain a pool of high caliber talent, establish systems and practises for maintaining transparency, fairness and equity and provides for payment of competitive pay packages matching industry standards.

b) A person should possess adequate qualification, expertise and experience for the position he / she is considered for appointment. The Committee has discretion to decide whether qualification, expertise and experience possessed by a person is sufficient / satisfactory for the concerned position.

c) The Company shall not appoint or continue the employment of any person as Director who has attained the retirement age fixed by the Board or as approved by the Shareholders pursuant to the requirement of the Act/LODR.

3.2.2. Term / Tenure:

a) Executive Directors:

The Company shall appoint or re-appoint any person as its Executive Director for a term not exceeding five years at a time. No re-appointment shall be made earlier than one year before the expiry of term.

b) Independent Director:

- An Independent Director shall hold office for a term up to five consecutive years on the Board of the Company and will be eligible for re-appointment on passing of a special resolution by the Company and disclosure of such appointment in the Board's report. The rationale for such re-appointment shall also be provided in the Notice to shareholders proposing such re-appointment.

- No Independent Director shall hold office for more than two consecutive terms, but such Independent Director shall be eligible for appointment after expiry of three years of ceasing to become an Independent Director. Provided that an Independent Director shall not, during the said period of three years, be appointed in or be associated with the Company in any other capacity, either directly or indirectly.

- At the time of appointment of Independent Director, it should be ensured that number of Boards on which such Independent Director serves is restricted to seven listed companies as an Independent Director and three listed companies as an Independent Director in case such person is serving as a Whole-time Director of a listed company or such other number as may be prescribed under the Act.

c) Maximum Number of Directorships:

- A person shall not be appointed as a Director in case he is a Director in more than eight listed companies after April 1, 2019 and seven listed companies after April 1, 2020. For the purpose of this clause listed companies would mean only those companies whose equity shares are listed.

3.2.3. Evaluation:

The Committee shall by itself or through the Board or an independent external agency carry out evaluation of performance of the Board/Committee(s), Individual Directors and Chairman at regular interval (yearly) and review implementation and compliance.

The Company may disclose in the Annual Report:

a. Observation of the Board Evaluation for the year under review

b. Previous years observations and actions taken

c. Proposed actions based on current year's observations

3.2.4. Removal:

Due to reasons for any disqualification mentioned in the Act or under any other applicable Act, rules and regulations thereunder, the Committee may recommend, to the Board with reasons recorded in writing, removal of a Director, KMP or Senior Management Personnel subject to the provisions and compliance of the said Act, rules and regulations.

3.2.5. Retirement:

The Director, KMP and Senior Management Personnel shall retire as per the applicable provisions of the Act or the prevailing policy of the Company, as applicable. The Board/Committee will have the discretion to retain the Director, KMP, Senior Management Personnel in the same position/ remuneration or otherwise even after attaining the retirement age, for the benefit of the Company.

3.3. Policy relating to the Remuneration of Executive Director, KMP and Senior Management Personnel

3.3.1. General:

a) The remuneration / compensation / commission etc. to the Executive Directors will be determined by the Committee and recommended to the Board for approval. The remuneration / compensation / commission etc. shall be subject to the approval of the shareholders of the Company and Central Government, wherever required.

b) The remuneration and commission to be paid to the Executive Directors shall be in accordance with the percentage / limits / conditions laid down in the Articles of Association of the Company and as per the provisions of the Act.

c) Increments to the existing remuneration/ compensation structure may be recommended by the Committee to the Board which should be within the limits approved by the shareholders in the case of Executive Directors.

d) Where any insurance is taken by the Company on behalf of its Executive Directors, Chief Executive Officer, Chief Financial Officer, the Company Secretary and any other employees for indemnifying them against any liability, the premium paid on such insurance shall not be treated as part of the remuneration payable to any such personnel. Provided that if such person is proved to be guilty, the premium paid on such insurance shall be treated as part of the remuneration.

e) Remuneration of other KMP or Senior Management Personnel, in any form, shall be as per the policy of the Company based on the grade structure in the Company.

3.3.2. Remuneration to Executive Directors / KMP and Senior Management Personnel:

a) Fixed pay:

The Executive Directors/ KMP and Senior Management Personnel shall be eligible for a monthly remuneration as may be approved by the Board on the recommendation of the Committee or policy of the Company. In case of remuneration to Directors, the breakup of the pay scale and quantum of perquisites including, employer's contribution to P.F., pension scheme, medical expenses, club fees etc. shall be decided and approved by the Board/ the Person authorized by the Board on the recommendation of the Committee and approved by the shareholders and Central Government, wherever required.

b) Minimum Remuneration:

If, in any financial year, the Company has no profits or its profits are inadequate, the Company shall pay remuneration to its Executive Directors in accordance with the provisions of Schedule V of the Act and if it is not able to comply with such provisions, with the previous approval of the Central Government.

c) Provisions for excess remuneration:

If any Chairman/Managing Director/Whole-time Directors draws or receives, directly or indirectly by way of remuneration any such sums in excess of the limits prescribed under the Act or without the prior sanction of the Central Government, where required, he / she shall refund such sums to the Company and until such sum is refunded, hold it in trust for the Company. The Company shall not waive recovery of such sum refundable to it unless permitted by the Central Government.

d) Stock Options in Subsidiary Companies:

Executive Directors may be granted stock options in subsidiary companies as per their Schemes and after taking necessary approvals. Perquisites may be added to the remuneration of concerned directors and considered in the limits applicable to the Company.

3.3.3. Remuneration to Non-Executive / Independent Director:

a) Remuneration / Commission:

The remuneration / commission shall be fixed as per the limits and conditions mentioned in the Articles of Association of the Company and the Act.

b) Sitting Fees:

The Non-Executive / Independent Director may receive remuneration by way of fees for attending meetings of Board or Committee thereof. Provided that the amount of such fees shall not exceed Rupees One Lac per meeting of the Board or Committee or such amount as may be prescribed by the Central Government from time to time.

c) Commission:

Commission may be paid within the monetary limit approved by shareholders, subject to the limit not exceeding 1% of the profits of the Company computed as per the applicable provisions of the Act. The Board of Directors will fix the Commission payable to Directors on the basis of number of Board/Committee meetings attended during the year and Chairmanships of Committees.

d) Stock Options:

An Independent Director shall not be entitled to any stock option of the Company. Non-Executive Directors are eligible for stock options in accordance with Schemes formulated by the Company. Nominee Directors are not entitled to stock options as per their respective nomination letters received by the Company.

4. MEMBERSHIP:

4.1 The Committee shall consist of a minimum 3 non-executive directors, half of them being independent.

4.2 Minimum two (2) members or one-third of the members whichever is greater including atleast one Independent Director shall constitute a quorum for the Committee meeting.

4.3 Membership of the Committee shall be disclosed in the Annual Report.

4.4 Term of the Committee shall be continued unless terminated by the Board of Directors.

5. CHAIRPERSON:

5.1 Chairperson of the Committee shall be an Independent Director.

5.2 Chairperson of the Company may be appointed as a member of the Committee but shall not be a Chairman of the Committee.

5.3 In the absence of the Chairperson, the members of the Committee present at the meeting shall choose one amongst them to act as Chairperson.

5.4 Chairman of the Nomination and Remuneration Committee meeting could be present at the Annual General Meeting or may nominate some other member to answer the shareholders' queries.

6. FREQUENCY OF MEETINGS:

The meeting of the Committee shall be held atleast once in a year and at such regular intervals as may be required.

7. COMMITTEE MEMBERS' INTERESTS:

7.1 A member of the Committee is not entitled to be present/participate in discussion when his or her own remuneration is discussed at a meeting or when his or her performance is being evaluated.

7.2 The Committee may invite such executives, as it considers appropriate, to be present at the meetings of the Committee.

8. SECRETARY:

The Company Secretary of the Company shall act as Secretary of the Committee.

9. VOTING:

Matters arising for determination at Committee meetings shall be decided by a majority of votes of Members present and voting and any such decision shall for all purposes be deemed a decision of the Committee.

10. NOMINATION DUTIES:

The duties of the Committee in relation to nomination matters include:

10.1 Ensuring that on appointment to the Board, Non-Executive Directors receive a formal letter of appointment in accordance with the Guidelines provided under the Act;

10.2 Determining the appropriate size, diversity and composition of the Board;

10.3 Setting a formal and transparent procedure for selecting new Directors for appointment to the Board;

10.4 Developing a succession plan for the Board and Senior Management and regularly reviewing the plan;

10.5 Evaluating the performance of the Board members and Senior Management in the context of the Company's performance from business and compliance perspective;

10.6 Making recommendations to the Board concerning any matters relating to the continuation in office of any Director at any time including the suspension or termination of service of an Executive Director as an employee of the Company subject to the provision of the law and their service contract;

10.7 Delegating any of its powers to one or more of its members or the Secretary of the Committee;

10.8 Recommend any necessary changes to the Board; and

10.9 Considering any other matters, as may be requested by the Board.

11. REMUNERATION DUTIES:

The duties of the Committee in relation to remuneration matters include:

11.1 To consider and determine the Remuneration Policy, based on the performance and also bearing in mind that the remuneration is reasonable and sufficient to attract retain and motivate members of the Board and such other factors as the Committee shall deem appropriate and all elements of the remuneration of the members of the Board.

11.2 To ensure the remuneration maintains a balance between fixed and incentive pay reflecting short and long term performance objectives appropriate to the working of the Company.

11.3 To delegate any of its powers to one or more of its members or the Secretary of the Committee.

11.4 To consider any other matters as may be requested by the Board.

11.5 To review professional indemnity and liability insurance for Directors and senior management.

12. MINUTES OF NOMINATION AND REMUNERATION COMMITTEE MEETING:

Proceedings of all meetings must be minuted and signed by the Chairman of the Committee at the subsequent meeting. Minutes of the Committee meetings will be tabled at the subsequent Board and Committee meeting.

13. REVIEW & AMENDMENT:

The Policy shall be reviewed as and when required to ensure that it meets the objectives of the relevant legislation and remains effective. The Executive Committee has the right to change/amend the policy as may be expedient taking into account the law for the time being in force.

Standalone Financial Statements

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LARSEN & TOUBRO LIMITED

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of Larsen & Toubro Limited (the "Company"), which comprise the Balance Sheet as at March 31, 2025, and the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Cash Flows and the Statement of Changes in Equity for the year ended on that date, and notes to the financial statements, including material accounting policies and other explanatory information which includes 31 joint operations accounted on proportionate basis.

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on separate financial statements of joint operations referred to in the 'Other Matters' section below, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with Companies (Indian Accounting Standards) Rules, 2015, as amended ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2025, and its profit, total comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing ("SA"s) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the "Auditor's Responsibility for the Audit of the Standalone Financial Statements" section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us and the audit evidence obtained by other auditors in terms of their reports referred to in the 'Other Matters' section below is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements for the year ended March 31, 2025. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Revenue recognition – accounting for construction contracts	
Key audit matter Description	There are significant accounting judgements in estimating revenue to be recognised on contracts with customers, including estimation of costs to complete. The Company recognises revenue on the basis of stage of completion in proportion of the contract costs incurred at balance sheet date, relative to the total estimated costs of the contract at completion. The recognition of revenue is therefore dependent on estimates in relation to total estimated costs of each such contract. Significant judgements are involved in determining the expected losses, when such losses become probable based on the expected total contract cost. Cost contingencies are included in these estimates to take into account specific risks of uncertainties or disputed claims against the Company, arising within each contract. These contingencies are reviewed by the Company's Management on a regular basis throughout the life of the contract and adjusted where appropriate. The revenue on contracts may also include variable consideration (change orders and claims). Variable consideration is recognised when the recovery of such consideration is highly probable based on company's contractual rights and /or a legal assessment. Refer to Note No. [1](II)(e) and 31 to the Standalone Financial Statements.
Principal Audit Procedures	Our audit procedures related to the (1) identification of distinct performance obligations, (2) evaluation of the process for estimation of costs to complete, (3) evaluation of implications of change orders on costs estimates of costs to complete and revenue and (4) evaluation of any variable consideration, included the following, amongst others: We tested the design, implementation and operating effectiveness of internal financial controls relating to the: (a) evaluation of performance obligations and identification of those that are distinct. (b) estimation of costs to complete each of the performance obligations including the cost contingencies in respect thereof, as work progresses and the impact thereon as a consequence of change orders. (c) the impact of change orders on the transaction price of the related contracts; and (d) evaluation of the impact of variable consideration on the transaction price.

Revenue recognition – accounting for construction contracts	
	We selected a sample of contracts with customers and performed the following procedures: a. Obtained and read contract documents for each selection, change orders, and other documents that were part of the agreement. b. Identified significant terms and deliverables in the contract to assess management's conclusions regarding the (i) identification of distinct performance obligations. (ii) changes to costs to complete as work progresses and as a consequence of change orders. (iii) the impact of change orders on the transaction price; and (iv) the evaluation of the adjustment to the transaction price on account of variable consideration. c. Compared costs incurred with Company's estimates of costs incurred to date to identify significant variations and evaluated whether those variations have been considered appropriately in estimating the remaining costs to complete the contract. d. Tested the estimate for consistency with the status of delivery of milestones and customer acceptance to identify possible delays in achieving milestones, which require changes in estimated costs or efforts to complete the remaining performance obligation. We read and verified the presentation and disclosure in the financial statements are in accordance with applicable accounting standards.

Measurement of contract assets in respect of overdue milestones and receivables in respect of overdue invoices.	
Key audit matter description	The Company, in its contract with customers, promises to transfer distinct services to its customers, which may be rendered in the form of engineering, procurement, and construction ("EPC") services through design-build contracts, and other forms of construction contracts. The recognition of revenue is based on contractual terms, which could be based on agreed unit price or lump-sum revenue arrangements. At each reporting date, revenue is accrued for costs incurred against work performed that may not have been invoiced. Identifying whether the Company's performance has resulted in a service that would be billable and collectable where the works carried out have not been acknowledged by customers as of the reporting date, including in the case of certain Defence contracts, where the audit evidences of customer contracts, work carried out and cost incurred are restricted due to confidentiality arrangements and secrecy commitments made to the Ministry of Defence under the Official Secrets Act, 1923, involves a significant judgement. Assessing the recoverability of contract assets related to overdue milestones and amounts overdue against invoices raised which have remained unsettled for a significantly long period after the end of the contractual credit period and the recognition of provision for expected credit loss thereon, involves a significant judgment. Refer to Note Nos. [1](II)(e), [1](II)(m), 11 and 16 to the Standalone Financial Statements.
Principal Audit Procedures	Our audit procedures related to the (1) evaluation of evidence supporting the execution of work; (2) evaluation of recoverability of the overdue amounts including the impact on the expected credit loss allowance; and (3) assessment of adjusting events after the reporting date i.e. March 31, 2025, and the date when the financial statements are approved by the Company's Board of Directors, included the following, amongst others: • We tested the design, implementation and operating effectiveness of internal financial controls relating to the : (a) gathering and evaluation of evidence supporting the execution of work. (b) evaluation of recoverability of the overdue amounts including the impact on the expected credit loss allowance; and (c) assessment of adjusting events after the reporting date i.e. March 31, 2025, and the date when the financial statements are approved by the Company's Board of Directors and the impact thereof on the carrying amount of the related contract assets, measurement of contract assets in respect of overdue milestones and receivables in respect of overdue invoices. • We selected a sample of contracts for testing contract asset balances and overdue trade receivables and evaluated the basis for management's conclusions regarding the: (1) evidence supporting the execution of work for which the contract assets were recognised. (2) reasons for the delays in recovery of invoices and the basis on which recoverability of the contract assets was assessed; (3) impact on the allowance for expected credit losses; and (4) adjusting events after the reporting date i.e. March 31, 2025, and the date when the financial statements are approved by the Company's Board of Directors and the impact thereof on the carrying amount of the related contract assets.

Measurement of contract assets in respect of overdue milestones and receivables in respect of overdue invoices.	
	• In respect of the sample contracts, we compared previous estimates relating to billing of contract assets and recoverability of overdue trade receivable with actual billing and collections during the year. • In case of certain Defence contracts, (a) performed alternative procedures over progressive billing and collections from customer and (b) obtained specific management representation and also direct confirmation from the customer with respect to confidentiality restrictions. • Read and tested the presentation and disclosure in the financial statements are in accordance with applicable accounting standards.

Impairment of Investment in a Subsidiary	
Key audit matter description	As at March 31, 2025, the Company held investment with a carrying amount of ₹ 7,412.99 crore (excluding investment of ₹ 973.73 crore in debentures) in L&T Metro Rail (Hyderabad) Limited, a wholly owned subsidiary. This investment is carried at cost less impairment in the Company’s Standalone Financial Statements. Consequent to accumulation of losses incurred by the subsidiary, the Company’s management has tested this investment for impairment in accordance with Ind AS 36 by comparing its recoverable amount with it carrying amount as at March 31, 2025. The recoverable amount of the investment in the subsidiary is assessed based on future discounted cash flows of the subsidiary, over the entire concession period. We considered this as a key audit matter due to significant judgement involved in estimating future cash flows of the subsidiary and in determining the discount rate to be used. Changes in inputs and assumptions could impact the results of the impairment assessment. Refer to Note Nos. [1](II)(m) and 5 to the Standalone Financial Statements
Principal Audit Procedures	Our audit procedures related to forecasts of future traffic, revenue, free cash flows generated, selection of the method for estimating recoverable value and discount rate for the entity, included the following: • We tested the effectiveness of controls over forecasts of future traffic, revenue, free cash flows and selection of the discount rate. • We evaluated the reasons for variation between the management’s previous estimate of traffic, revenue and cash flow forecasts and obtained our understanding of the manner in which revised forecasts were obtained. • With the assistance of our valuation specialists who have necessary skill and knowledge, we evaluated the reasonableness of the methodology and assumptions used by testing the source information underlying the determination of the such assumptions and mathematical accuracy of the calculations; and • We performed sensitivity analysis of the discount rate to assess the extent of change in discount rate that would be required for the investment to be impaired.

Information Other than the Financial Statements and Auditor’s Report Thereon (‘other information’)

- The Company’s Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board’s Report including annexures to Board’s Report, Business Responsibility & Sustainability Report, Corporate Governance and Shareholder’s Information, but does not include the standalone financial statements and our auditor’s report thereon.
- Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Standalone Financial Statements

The Company’s Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Company's Management and Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibility for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to standalone financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial statements of the Company and its joint operations to express an opinion on the standalone financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the standalone financial statements of which we are the independent auditors. For the other entities included in the standalone financial statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the standalone financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the standalone financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the year ended March 31, 2025 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

- We did not audit the financial information of 29 joint operations included in the standalone financial statements of the Company whose financial statements/financial information reflect total assets of ₹ 3,836.02 crore as at 31st March 2025 and total revenue of ₹ 3438.75 crore and net cash flows of 132.99 crore for the year ended on that date, as considered in the standalone financial statements. The financial information of these joint operations have been audited by the other auditors whose reports have been furnished to us, and our opinion in so far as it relates to the amounts and disclosures included in respect of these joint operations and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid joint operations, is based solely on the report of such other auditors.

- The standalone audited financial statements for the year ended March 31, 2024 , included in the accompanying standalone financial statements were audited by Deloitte Haskins & Sells LLP, one of the joint auditors of the Company, whose report dated May 8, 2024 expressed an unmodified opinion on those standalone audited financial statements.

Our opinion on the standalone financial statements and our report on Other Legal and Regulatory Requirements below are not modified in respect of these matters.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on the separate financial information of the joint operations, referred to in the 'Other Matters' section above we report, to the extent applicable that:

    a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

    b) In our opinion, proper books of account as required by law have been kept by the Company and its joint operations which are companies incorporated in India so far as it appears from our examination of those books and the reports of the other auditors.

    c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Statement of Cash Flows and Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account.

    d) In our opinion, the aforesaid Standalone Financial Statements comply with the Ind AS specified under Section 133 of the Act.

    e) On the basis of the written representations received from the directors as on 31st March 2025 taken on record by the Company's Board of Directors, none of the directors is disqualified as on 31st March 2025 from being appointed as a director in terms of Section 164(2) of the Act.

    f) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to standalone financial statements.

    g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act read with Schedule V of the Act and the rules thereunder.

    h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, in our opinion and to the best of our information and according to the explanations given to us:

        i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements - Refer Note 29 to the standalone financial statements;

        ii. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts, including derivative contracts;

        iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company;

        iv. (a) The Management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

            (b) The Management has represented, that, to the best of its knowledge and belief, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

(c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e) contain any material misstatement;

v. The amount of dividend is in accordance with Section 123 of the Act.

(a) The final dividend proposed in the previous year, declared and paid by the Company during the year is in accordance with section 123 of the Act, as applicable.

(b) As stated in note 17 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. Such dividend proposed is in accordance with section 123 of the Act, to the extent it applies to payment of dividend.

vi. Based on our examination, which included test checks, the Company has used accounting software(s) for maintaining its books of account for the financial year ended March 31, 2025 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention.

2. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order to the extent applicable.

For M S K A & Associates
Chartered Accountants
(Firm's Regn. No -105047W)

Vishal Vilas Divadkar
Partner
(Membership No. 118247)
UDIN 25118247BMOXWL8842

Place: Mumbai
Date: May 8, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Regn. No -117366W/W - 100018)

Rupen K Bhatt
Partner
(Membership No. 046930)
UDIN 25046930BMODQU8516

Place: Mumbai
Date: May 8, 2025

ANNEXURE "A" TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph 1(f) under "Report on Other Legal and Regulatory Requirements" section of our report of even date)

Report on the Internal Financial Controls with reference to Standalone Financial Statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (the "Act")

We have audited the internal financial controls with reference to standalone financial statements of Larsen and Toubro Limited (the "Company") as of March 31, 2025 in conjunction with our audit of the standalone Ind AS financial statements of the Company for the year ended on that date which includes internal financial controls with reference to standalone financial statements of one of the Company's 31 joint operations which is a company incorporated in India.

Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls with reference to standalone financial statements based on the internal control with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to Standalone Financial Statements of the Company and its joint operations company incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the ICAI and the Standards on Auditing ("SA"s) prescribed under Section 143(10) of the Companies Act, 2013 (the "Act"), to the extent applicable to an audit of internal financial controls with reference to Standalone Financial Statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to Standalone Financial Statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to Standalone Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Standalone Financial Statements included obtaining an understanding of internal financial controls with reference to Standalone Financial Statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, and the audit evidence obtained by the other auditor of the joint operation which is a company incorporated in India, in terms of their reports referred to in the "Other Matters" paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to Standalone Financial Statements.

Meaning of Internal Financial Controls with reference to Standalone Financial Statements

A company's internal financial control with reference to Standalone Financial Statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to Standalone Financial Statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to Standalone Financial Statements

Because of the inherent limitations of internal financial controls with reference to Standalone Financial Statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to Standalone Financial Statements to future periods are subject to the risk that the internal financial control with reference to Standalone Financial Statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on internal financial controls with reference to Standalone Financial Statements of the joint operation referred to in the Other Matters paragraph below, the Company has, in all material respects, an adequate internal financial controls with reference to Standalone Financial Statements and such internal financial controls with reference to Standalone Financial Statements were operating effectively as at March 31, 2025, based on the criteria for internal financial control with reference to Standalone Financial Statements established by the respective Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to Standalone Financial Statements insofar as it relates to one joint operation which is a company incorporated in India, is based on the corresponding report of the other auditor of such company incorporated in India.

Our opinion is not modified in respect of this matter.

For M S K A & Associates
Chartered Accountants
(Firm's Regn. No -105047W)

Vishal Vilas Divadkar
Partner
(Membership No. 118247)
UDIN:25118247BMOXWL8842

Place: Mumbai
Date: May 8, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Regn. No -117366W/W - 100018)

Rupen K Bhatt
Partner
(Membership No. 046930)
UDIN 25046930BMODQU8516

Place: Mumbai
Date: May 8, 2025

ANNEXURE “B” TO THE INDEPENDENT AUDITORS’ REPORT

(Referred to in paragraph 2 under ‘Report on Other Legal and Regulatory Requirements’ section of our report to the Members of Larsen & Toubro Limited of even date)

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

(i) In respect of the Company’s property, plant and equipment and intangible assets:

(a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment, capital work-in progress, investment properties and relevant details of right-of-use assets.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) The Company has a program of physical verification of its property, plant and equipment and investment properties so to cover all the items in a phased manner over a period of 3 years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the program, certain assets were due for verification during the year and were physically verified by the Management during the year. No material discrepancies were noticed on such verification.

(c) With respect to immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the Company) disclosed in the financial statements as a part of property, plant and equipment, capital work-in progress and investment property and based on the examination of the registered sale deed / transfer deed / conveyance deed provided to us, we report that, the title deeds of such immovable properties are held in the name of the Company as at the balance sheet date, except for the following:

₹ crore

Description of property	Gross carrying value as at March 31, 2025 (₹ crore)	Carrying value in the financial statements as at March 31, 2025 (₹ crore)	Held in name of	Whether promoter, director or their relative or employee	Period held – indicate range, where appropriate	Reason for not being held in name of Company Also indicate if in dispute
Freehold Land – Hazira West	1.01	1.01	1. Magan Kuber * 2. Kashiben Patel 3. Ishwar Prema	No	13 years (Since 2012)	Land acquired from farmers through Government Acquisition Route. The formalities are pending from the authorities side.

* Irrevocable Power of Attorney given to L&T by the owners, possession is with L&T

(d) The Company has not revalued any of its property, plant and equipment (including Right of Use assets) and intangible assets during the year.

(e) No proceedings have been initiated or is pending against the company as at March 31, 2025 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and rules made thereunder.

(ii) In respect of the Company’s inventories:

(a) The inventories except for goods in transit, were physically verified during the year by the Management at reasonable intervals. In case of real estate inventory wherein, having regard to the nature of inventory, the physical verification by way of verification of title deeds, site visits by the Management and certification to the extent of work completion by competent persons, are at reasonable intervals. In our opinion, the coverage and procedure of such verification by the Management is appropriate having regard to the size of the Company and the nature of its operations. In respect of goods in transit, the goods have been received subsequent to the year end. No discrepancies of 10% or more in the aggregate for each class of inventories were noticed on such physical verification of inventories when compared with books of account.

(b) The Company has been sanctioned working capital limits in excess of ₹ 5 crores, in aggregate, at points of time during the year, from banks or financial institutions on the basis of security of current assets. In our opinion, the quarterly returns filed by the Company with such banks or financial institutions are in agreement with the unaudited books of account of the Company of the respective quarters and no material discrepancies have been observed.

(iii) The Company has made investments in, provided guarantee and granted loans, secured or unsecured, to companies or any other parties during the year, in respect of which:

(a) The Company has provided loans during the year and details of which are given below:

₹ crore

Particulars	Loans	Guarantees	Security
Aggregate amount granted / provided during the year:			
Subsidiaries#	1517.67	2374.00	NIL
Joint Venture	NIL	NIL	NIL
Associates	NIL	NIL	NIL
Others	NIL	NIL	NIL
Balance Outstanding as at balance sheet date in respect of above cases*			
Subsidiaries	1858.51	NIL	NIL
Joint Venture	NIL	NIL	NIL
Associates	NIL	NIL	NIL
Others	NIL	NIL	NIL

* The amounts reported are at gross amounts (including interest accrued), without considering provisions made and includes investments made in debt instruments issued by subsidiaries.

#Includes acquisition of loan from JV partner aggregating to ₹ 170 cr.

The Company has not provided any advances in the nature of loans to any other entity during the year.

(b) The investments made, guarantees provided and the terms and conditions of the grant of all the above-mentioned loans and guarantees provided, during the year are, in our opinion, prima facie, not prejudicial to the Company's interest.

(c) In respect of loans granted by the Company, the schedule of repayment of principal and payment of interest has been stipulated and the repayments of principal amounts and receipts of interest are regular as per stipulation, except for the following:

Name of the entity	Nature	Amount in ₹ crore	Due Date	Extent of Delay	Remarks, if any
L&T Special Steel & Heavy Forgings Pvt. Ltd.	Principal on Working Capital and Project Funding Loan	1730.38	June 30, 2022	1006 days	Principal on Working Capital and Project Funding Loan remains outstanding as on March 31, 2025
L&T Special Steel & Heavy Forgings Pvt. Ltd.	Interest on Working Capital and Project Funding Loan	168.05	June 30, 2022	1006 days	Interest on Working Capital and Project Funding Loan remains outstanding as on March 31, 2025
L&T Special Steel & Heavy Forgings Pvt. Ltd.	Principal on Working Capital and Project Funding Loan	102.00	Sep 30, 2022 Sep 30, 2023 Sep 30, 2024	914 days 549 days 183 days	Principal on Working Capital and Project Funding Loan remains outstanding as on March 31, 2025

Refer to Note No. 63(a)(i) to the Standalone Financial Statements.

(d) In respect of following loans granted by the Company, which have been overdue for more than 90 days at the balance sheet date, as explained to us, the Management has taken reasonable steps for recovery of the principal and interest.

₹ crore

No. of cases.	Principal amount overdue	Interest overdue	Total overdue	Remarks, if any
1.	1,730.38	457.76	2,188.14	Principal and Interest on Working Capital and Project Funding Loan remains outstanding as on March 31, 2025
2.	102.00	–	102.00	Principal on Working Capital and Project Funding Loan remains outstanding as on March 31, 2025

Refer to Note No. 63(a)(i) to the Standalone Financial Statements.

(e) During the year loans aggregating to ₹ 182.06 crore fell due from certain parties have been renewed. The details of such loans that fell due and were renewed during the year are stated below:

₹ crore

Name of the Party	Aggregate amount of existing loans renewed.	Percentage of the aggregate to the total loans or advances granted during the year
L&T Sapura Shipping Private Limited (Shareholder's Loan) due on December 31, 2024 and further extended upto December 31, 2026.(USD 21,260,000)	182.06	12.00%

Refer to Note No. 63(a)(ii) to the Standalone Financial Statements.

(f) The Company has not granted any loans either repayable on demand or without specifying any terms or period of repayment during the year. Hence, reporting under clause (iii)(f) is not applicable.

(iv) The Company has complied with the provisions of Sections 185 and 186 of the Act, to the extent applicable, in respect of grant of loans, making investments and providing guarantees and securities during the year, as applicable.

(v) The Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause (v) of the Order is not applicable.

(vi) The maintenance of cost records has been specified by the Central Government under section 148(1) of the Act. We have broadly reviewed the cost records maintained during the year by the Company pursuant to the Companies (Cost Records and Audit) Rules, 2014, as amended and prescribed by the Central Government under sub-section (1) of Section 148 of the Act, and are of the opinion that, prima facie, the prescribed cost records have been made and maintained by the company. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

(vii) In respect of statutory dues:

(a) The Company has generally been regular in depositing undisputed statutory dues, including Provident Fund, Employees' State Insurance, Income-tax, Goods and Service Tax, Sales Tax, duty of Custom, duty of Excise, Value Added Tax, cess and other material statutory dues applicable to it to the appropriate authorities.

(b) There were no undisputed amounts payable in respect of Provident Fund, Employees' State Insurance, Income-tax, Goods and Service Tax, Sales Tax, duty of Custom, duty of Excise, Value Added Tax, cess and other material statutory dues in arrears as at March 31, 2025 for a period of more than six months from the date they became payable.

(c) Details of statutory dues referred to in sub-clause (a) above which have not been deposited as on March 31, 2025 on account of disputes are given below:

₹ crore

Name of Statute	Nature of Dues	Forum where Dispute is Pending	Period to which amount relates	Amount Involved	Amount Unpaid
Goods and Services Tax Act, 2017	Dispute of questions of law, Classification dispute, Tax levied on goods-in-transit, labour charges & disallowance of input tax credit on deemed export sales	Appellate authority	2017-18 to 2020-21, 2022-24	237.89	225.43
	Disallowance of input tax credits, Mismatch of Return, GST rate dispute and other matters	Commissioner (Appeals)	2017-18 to 2022-23	1,952.77	1,902.04
	Disallowance of input tax credits, credits claimed in Tran-1, Mismatch of Return, GST rate dispute, ineligible credit of educational cess and other matters	Assistant Joint Commissioner/ Assistant Commissioner/ Deputy Commissioner/ Joint Commissioner	2017-18 to 2020-21	502.17	474.95
	Disallowance of input tax credits, classification dispute related to place of supply and cross charge	High Court	2017-18 to 2019-20	1,276.86	1,238.58
The Central Excise Act, 1944, Service Tax under Finance Act, 1994 and Customs Act, 1962	Dispute regarding questions of law, classification dispute, Rate disputes and other matters	Supreme Court of India	1999-2000	10.80	–

₹ crore

Name of Statute	Nature of Dues	Forum where Dispute is Pending	Period to which amount relates	Amount Involved	Amount Unpaid
The Central Excise Act, 1944, Service Tax under Finance Act, 1994 and Customs Act, 1962	Dispute regarding question of law, Disallowance of CENVAT credit, short payment of service tax, Valuation disputes, dispute regarding classification of services/goods, disallowances of excise duty exemption, Non-Maintenance of Separate Books of Accounts, Export rebate disallowance, and other matters.	High Court	2014-15 to 2017-18	139.36	102.79
	Dispute regarding question of law, Disallowance of CENVAT credit, short payment of service tax, Valuation disputes, dispute regarding classification of services/goods, disallowances of excise duty exemption, Non-Maintenance of Separate Books of Accounts, Export rebate disallowance, Service Tax for CSR Disallowed and other matters.	CESTAT/ Department	2002-03 to 2020-21 and 2024-25	420.06	381.59
	Dispute regarding question of law, Disallowance of CENVAT credit, short payment of service tax, Valuation disputes, dispute regarding classification of services/goods, disallowances of excise duty exemption, Non-Maintenance of Separate Books of Accounts, Export rebate disallowance, and other matters.	Additional Commissioner Appeal, Appellate DC, Commissioner Appeals, Deputy Commissioner Appeals	2006-07, 2009-10, 2013-14 to 2017-18 and 2021-22	5.52	3.45
	Dispute regarding valuation disputes	Tribunal	2007-08 to 2010-11	161.61	134.61
	Differential Custom Duty	DGFT	2016-17, 2021-22	1.05	0.79
The Central Sales Tax Act, Entry tax, Local Sales Tax Act and Works Contract Tax Act	Dispute regarding questions of law, Classification dispute, Tax levied on goods-in-transit, labour charges & disallowance of input tax credit on deemed export sales, Taxability of sub- contractor turnover and non- submission of forms	Supreme Court	2006-07 to 2017-18	720.57	699.56
	Dispute regarding questions of law, classification dispute, sales in transit, high sea sales, non-submission of C forms & E1 forms, disallowance of ITC, valuation of goods, Non submission of Forms, inter-state sale turnover, Rate of tax of declared goods, Labour & service charges disallowed, Disallowance of exemptions claimed for imports & Sales in transit, Road permit issue and other matter	High Court	1986-87 to 1989-90, 1994-95, 1999-20 to 2016-17	530.91	511.94
	Disallowance of exemptions claimed for imports & Sales in transit, labour & service charges disallowed and other matters	CESTAT/Department	2004-05 to 2016-17	107.29	79.12
	Dispute regarding questions of law, sales in transit, high sea sales, non-submission of C forms & E1 forms, disallowance of ITC, valuation of goods, non submission of Forms, classification disputes, inter-state sale turnover, Rate of tax of declared goods, Labour & service charges disallowed, Disallowance of exemptions claimed for imports & Sales in transit, Road permit issue and other matter	Tribunal	1994-95 to 1995-96, 1999-20 to 2017-18	623.18	515.63

₹ crore

Name of Statute	Nature of Dues	Forum where Dispute is Pending	Period to which amount relates	Amount Involved	Amount Unpaid
The Central Sales Tax Act, Entry tax, Local Sales Tax Act and Works Contract Tax Act	Dispute regarding questions of law, sales in transit, high sea sales, non-submission of C forms & E1 forms, disallowance of ITC, valuation of goods, non submission of Forms, classification disputes, inter-state sale turnover, Rate of tax of declared goods, Labour & service charges disallowed, Disallowance of exemptions claimed for imports & Sales in transit, Sale mismatch & levy of tax on import of goods through Way bill, Road permit issue and other matter	Joint commissioner Appeals/ Additional Commissioner Appeals/ Deputy Commissioner Appeals/Assistant Commissioner Appeals/ Commissioner Appeals/ Appellate DC	1993-94 to 2017-18	2,266.63	2,107.57
	Dispute regarding question of law, Disallowance of CENVAT credit, short payment of service tax, Valuation disputes, dispute regarding classification of services/goods, disallowances of excise duty exemption, Non-Maintenance of Separate Books of Accounts, Export rebate disallowance, sales in transit, high sea sales, non-submission of C forms & E1 forms, disallowance of ITC, valuation of goods, and other matters	Assistant Commissioner/ Deputy Commissioner/ Additional Commissioner/ Joint Commissioner/ Commissioner/ Assessing Officer	1989-90,1997-98 to 1999-2000, 2001-02, 2003-04 to 2017-18	316.51	246.76
Income Tax Act, 1961	Demands arising out of Regular Assessment/ Reassessment	Income Tax Appellate Tribunal (ITAT)	2003-04, 2004-05, 2007-08 to 2012-13 and 2019-20	944.53	250.04
	Demands arising out of Regular Assessment/ Reassessment Demand arising out of order under section 201(1)/201(1A) of the Income Tax Act	CIT(A)	2011-12, 2014-15, 2015-16 to 2021-22	3,117.31	2,407.74

(viii) There were no transactions relating to previously unrecorded income that were surrendered or disclosed as income in the tax assessments under the Income Tax Act, 1961 (43 of 1961) during the year.

(ix) In respect of borrowings:

(a) In our opinion, during the year, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.

(b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) The Company has not taken any term loan during the year and there are no unutilized term loans at the beginning of the year and hence, reporting under clause (ix)(c) of the Order is not applicable.

(d) On an overall examination of the financial statements of the Company, funds raised on short-term basis have, prima facie, not been used during the year for long-term purposes by the Company.

(e) On an overall examination of the financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries or associates. or joint ventures.

(f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries or joint ventures or associate companies.

(x) In respect of issue of securities:

(a) The Company has not raised moneys by way of initial public offer or further public offer (including debt instruments) during the year and hence reporting under clause (x)(a) of the Order is not applicable.

(b) During the year, the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and hence, reporting under paragraph (x)(b) of the Order is not applicable to the Company.

(xi) In respect of fraud:

(a) No fraud by the Company and no material fraud on the Company has been noticed or reported during the year.

(b) No report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.

(c) We have taken into consideration, the whistle blower complaints received by the company during the year and upto the date of this report and provided to us, when performing our audit.

(xii) The Company is not a Nidhi Company. Therefore, reporting under clause 3(xii) of the Order is not applicable.

(xiii) In our opinion, the Company is in compliance with Section 177 and 188 of the Act, where applicable, for all transactions with the related parties undertaken during the year and the details of such related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) In respect of internal audit:

(a) In our opinion the Company has an adequate internal audit system commensurate with the size and the nature of its business.

(b) We have considered, the internal audit reports for the year under audit, issued to the Company during the year and till date, in determining the nature, timing and extent of our audit procedures.

(xv) In our opinion, during the year the Company has not entered any non-cash transactions with its Directors or persons connected to its Directors and hence provisions of section 192 of the Act are not applicable.

(xvi) (a) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause (xvi)(a), (b) and (c) of the Order is not applicable.

(b) The Group does not have any Core Investment Company (CIC) as part of the group and accordingly reporting under clause 3(xvi)(d) of the Order is not applicable.

(xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors of the Company during the year.

(xix) On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

(xx) The Company has fully spent the required amount towards Corporate Social Responsibility (CSR) and there are no unspent CSR amount for the year requiring a transfer to a Fund specified in Schedule VII to the Companies Act or special account in compliance with the provision of sub-section (6) of section 135 of the said Act. Accordingly, reporting under clause (xx) of the Order is not applicable for the year.

For M S K A & Associates
Chartered Accountants
(Firm's Registration No. 105047W)

Vishal Vilas Divadkar
Partner
(Membership No. 118247)
UDIN: 25118247BMOXWL8842

Place: Mumbai
Date: May 8, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Registration No.117366W/W-100018)

Rupen K. Bhatt
Partner
(Membership No. 046930)
UDIN: 25046930BMODQU8516

Place: Mumbai
Date: May 8, 2025

Standalone Balance Sheet as at March 31, 2025

₹ crore

Particulars	Note	As at 31-3-2025		As at 31-3-2024	
ASSETS:					
Non-current assets					
Property, plant and equipment	2		9155.12		9207.41
Capital work-in-progress	2		1117.33		1397.04
Investment property	3		741.34		567.93
Investment Property under construction	3		565.82		593.33
Goodwill	4		121.86		121.86
Other Intangible assets	4		107.95		152.42
Intangible assets under development	4		21.76		26.63
Right-of-use assets	54(b)		561.89		475.61
Financial assets:					
Investments	5	32853.88		30649.26	
Loans	6	726.67		579.06	
Other financial assets	7	976.02		596.84	
			34556.57		31825.16
Deferred tax assets (net)	44(d)		1544.69		1594.48
Current tax assets (net)			3511.16		3264.38
Other non-current assets	8		1838.30		1417.84
Sub-total - Non-current assets			53843.79		50644.09
Current assets					
Inventories	9		3398.77		3520.97
Financials assets					
Investments	10	24788.29		16813.34	
Trade receivables	11	38330.18		36960.51	
Cash and cash equivalents	12	3583.55		3940.99	
Other bank balances	13	763.06		829.98	
Loans	14	635.02		63.04	
Other financial assets	15	3775.12		4259.79	
			71875.23		62867.65
Other current assets	16		57141.13		57553.44
Sub-total - Current assets			132415.12		123942.06
Group(s) of assets classified as held for sale	39		157.44		1177.91
TOTAL ASSETS			186416.35		175764.06

Standalone Balance Sheet as at March 31, 2025 (contd.)

₹ crore

Particulars	Note	As at 31-3-2025		As at 31-3-2024	
EQUITY AND LIABILITIES:					
Equity					
Equity share capital	17	275.04		274.93	
Other equity	18	71620.80		64241.17	
Total equity			71895.84		64516.10
Liabilities					
Non- current liabilities					
Financial liabilities					
Borrowings	19	9286.00		11931.14	
Lease liabilities		198.19		112.25	
Other financial liabilities	20	143.07		75.81	
			9627.26		12119.20
Provisions	21		765.72		703.43
Other non-current liabilities	22		18.47		22.67
Sub-total - Non-current liabilities			10411.45		12845.30
Current liabilities					
Financial liabilities:					
Borrowings	23	3743.58		4864.65	
Current maturities of long-term borrowings	24	8905.30		5744.68	
Lease liabilities		162.18		158.89	
Trade payables:	25				
Due to micro enterprises and small enterprises		1170.16		873.17	
Due to others		37625.83		39868.09	
Other financial liabilities	26	3450.20		4097.83	
			55057.25		55607.31
Other current liabilities	27		44764.13		39287.68
Provisions	28		2398.23		2202.05
Current tax liabilities (net)			1889.45		1305.62
Sub-total - Current liabilities			104109.06		98402.66
TOTAL LIABILITIES			114520.51		111247.96
TOTAL EQUITY AND LIABILITIES			186416.35		175764.06
CONTINGENT LIABILITIES	29				
COMMITMENTS (capital and others)	30				
NOTES FORMING PART OF THE FINANCIAL STATEMENTS	1 to 64				

In terms of our report attached

For M S K A & ASSOCIATES
Chartered Accountants
Firm's Registration No. 105047W
by the hand of

VISHAL VILAS DIVADKAR
Partner
Membership No. 118247

For DELOITTE HASKINS & SELLS LLP
Chartered Accountants
Firm's Registration No.117366W/W-100018
by the hand of

RUPEN K. BHATT
Partner
Membership No. 046930

For and on behalf of the Board of Directors of Larsen & Toubro Limited

S. N. SUBRAHMANYAN
Chairman & Managing Director
(DIN 02255382)

R. SHANKAR RAMAN
President, Whole-time Director &
Chief Financial Officer
(DIN 00019798)

P. R. RAMESH
Independent Director
(DIN 01915274)

SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Mumbai, May 8, 2025

Standalone Statement of Profit and Loss for the year ended March 31, 2025

₹ crore

Particulars	Note	2024-25		2023-24	
INCOME:					
Revenue from operations	31		142509.01		126233.36
Other income (net)	32		5669.21		5329.70
Total Income			148178.22		131563.06
EXPENSES:					
Manufacturing ,construction and operating expenses	33				
Cost of raw materials and components consumed		15219.90		11621.48	
Construction materials consumed		45457.97		43031.68	
Purchase of stock-in-trade		1409.90		1078.54	
Stores, spares and loose tools consumed		3060.70		3613.78	
Sub-contracting charges		35741.21		30814.82	
Changes in inventories of finished goods, stock-in-trade and work-in-progress		1089.23		411.83	
Other manufacturing, construction and operating expenses		14676.41		13442.55	
			116655.32		104014.68
Employee benefits expense	34		10380.08		9040.16
Sales, administration and other expenses	35		3885.36		3449.24
Finance costs	36		2195.46		2405.83
Depreciation, amortisation, impairment and obsolescence	37		1963.02		1753.17
Total Expenses			135079.24		120663.08
Profit before exceptional items and tax			13098.98		10899.98
Exceptional items before tax (net) [gain/(loss)]			474.78		586.47
Tax expense on exceptional items:					
Current tax	44(a)	–		20.83	
Deferred tax	44(a)	–		117.65	
Total tax expense on exceptional items			–		138.48
Exceptional items (net of tax)			474.78		447.99
Profit before tax			13573.76		11347.97
Tax expenses:					
Current tax	44(a)	2849.97		2207.96	
Deferred tax	44(a)	(146.93)		(191.40)	
Total tax expense			2703.04		2016.56
Net profit after tax			10870.72		9331.41
Other comprehensive income					
A Items that will not be reclassified to Profit or Loss:					
Gain/(loss) on remeasurement of the defined benefits plan		(266.31)		13.61	
Income tax (expenses)/income on remeasurments of the defined benefits plan		67.02		(3.51)	
			(199.29)		10.10
Carried forward - Other comprehensive income			(199.29)		10.10

Standalone Statement of Profit and Loss for the year ended March 31, 2025 (contd.)

₹ crore

Particulars	Note	2024-25		2023-24	
Brought forward - Other comprehensive income			(199.29)		10.10
B Items that will be reclassified to Profit or Loss:					
Debt instruments through Other comprehensive income		264.26		171.92	
Income tax (expenses)/income on debt instruments through Other comprehensive income		(60.46)		(39.34)	
			203.80		132.58
Exchange differences in translating the financial statements of foreign operations		(15.57)		(6.93)	
Income tax (expenses)/income on exchange differences in translating the financial statements of foreign operations		3.92		1.74	
			(11.65)		(5.19)
Effective portion of gains/(losses) on hedging instruments in a cash flow hedge		164.92		(234.42)	
Income tax (expenses)/income on effective portion of gains/(losses) on hedging instruments in a cash flow hedge		(41.56)		50.26	
			123.36		(184.16)
Cost of hedging reserve		191.13		0.12	
Income tax (expenses)/income on cost of hedging reserve		(48.10)		(0.03)	
			143.03		0.09
Other comprehensive income for the year (net of tax)			259.25		(46.58)
Total comprehensive income for the year			11129.97		9284.83
Earnings per share (EPS) of ₹ 2 each:					
Basic earnings per equity share (₹)	49		79.06		67.14
Diluted earnings per equity share (₹)	49		79.00		67.08
Face value per equity share (₹)			2.00		2.00
NOTES FORMING PART OF THE FINANCIAL STATEMENTS	1 to 64				

In terms of our report attached
For M S K A & ASSOCIATES
Chartered Accountants
Firm's Registration No. 105047W
by the hand of

VISHAL VILAS DIVADKAR
Partner
Membership No. 118247

For DELOITTE HASKINS & SELLS LLP
Chartered Accountants
Firm's Registration No.117366W/W-100018
by the hand of

RUPEN K. BHATT
Partner
Membership No. 046930

Mumbai, May 8, 2025

For and on behalf of the Board of Directors of Larsen & Toubro Limited

S. N. SUBRAHMANYAN
Chairman & Managing Director
(DIN 02255382)

R. SHANKAR RAMAN
President, Whole-time Director & Chief Financial Officer
(DIN 00019798)

P. R. RAMESH
Independent Director
(DIN 01915274)

SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Standalone Statement of Changes in Equity for the year ended March 31, 2025

A. Equity share capital

Particulars	2024-25		2023-24	
	Number of shares	₹ crore	Number of shares	₹ crore
Issued, subscribed and fully paid up equity share outstanding at the beginning of the year	1,374,668,619	274.93	1,405,482,190	281.10
Add: Shares issued on exercise of employee stock options during the year	523,546	0.11	436,429	0.08
Less: Shares extinguished on buy-back	–	–	31,250,000	6.25
Issued, subscribed and fully paid up equity shares outstanding at the end of the year	1,375,192,165	275.04	1,374,668,619	274.93

B. Other equity

₹ crore

Particulars	Reserves and surplus								Items of Other comprehensive income			Total other equity
	Capital reserve	Capital reserve on business combination	Capital redemption reserve	Securities premium	Employee share options (net)	Debenture redemption reserve	General reserve	Retained earnings	Foreign currency translation reserve	Hedging reserve	Debt instruments through Other comprehensive income	
Balance as at 1-4-2023	10.84	(25.77)	260.00	8770.19	74.62	20.42	26201.60	35863.32	(21.47)	224.01	(130.91)	71246.85
Change on account of business combination	–	–	–	–	–	–	–	73.31	–	–	–	73.31
Restated balance at 1-4-2023	10.84	(25.77)	260.00	8770.19	74.62	20.42	26201.60	35936.63	(21.47)	224.01	(130.91)	71320.16
Profit for the year (a)	–	–	–	–	–	–	–	9331.41	–	–	–	9331.41
Other comprehensive income (b)	–	–	–	–	–	–	–	10.10	(5.19)	(184.07)	132.58	(46.58)
Total comprehensive income for the year (a+b)	–	–	–	–	–	–	–	9341.51	(5.19)	(184.07)	132.58	9284.83
Buy-back of equity shares	–	–	–	(8770.19)	–	–	(1223.56)	–	–	–	–	(9993.75)
Tax on buyback of equity shares	–	–	–	–	–	–	(2253.33)	–	–	–	–	(2253.33)
Expenses for buyback of equity shares (net of tax)	–	–	–	–	–	–	(26.55)	–	–	–	–	(26.55)
Amount transferred to capital redemption reserve upon buyback	–	–	6.25	–	–	–	(6.25)	–	–	–	–	–
Issue of equity shares on exercise of employee share options	–	–	–	9.56	–	–	–	–	–	–	–	9.56
Transfer on account of exercise of employee share options	–	–	–	41.00	(41.00)	–	–	–	–	–	–	–
Transfer to non- financial assets/liability	–	–	–	–	–	–	–	–	–	22.27	–	22.27
Transfer from/to general reserve/retained earnings during the year	–	–	–	–	(2.86)	(20.42)	23.28	–	–	–	–	–
Employee share options (net)	–	–	–	–	94.93	–	–	–	–	–	–	94.93
Special dividend paid during the year	–	–	–	–	–	–	–	(843.39)	–	–	–	(843.39)
Dividend paid for previous year	–	–	–	–	–	–	–	(3373.56)	–	–	–	(3373.56)
Balance as at 31-3-2024	10.84	(25.77)	266.25	50.56	125.69	–	22715.19	41061.19	(26.66)	62.21	1.67	64241.17

Standalone Statement of Changes in Equity for the year ended March 31, 2025 (contd.)

₹ crore

Particulars	Reserves and surplus								Items of Other comprehensive income			Total other equity
	Capital reserve	Capital reserve on business combination	Capital redemption reserve	Securities premium	Employee share options (net)	Debenture redemption reserve	General reserve	Retained earnings	Foreign currency translation reserve	Hedging reserve	Debt instruments through Other comprehen-sive income	
Balance as at 1-4-2024	10.84	(25.77)	266.25	50.56	125.69	–	22715.19	41061.19	(26.66)	62.21	1.67	64241.17
Profit for the period (c)	–	–	–	–	–	–	–	10870.72	–	–	–	10870.72
Other comprehensive income (d)	–	–	–	–	–	–	–	(199.29)	(11.65)	266.39	203.80	259.25
Total comprehensive income for the period (c+d)	–	–	–	–	–	–	–	10671.43	(11.65)	266.39	203.80	11129.97
Amount transferred to capital redemption reserve upon buyback	–	–	–	–	–	–	–	–	–	–	–	–
Issue of equity shares on exercise of employee share options	–	–	–	9.22	–	–	–	–	–	–	–	9.22
Transfer on account of exercise of employee share options	–	–	–	78.65	(78.65)	–	–	–	–	–	–	–
Transfer to non- financial assets/liability	–	–	–	–	–	–	–	–	–	1.89	–	1.89
Transfer from/to general reserve/retained earnings during the period	–	–	–	–	(2.06)	–	2.06	–	–	–	–	–
Employee share options (net)	–	–	–	–	88.12	–	–	–	–	–	–	88.11
Special dividend paid during the period	–	–	–	–	–	–	–	–	–	–	–	–
Dividend paid for previous year	–	–	–	–	–	–	–	(3849.57)	–	–	–	(3849.57)
Balance as at 31-3-2025	10.84	(25.77)	266.25	138.43	133.10	–	22717.25	47883.05	(38.31)	330.49	205.47	71620.80

In terms of our report attached

For M S K A & ASSOCIATES
Chartered Accountants
Firm's Registration No. 105047W
by the hand of

VISHAL VILAS DIVADKAR
Partner
Membership No. 118247

For DELOITTE HASKINS & SELLS LLP
Chartered Accountants
Firm's Registration No.117366W/W-100018
by the hand of

RUPEN K. BHATT
Partner
Membership No. 046930

For and on behalf of the Board of Directors of Larsen & Toubro Limited

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Chairman & Managing Director
(DIN 02255382)

R. SHANKAR RAMAN
President, Whole-time Director &
Chief Financial Officer
(DIN 00019798)

P. R. RAMESH
Independent Director
(DIN 01915274)

SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Mumbai, May 8, 2025

Standalone Statement of Cash Flows for the year ended March 31, 2025

₹ crore

Particulars	2024-25	2023-24
A. Cash flow from operating activities:		
Profit before tax (excluding exceptional items)	13098.98	10899.98
Adjustments for:		–
Dividend received	(2977.27)	(2655.67)
Depreciation, amortisation, impairment and obsolescence (net)	1963.02	1753.17
Exchange difference on items grouped under financing/investing activities	8.47	(43.23)
Effect of exchange rate changes on cash and cash equivalents	7.82	(2.06)
Interest expense	2195.46	2405.83
Interest income	(1368.61)	(1648.20)
(Profit)/loss on sale of Property, plant and equipment, Investment property and Intangible assets (net)	(407.70)	(58.68)
(Profit)/loss on sale of investments (net) (including fair valuation)	(457.20)	(284.78)
Provision on loans given to subsidiary	–	(70.24)
Employee stock option-discount forming part of employee benefits expense	83.83	91.56
Other adjustments	16.09	0.42
Operating profit before working capital changes	12162.89	10388.10
Adjustments for:		
(Increase)/decrease in trade and other receivables	(672.00)	(5401.41)
(Increase)/decrease in inventories	132.99	(74.95)
Increase/(decrease) in trade payables and customer advances	3495.43	6030.91
Cash (used in)/generated from operations	15119.31	10942.65
Direct taxes (paid) [net]	(2395.33)	(2645.18)
Net cash (used in)/from operating activities	12723.98	8297.47
B. Cash flow from investing activities:		
Purchase of Property, plant and equipment, Investment property and Intangible assets	(2725.01)	(2920.14)
Sale of Property, plant and equipment, Investment property and Intangible assets	685.17	94.59
Investment in subsidiaries, associates and joint venture companies	(2215.31)	(3719.66)
Divestment of stake in subsidiary companies, associates and joint venture companies (net)	1065.37	186.67
Sale of non-current investments	–	34.23
(Purchase)/sale of current investments (net)	(7306.59)	4757.26
Change in other bank balances and cash not availabe for immediate use	148.11	(146.31)
Long term deposits/Loans (given) - subsidiaries, associates, joint venture companies and third parties	(111.48)	(110.21)
Long term deposits/loans repaid - subsidiaries, associates, joint venture companies and third parties	4.51	2499.27
Short term deposits/loans (given)/repaid (net) - subsidiaries, associates, joint venture companies and third parties	(134.46)	192.71
Net proceeds from transfer of business undertaking	–	800.00
Interest received	1260.14	2034.17
Dividend received from subsidiaries and joint venture companies	2957.73	2649.30
Dividend received from other investments	19.54	6.37
Net cash (used in)/from investing activities	(6352.28)	6358.25

Standalone Statement of Cash Flows for the year ended March 31, 2025 (contd.)

₹ crore

Particulars	2024-25	2023-24
C. Cash flow from financing activities:		
Proceeds from fresh issue of share capital (including share application money)[net]	9.32	9.65
Proceeds from non-current borrowings	5500.00	7450.00
Repayment of non-current borrowings	(4950.00)	(4845.00)
(Repayments)/proceeds from other borrowings (net)	(1120.48)	1676.96
Settlement of derivative contracts related to borrowings	50.24	49.65
Interest paid on Lease Liability	(23.30)	(17.56)
Principal repayment on Lease Liability	(136.03)	(98.70)
Dividends paid	(3849.57)	(4216.95)
Buy-back of equity shares	–	(10000.00)
Tax on buy-back of equity shares	–	(2253.33)
Expenses for buy-back of equity shares (net of tax)	–	(26.55)
Interest paid (including cash flows from interest rate swaps)	(2205.34)	(2250.23)
Net cash (used in)/from financing activities	(6725.16)	(14522.06)
Net (decrease)/increase in cash and cash equivalents (A + B + C)	(353.46)	133.66
Cash and cash equivalents at beginning of the year	3940.99	3803.99
Effect of exchange rate changes on cash and cash equivalents	(3.98)	3.34
Effects of exchange rate changes on cash and cash equivalents	61.03	62.99
Cash and cash equivalents at end of the year	3583.55	3940.99

Notes:

1 Statement of Cash Flows has been prepared under the Indirect Method as set out in the Indian Accounting Standard (Ind AS) 7 "Statement of Cash Flows" as specified in the Companies (Indian Accounting Standards) Rules, 2015.

2 Property, plant and equipment, Investment property and Intangible assets are adjusted for movement of (a) Capital work-in-progress for Property, plant and equipment and Investment property and (b) Intangible assets under development during the year.

In terms of our report attached

For M S K A & ASSOCIATES
Chartered Accountants
Firm's Registration No. 105047W
by the hand of

VISHAL VILAS DIVADKAR
Partner
Membership No. 118247

For DELOITTE HASKINS & SELLS LLP
Chartered Accountants
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SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Mumbai, May 8, 2025

Notes forming part of the Standalone Financial Statements

NOTE [1](i)

Company overview:

Larsen & Toubro Limited (“the Company”) is a public limited company incorporated and domiciled in India and has its registered office at L&T House , Ballard Estate, Mumbai – 400001. The Company’s share is listed on National Stock Exchange of India Limited (NSE) and BSE Limited. The Company is an Indian multinational engaged in EPC Projects, Hi-Tech Manufacturing and Services. It operates in over 50 countries worldwide. A strong, customer-focused approach and the constant quest for top-class quality have enabled the Company to attain and sustain leadership in its major lines of business for over eight decades.

The Company is engaged in core, high impact sectors of the economy and its integrated capabilities span the entire spectrum of ‘design to delivery’. Every aspect of Company’s businesses is characterised by professionalism and high standards of corporate governance. Sustainability is embedded into its long-term strategy for growth.

The Company’s manufacturing footprint extends across eight countries in addition to India. The Company has several international offices and a supply chain that extends around the globe.

NOTE [1](ii)

Material Accounting Policy Information

(a) Statement of compliance

The Company’s financial statements have been prepared in accordance with the provisions of the Companies Act, 2013 and the Indian Accounting Standards (“Ind AS”) notified under the Companies (Indian Accounting Standards) Rules, 2015 and amendments thereto issued by Ministry of Corporate Affairs under section 133 of the Companies Act, 2013. In addition, the guidance notes/announcements issued by the Institute of Chartered Accountants of India (ICAI) are also applied except where compliance with other statutory promulgations require a different treatment. These financials statements have been approved for issue by the Board of Directors at its meeting held on May 8, 2025.

(b) Basis of accounting and measurement

The Company maintains its accounts on accrual basis following historical cost convention, except for certain assets and liabilities that are measured at fair value in accordance with Ind AS.

Fair value measurements are categorised as below based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company can access at measurement date;
- Level 2 inputs are inputs, other than quoted prices included in level 1, that are observable for the assets or liabilities, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the valuation of assets or liabilities.

Above levels of fair value hierarchy are applied consistently and generally, there are no transfers between the levels of the fair value hierarchy unless the circumstances change warranting such transfer.

(c) Presentation of financial statements

The Balance Sheet, the Statement of Profit and Loss and the Statement of Changes in Equity are prepared and presented in the format prescribed in the Schedule III to the Companies Act, 2013 (the Act). The Statement of Cash Flows has been prepared and presented in accordance with Ind AS 7 “Statement of Cash Flows”. The disclosures with respect to items in the Balance Sheet and Statement of Profit and Loss, as prescribed in the Schedule III to the Act, are presented by way of notes forming part of the financial statements along with the other notes required to be disclosed under Ind AS and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

Amounts in the financial statements are presented in Indian Rupee in crore [1 crore = 10 million] rounded off to two decimal places as permitted by Schedule III to the Act. Per share data are presented in Indian Rupee up to two decimals places.

(d) Operating cycle for current and non-current classification

Operating cycle for the business activities of the Company covers the duration of the specific project or contract or product line or service including the defect liability period wherever applicable and extends up to the realisation of receivables (including retention monies) within the agreed credit period normally applicable to the respective lines of business.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

(e) Revenue recognition

Revenue from contracts with customers is recognised when a performance obligation is satisfied by transfer of promised goods or services to a customer.

For performance obligation satisfied over time, the revenue recognition is done using input method by measuring the progress towards complete satisfaction of performance obligation. The progress is measured in terms of a proportion of actual cost incurred to-date, to the total estimated cost attributable to the performance obligation as it best depicts the transfer of control that occurs as costs are incurred.

The Company transfers control of a good or service over time and therefore satisfies a performance obligation and recognises revenue over a period of time if one of the following criteria is met:

(a) the customer simultaneously consumes the benefit of the Company's performance or

(b) the customer controls the asset as it is being created/ enhanced by the Company's performance or

(c) there is no alternative use of the asset and the Company has either explicit or implicit right of payment considering legal precedents,

In all other cases, performance obligation is considered as satisfied at a point in time.

The revenue is recognised to the extent of transaction price allocated to the performance obligation satisfied. Transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring goods or services to a customer excluding amounts collected on behalf of a third party. The Company includes variable consideration as part of transaction price when there is a basis to reasonably estimate the amount of the variable consideration and when it is probable that a significant reversal of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is resolved. Variable consideration is estimated using the expected value method or most likely amount as appropriate in a given circumstance. Payment terms agreed with a customer are as per business practice and the financing component, if significant, is separated from the transaction price and accounted as interest income.

Costs to obtain a contract which are incurred regardless of whether the contract was obtained are charged-off in profit or loss immediately in the period in which such costs are incurred. Incremental costs of obtaining a contract, if any, and costs incurred to fulfil a contract are amortised over the period of execution of the contract in proportion to the progress measured in terms of a proportion of actual cost incurred to-date, to the total estimated cost attributable to the performance obligation.

Significant judgments are used in:

a. Determining the revenue to be recognised in case of performance obligation satisfied over a period of time; revenue recognition is done by measuring the progress towards complete satisfaction of performance obligation.

b. Determining the expected losses, which are recognised in the period in which such losses become probable based on the expected total contract cost as at the reporting date.

c. Determining the method to be applied to arrive at the variable consideration including variations and claims requiring an adjustment to the transaction price. Variable consideration is recognised when the recovery of such consideration is highly probable.

(i) Revenue from operations

Revenue includes adjustments made towards liquidated damages and variation wherever applicable. Escalation and other claims, which are not ascertainable/acknowledged by customers are not taken into account.

A. Revenue from sale of manufactured and traded goods including contracts for supply/commissioning of complex plant and equipment is recognised as follows:

Revenue is recognised when the control of the same is transferred to the customer and it is probable that the Company will collect the consideration to which it is entitled for the exchanged goods. Revenue from commissioning of complex plant and equipment is recognised either 'over time' or 'in time' based on an assessment of the transfer of control as per the terms of the contract.

B. Revenue from construction/project related activity is recognised as follows:

- Cost plus contracts: Revenue from cost plus contracts is recognised over time and is determined with reference to the extent performance obligations have been satisfied. The amount of transaction price allocated to the performance

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

obligations satisfied represents the recoverable costs incurred during the period plus the margin as agreed with the customer.

- Fixed price contracts: Contract revenue is recognised over time to the extent of performance obligation satisfied and control is transferred to the customer. Contract revenue is recognised at allocable transaction price which represents the cost of work performed on the contract plus proportionate margin, using the percentage of completion method. Percentage of completion is the proportion of cost of work performed to-date, to the total estimated contract costs. With respect to contracts, where the outcome of the performance obligation can not be reasonably measured, but the costs incurred towards satisfaction of performance obligation are expected to be recovered, the revenue is recognised only to the extent of costs incurred.

For contracts where the aggregate of contract cost incurred to date plus recognised profits (or minus recognised losses as the case may be) exceeds the progress billing, the surplus is shown as contract asset and termed as “Unbilled revenue”. For contracts where progress billing exceeds the aggregate of contract costs incurred to-date plus recognised profits (or minus recognised losses, as the case may be), the surplus is shown as contract liability and termed as “Excess of billing over revenue”. Amounts received before the related work is performed are disclosed in the Balance Sheet as contract liability and termed as “Advances from customer”. The amounts billed on customer for work performed and are unconditionally due for payment i.e. only passage of time is required before payment falls due, are disclosed in the Balance Sheet as trade receivables. The amount of retention money held by the customers pending completion of performance milestone is disclosed as part of contract asset and is reclassified as trade receivables when it becomes due for payment.

The Company recognises impairment loss (termed as provision for expected credit loss in the financial statements) on account of credit risk in respect of a contract asset using expected credit loss model on similar basis as applicable to trade receivables.

C. Revenue from property development activities is recognised when performance obligation is satisfied, customer obtains control of the property transferred and a reasonable expectation of collection of the sale consideration from the customer exists.

D. Revenue from rendering of services is recognised over time as the customer receives the benefit of the Company’s performance and the Company has an enforceable right to payment for services transferred.

E. Revenue from contracts for rendering of engineering design services and other services which are directly related to the construction of an asset is recognised on the same basis as stated in (B) above.

F. Commission income is recognised as the terms of the contract are fulfilled.

G. Course fees/subscription income is recognised over time as per the course/subscription duration and agreed terms.

H. Other operational revenue represents income earned from the activities incidental to the business and is recognised when the performance obligation is satisfied and right to receive the income is established as per the terms of the contract.

(ii) Other income

A . Interest income on investments and loans is accrued on a time basis by reference to the principal outstanding and the effective interest rate including interest on investments classified as fair value through profit or loss or fair value through other comprehensive income. Interest receivable on customer dues is recognised as income in the Statement of Profit and Loss on accrual basis provided there is no uncertainty of realisation.

B. Dividend income is accounted in the period in which the right to receive the same is established.

C . Government grants, which are revenue in nature and are towards compensation for the qualifying costs incurred by the Company, are recognised as other income/reduced from underlying expenses in profit or loss in the period in which such costs are incurred. Government grants related to an asset are reduced from the cost of an asset until the asset is ready to use and the grant post that is presented as deferred income. Subsequently the grant is recognised as income in profit or loss on a systematic basis over the expected useful life of the related asset. Government grant receivable in the form of duty credit scrips is recognised as other income in the Statement of Profit and Loss in the period in which the export is done or the application is made to the government authorities and to the extent there is no uncertainty towards its receipt.

D. Other items of income are accounted as and when the right to receive such income arises and it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably.

(f) Exceptional items

An item of income or expense which by its size, type or incidence requires disclosure in order to improve an understanding of the performance of the Company is treated as an exceptional item and disclosed as such in the financial statements.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

(g) Property, plant and equipment (PPE)

PPE is recognised when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. PPE is stated at original cost net of tax/duty credits availed, if any, less accumulated depreciation and cumulative impairment, if any. All directly attributable costs related to the acquisition of PPE and borrowing costs in case of qualifying assets are capitalised in accordance with the Company's accounting policy.

Own manufactured PPE is capitalised at cost including an appropriate share of overheads. All direct cost that are specifically attributable to construction or acquisition of PPE or bringing the PPE to working condition are allocated and capitalised as a part of the cost of the PPE.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost can be measured reliably.

PPE not ready for the intended use on the date of the Balance Sheet are disclosed as "capital work-in-progress". (Also refer to the policies on leases, borrowing costs, impairment of assets and foreign currency transactions below).

Depreciation is recognised using straight-line method so as to write off the cost of the assets (other than freehold land and capital work-in-progress) less their residual values over their useful lives specified in Schedule II to the Companies Act, 2013, or in the case of assets where the useful life was determined by technical evaluation, over the useful life so determined.

Depreciation charge for impaired assets is adjusted in future periods in such a manner that the revised carrying amount of the asset is allocated over its remaining useful life.

Depreciation method is reviewed at each financial year end to reflect the expected pattern of consumption of the future economic benefits embodied in the asset. The estimated useful life and residual values are also reviewed at each financial year end and the effect of any change in the estimates of useful life/residual value is accounted on prospective basis.

Where cost of a part of the asset ("asset component") is significant to total cost of the asset and useful life of that part is different from the useful life of the remaining asset then useful life of that significant part is determined separately and such asset component is depreciated over its separate useful life.

Depreciation on additions to/deductions from, owned assets is calculated pro rata to the period of use.

PPE is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition is recognised in the Statement of Profit and Loss in the same period.

(h) Investment property

Properties, including those under construction, held to earn rentals and/or capital appreciation are classified as investment property and are measured and reported at cost, including transaction costs and borrowing cost capitalised for qualifying assets, in accordance with the Company's accounting policy. Policies with respect to depreciation, useful life and derecognition are followed on the same basis as stated for Property, Plant and Equipment vide Note 1(ii)(g) above.

(i) Intangible assets

Intangible assets are recognised when it is probable that the future economic benefits that are attributable to the asset will flow to the Company and the cost of the asset can be measured reliably. Intangible assets are stated at original cost net of tax/duty credits availed, if any, less accumulated amortisation and cumulative impairment. All directly attributable costs and other administrative and other general overhead expenses that are specifically attributable to acquisition of intangible assets are allocated and capitalised as a part of the cost of the intangible assets.

Research and development expenditure on new products:

(i) Expenditure on research is expensed under respective heads of account in the period in which it is incurred.

(ii) Development expenditure on new products is capitalised as intangible asset, if all of the following can be demonstrated:

   A. the technical feasibility of completing the intangible asset so that it will be available for use or sale;

   B. the Company has intention to complete the intangible asset and use or sell it;

   C. the Company has ability to use or sell the intangible asset;

   D. the manner in which the probable future economic benefits will be generated including the existence of a market for output of the intangible asset or intangible asset itself or if it is to be used internally, the usefulness of intangible assets;

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

E. the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and

F. the Company has ability to reliably measure the expenditure attributable to the intangible asset during its development. Development expenditure that does not meet the above criteria is expensed in the period in which it is incurred.

Intangible assets not ready for the intended use on the date of the Balance Sheet are disclosed as "intangible assets under development".

Intangible assets are amortised on straight-line basis over the estimated useful life. The method of amortisation and useful life are reviewed at the end of each financial year and the effect of any changes in the estimate being accounted for on a prospective basis.

Amortisation on impaired assets is provided by adjusting the amortisation charge in the remaining periods so as to allocate the asset's revised carrying amount over its remaining useful life.

(j) Impairment of assets

As at the end of each financial year, the carrying amounts of PPE, investment property, intangible assets and investments in subsidiary, associate and joint venture companies are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If such indication exists, PPE, investment property, intangible assets and investments in subsidiary, associate and joint venture companies are tested for impairment so as to determine the impairment loss, if any. Goodwill is tested for impairment each year.

Impairment loss is recognised when the carrying amount of an asset exceeds its recoverable amount. Recoverable amount is determined:

(i) in the case of an individual asset, at the higher of the fair value less costs of disposal and the value-in-use; and

(ii) in the case of a cash generating unit (the smallest identifiable group of assets that generates independent cash flows), at the higher of the cash generating unit's fair value less costs of disposal and the value-in-use.

(The amount of value-in-use is determined as the present value of estimated future cash flows from the continuing use of an asset, which may vary based on the future performance of the Company and from its disposal at the end of its useful life. For this purpose, the discount rate (post-tax) is determined based on the weighted average cost of capital of the company suitably adjusted for risks specified to the estimated cash flows of the asset).

If recoverable amount of an asset (or cash generating unit) is estimated to be less than its carrying amount, such deficit is recognised immediately in the Statement of Profit and Loss as impairment loss and the carrying amount of the asset (or cash generating unit) is reduced to its recoverable amount.

When an impairment loss recognised earlier is subject to full or partial reversal, the carrying amount of the asset (or cash generating unit), except impairment loss allocated to goodwill, is increased to the revised estimate of its recoverable amount, such that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss is recognised for the asset (or cash generating unit) in prior years. A reversal of an impairment loss (other than impairment loss allocated to goodwill) is recognised immediately in the Statement of Profit and Loss.

(k) Employee Benefits

(i) Short term employee benefits:

Employee benefits such as salaries, wages, short term compensated absences, bonus, ex-gratia and performance-linked rewards falling due wholly within twelve months of rendering the service are classified as short-term employee benefits and are expensed in the period in which the employee renders the service.

(ii) Post-employment benefits:

A. Defined contribution plans: The Company's superannuation scheme, state governed provident fund scheme, employee state insurance scheme and employee pension scheme are defined contribution plans. The contribution paid/payable under the schemes is recognised during the period in which the employee renders the service.

B. Defined benefit plans: The employees' gratuity fund schemes and employee provident fund schemes managed by board of trustees established by the Company, the post-retirement medical care plan and the company pension plan represent defined benefit plans. The present value of the obligation under defined benefit plans is determined based on actuarial valuation using the Projected Unit Credit Method.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

The obligation towards defined benefit plans is measured at the present value of the estimated future cash flows using a discount rate based on the market yield on government securities of a maturity period equivalent to the weighted average maturity profile of the defined benefit obligations at the Balance Sheet date.

Re-measurement, comprising actuarial gains and losses, the return on plan assets (excluding amounts included in net interest on the net defined benefit liability or asset) and any change in the effect of asset ceiling (if applicable) is recognised in other comprehensive income and is reflected in retained earnings and the same is not eligible to be reclassified to profit or loss.

Defined benefit costs comprising current service cost, past service cost and gains or losses on settlements are recognised in the Statement of Profit and Loss as employee benefits expense. Interest cost implicit in defined benefit employee cost is recognised in the Statement of Profit and Loss under finance costs. Gains or losses on settlement of any defined benefit plan are recognised when the settlement occurs. Past service cost is recognised as expense at the earlier of the plan amendment or curtailment and when the Company recognises related restructuring costs or termination benefits.

In case of funded plans, the fair value of the plan assets is reduced from the gross obligation under the defined benefit plans to recognise the obligation on a net basis.

(iii) Other long-term employee benefits:

The obligation recognised in respect of other long-term benefits is measured at present value of estimated future cash flows expected to be made by the Company and is recognised in a similar manner as in the case of defined benefit plans vide (ii)(B) above.

Long-term employee benefit costs comprising current service cost and gains or losses on curtailments and settlements, re-measurements including actuarial gains and losses are recognised in the Statement of Profit and Loss as employee benefits expenses. Interest cost implicit in long-term employee benefit cost is recognised in the Statement of Profit and Loss under finance costs.

(iv) Termination benefits:

Termination benefits such as compensation under employee separation schemes are recognised as expense when the Company's offer of the termination benefit can no longer be withdrawn or when the Company recognises the related restructuring costs whichever is earlier.

(l) Leases

Assets taken on lease are accounted as right-of-use assets and the corresponding lease liability is recognised at the lease commencement date.

Initially the right-of-use asset is measured at cost which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, as reduced by any lease incentives received.

The lease liability is initially measured at the present value of the lease payments, discounted using the Company's incremental borrowing rate. It is remeasured when there is a change in future lease payments arising from a change in an index or a rate, or a change in the estimate of the guaranteed residual value, or a change in the assessment of purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The right-of-use asset is measured by applying cost model i.e. right-of-use asset at cost less accumulated depreciation and cumulative impairment, if any. The right-of-use asset is depreciated using the straight-line method from the commencement date to the end of the lease term or useful life of the underlying asset whichever is earlier. Carrying amount of lease liability is increased by interest on lease liability and reduced by lease payments made.

Lease payments associated with following leases are recognised as expense on straight-line basis:

(i) Low value leases; and

(ii) Leases which are short-term.

Assets given on lease are classified either as operating lease or as finance lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset. Asset held under finance lease is initially recognised in balance sheet and presented as a receivable at an amount equal to the net investment in the lease. Finance income is recognised over

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

the lease term, based on a pattern reflecting a constant periodic rate of return on Company's net investment in the lease. A lease which is not classified as a finance lease is an operating lease.

The Company recognises lease payments in case of assets given on operating leases as income on a straight-line basis. The Company presents underlying assets subject to operating lease in its balance sheet under the respective class of asset.

In case of sale and leaseback transactions, the Company first considers whether the initial transfer of the underlying asset to the buyer-lessor is a sale by applying the requirements of Ind AS 115. If the transfer qualifies as a sale and the transaction is at market terms, the Company effectively derecognises the asset, recognises a ROU asset (and lease liability) and recognises in Statement of Profit and Loss, the gain or loss relating to the buyer-lessor's rights in the underlying asset.(Also refer to policy on Property, Plant and Equipment vide Note 1(ii)(g), above).

(m) Financial instruments

Financial assets and/or financial liabilities are recognised when the Company becomes party to a contract embodying the related financial instruments. All financial assets, financial liabilities and financial guarantee contracts are initially measured at fair value except for trade receivables not containing a significant financing component are initially measured at transaction price. Transaction costs that are attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from as the case may be, the fair value of such financial assets or liabilities, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised in profit or loss.

In case of funding to subsidiary companies in the form of interest free or concession loans and preference shares, the excess of the actual amount of the funding over initially measured fair value is accounted as an equity investment.

A financial asset and a financial liability is offset and presented on net basis in the balance sheet when there is a current legally enforceable right to set-off the recognised amounts and it is intended to either settle on net basis or to realise the asset and settle the liability simultaneously.

(i) Financial assets:

A. All recognised financial assets are subsequently measured in their entirety either at amortised cost or at fair value as follows:

1. Investments in debt instruments that are designated as fair value through profit or loss (FVTPL) - at fair value. Debt instruments at FVTPL is a residual category for debt instruments, if any, and all changes are recognised in profit or loss.

2. Investments in debt instruments that meet the following conditions are subsequently measured at amortised cost (unless the same designated as fair value through profit or loss):

   - The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and

   - The contractual terms of instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

3. Investment in debt instruments that meet the following conditions are subsequently measured at fair value through other comprehensive income [FVTOCI] (unless the same are designated as fair value through profit or loss)

   - The asset is held within a business model whose objective is achieved both by collecting contractual cash flows and selling financial assets; and

   - The contractual terms of instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

4. Investment in equity instruments issued by subsidiary, associate and joint venture companies are measured at cost less impairment.

5. Investment in preference shares of the subsidiary companies are treated as equity instruments if the same are convertible into equity shares or are redeemable out of the proceeds of equity instruments issued for the purpose of redemption of such investments. Investment in preference shares not meeting the aforesaid conditions are classified as debt instruments at FVTPL.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

6. Investments in equity instruments issued by other than subsidiaries are classified as at FVTPL, unless the related instruments are not held for trading and the Company irrevocably elects on initial recognition to present subsequent changes in fair value in Other Comprehensive Income.

7. Trade receivables, security deposits, cash and cash equivalents, employee and other advances – at amortised cost.

B. For financial assets that are measured at FVTOCI, income by way of interest and dividend, provision for impairment and exchange difference, if any, (on debt instrument) are recognised in profit or loss and changes in fair value (other than on account of above income or expense) are recognised in other comprehensive income and accumulated in other equity. On disposal of debt instruments at FVTOCI, the cumulative gain or loss previously accumulated in other equity is reclassified to profit or loss. In case of equity instruments at FVTOCI, such cumulative gain or loss is not reclassified to profit or loss on disposal of investments.

C. A financial asset is primarily derecognised when:

1. the right to receive cash flows from the asset has expired, or

2. the Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a pass-through arrangement; and (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

On derecognition of a financial asset in its entirety, the difference between the carrying amount at the date of derecognition and the consideration received is recognised in profit or loss.

D. Impairment of financial assets: For trade receivable, the Company applies the simplified approach of Ind AS 109, which requires measurement of loss allowance at an amount equal to lifetime expected credit losses. Impairment loss on trade receivables is recognised using expected credit loss model, which involves use of a provision matrix constructed on the basis of historical credit loss experience as permitted under Ind AS 109 and is adjusted for forward looking information. Impairment loss on investments is recognised when the carrying amount exceeds its recoverable amount. For all other financial assets, expected credit losses are recognised based on the difference between the contractual cashflows and all the expected cash flows, discounted at the original effective interest rate. ECLs are measured at an amount equal to 12-month expected credit losses or at an amount equal to lifetime expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition.

(ii) Financial liabilities:

A. Financial liabilities, including derivatives and embedded derivatives, which are designated for measurement at FVTPL are subsequently measured at fair value. Financial guarantee contracts are subsequently measured at the amount of impairment loss allowance or the amount recognised at inception net of cumulative amortisation, whichever is higher. All other financial liabilities including loans and borrowings are measured at amortised cost using Effective Interest Rate (EIR) method.

B. A financial liability is derecognised when the related obligation expires or is discharged or cancelled.

(iii) The Company designates certain hedging instruments, such as derivatives, embedded derivatives and in respect of foreign currency risk, certain non-derivatives, as either fair value hedges, cash flow hedges or hedges of net investments in foreign operations. Hedges of foreign exchange risk on firm commitments are accounted as cash flow hedges.

A. Fair value hedges: Changes in fair value of the designated portion of derivatives that qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting.

B. Cash flow hedges: In case of forward contracts the forward element/foreign currency basis spread and the spot element are separated and only the change in the value of the spot element is designated as hedging instrument. In case of options the intrinsic value and time value are separated and only the change in intrinsic value is designated as hedging instrument.

Accounting of spot element/intrinsic value of options: The changes in the fair value of hedge instruments that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated in equity as 'hedging reserve'. Amounts previously recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss, in the same head as the hedged item.

Notes forming part of the Standalone Financial Statements (contd.)

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Material Accounting Policy Information *(contd.)*

Accounting of forward element/foreign currency basis spread/time value of options: The changes in fair value are recognised in other comprehensive income and accumulated in equity as "cost of hedging reserve". For a transaction related hedged item, the amounts accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss, in the same head as the hedged item. For a time related hedged item, the time value on the date on which the hedged item affects profit or loss are reclassified to profit or loss as a reclassification adjustment on a straight-line basis over the period of the hedging instrument.

The cash flow hedges are allocated to the forecast transactions on gross exposure basis. Where the hedged forecast transaction results in the recognition of a non-financial asset, such gains/losses are transferred from hedge reserve (but not as reclassification adjustment) and included in the initial measurement cost of the non-financial asset.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. Any gain or loss recognised in other comprehensive income and accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised in profit or loss.

(iv) Compound financial instruments issued by the Company which can be converted into fixed number of equity shares at the option of the holders irrespective of changes in the fair value of the instrument are accounted by recognising the liability and the equity components separately. The liability component is initially recognised at the fair value of a comparable liability that does not have an equity conversion option. The equity component is initially recognised at the difference between the fair value of the compound financial instrument as a whole and the fair value of the liability component. The directly attributable transaction costs are allocated to the liability and the equity components in proportion to their initial carrying amounts. Subsequent to initial recognition, the liability component of the compound financial instrument is measured at amortised cost using the effective interest method. The equity component of a compound financial instrument is not remeasured subsequently.

(n) Inventories

Inventories are valued after providing for obsolescence, as under:

(i) Raw materials, components, construction materials, stores, spares and loose tools at lower of weighted average cost or net realisable value. However, these items are considered to be realisable at cost if the finished products in which they will be used, are expected to be sold at or above cost.

(ii) Manufacturing work-in-progress at lower of weighted average cost including related overheads or net realisable value. In some cases, manufacturing work-in-progress are valued at lower of specifically identifiable cost or net realisable value. In the case of qualifying assets, cost also includes applicable borrowing costs vide policy relating to borrowing costs.

(iii) Finished goods and stock-in-trade (in respect of goods acquired for trading) at lower of weighted average cost or net realisable value. Cost includes costs of purchases, costs of conversion and other costs incurred in bringing the inventories to their present location. Taxes which are subsequently recoverable from taxation authorities are not included in the cost.

(iv) Completed property/work-in-progress (including land) in respect of property development activity at lower of specifically identifiable cost or net realisable value.

Assessment of net realisable value is made at each reporting period end and when the circumstances that previously caused inventories to be written-down below cost no longer exist or when there is clear evidence of an increase in net realisable value because of changed economic circumstances, the write-down, if any, in the past period is reversed to the extent of the original amount written-down so that the resultant carrying amount is the lower of the cost and the revised net realisable value.

(o) Cash and bank balances

Cash and bank balances include fixed deposits, margin money deposits, earmarked balances with banks and other bank balances which have restrictions on repatriation. Short-term and liquid investments being subject to more than insignificant risk of change in value, are not included as part of cash and cash equivalents.

(p) Securities premium

(i) Securities premium includes:

A. The difference between the face value of the equity shares and the consideration received in respect of shares issued.

B. The fair value of the stock options which are treated as expense, if any, in respect of shares allotted pursuant to Stock Options Scheme.

(ii) The issue expenses of securities which qualify as equity instruments are written off against securities premium.

Notes forming part of the Standalone Financial Statements (contd.)

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Material Accounting Policy Information *(contd.)*

(q) Borrowing Costs

Borrowing costs include finance costs calculated using the effective interest method, finance charges in respect of assets acquired on lease and exchange differences arising on foreign currency borrowings to the extent they are regarded as an adjustment to finance costs. In cases where hedging instruments are acquired for protection against exchange rate risk related to borrowings and are accounted as hedging a time-period related hedge item, the borrowing costs also include the amortisation of premium element of the forward contract and foreign currency basis spread as applicable, over the period of the hedging instrument.

Borrowing costs net of any investment income from the temporary investment of related borrowings that are attributable to the acquisition, construction or production of a qualifying asset are capitalised/inventorised as part of cost of such asset till such time the asset is ready for its intended use or sale. A qualifying asset is an asset that necessarily requires a substantial period of time to get ready for its intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

(r) Share-based payment arrangements

The stock options granted to employees in terms of the Company's Stock Options Schemes, are measured at the fair value of the options at the grant date. The fair value of the options is treated as discount and accounted as employee compensation cost over the vesting period on a straight-line basis. The amount recognised as expense in each year is arrived at based on the number of grants expected to vest. If a grant lapses after the vesting period, the cumulative discount recognised as expense in respect of such grant is transferred to the general reserve within equity.

The fair value of the stock options granted to employees of the Company by the Company's subsidiaries is accounted as employee compensation cost over the vesting period and where such fair value is not recovered by the subsidiaries, the same is treated as dividend declared by them. The share- based payment equivalent to the fair value as on the date of grant of employee stock options granted to key managerial personnel is disclosed as a related party transaction in the year of grant.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

(s) Foreign currencies

(i) The functional currency and presentation currency of the Company is Indian Rupee.

(ii) Transactions in currencies other than the Company's functional currency are recorded on initial recognition using actual exchange rate or a rate that approximates with it at the transaction date. At each Balance Sheet date, foreign currency monetary items are reported at the closing spot rate. Non-monetary items that are measured in terms of historical cost in foreign currency are not translated. Exchange differences that arise on settlement of monetary items or on reporting of monetary items at each Balance Sheet date at the closing spot rate are recognised in the Statement of Profit and Loss in the period in which they arise except for:

A. exchange differences on foreign currency borrowings relating to assets under construction for future productive use, are included in the cost of those assets when such exchange differences are regarded as an adjustment to finance costs on those foreign currency borrowings; and

B. exchange differences on transactions entered to hedge certain foreign currency risks.

(iii) exchange rate as of the date on which the non-monetary asset or non-monetary liability is recognised on payment or receipt of advance consideration is used for initial recognition of related asset, expense or income.

(iv) Financial statements of foreign operations whose functional currency is different than Indian Rupees are translated into Indian Rupees as follows:

A. assets and liabilities for each Balance Sheet presented are translated at the closing rate at the date of that Balance Sheet;

B. income and expenses for each income statement are translated at average exchange rate for the reporting period; and

C. all resulting exchange differences are recognised in other comprehensive income and accumulated in equity as foreign currency translation reserve for subsequent reclassification to profit or loss on disposal of such foreign operations.

(t) Accounting and reporting of information for Operating Segments

Operating segments are those components of the business whose operating results are regularly reviewed by the chief operating decision making body in the Company to make decisions for performance assessment and resource allocation.

The reporting of segment information is the same as provided to the management for the purpose of the performance assessment and resource allocation to the segments.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

Segment accounting policies are in line with the accounting policies of the Company. In addition, the following specific accounting policies have been followed for segment reporting:

i) Segment revenue includes sales and other operational revenue directly identifiable with/allocable to the segment including inter segment revenue.

ii) Expenses that are directly identifiable with/allocable to segments are considered for determining the segment result.

iii) Most of the common costs are allocated to segments mainly on the basis of the respective segment revenue estimated at the beginning of the reporting period.

iv) Income not allocable to segments is included in "Unallocable corporate income net of expenditure".

v) Segment result represents profit before interest and tax and includes margins on inter-segment capital jobs, which are reduced in arriving at the profit before tax of the Company.

vi) Segment result includes the finance costs incurred on interest bearing advances with corresponding credit included in "Unallocable corporate income net of expenditure".

vii) Segment results are not adjusted for any exceptional item.

viii) Segment assets and liabilities include those directly identifiable with the respective segments. Unallocable corporate assets and liabilities represent the assets and liabilities that relate to the Company as a whole.

ix) Segment non-cash expenses forming part of segment expenses also includes the fair value of the employee stock options which is accounted as employee compensation cost [Note 1(ii)(r) above] and is allocated to the segment.

x) Segment revenue resulting from transactions with other business segments is accounted on the basis of transfer price which are either determined to yield a desired margin or agreed on a negotiated basis.

(u) Taxes on income

Tax on income for the current period is determined on the basis of taxable income and tax credits computed in accordance with the provisions of the Income Tax Act,1961 and using estimates and judgments based on the expected outcome of assessments/appeals and the relevant rulings in the areas of allowances and disallowances. The computation reflects the effect of uncertainty for each item of allowance and disallowance as appropriate either by i. expected value method which sums the probability-weighted amounts in a range of possible outcomes or ii. the most likely amount in a range of possible outcomes.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the Company's financial statements and the corresponding tax bases used in computation of taxable profit and quantified using the tax rates as per laws enacted or substantively enacted as on the Balance Sheet date.

Deferred tax liabilities are generally recognised for all taxable temporary differences including the temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Company is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are generally recognised for all taxable temporary differences to the extent that is probable that taxable profits will be available against which those deductible temporary differences can be utilised. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Transaction or event which is recognised outside profit or loss, either in other comprehensive income or in equity, is recorded along with the tax as applicable.

(v) Interests in joint operations

The Company as a joint operator recognises in relation to its interest in a joint operation, its share of the assets/liabilities held/ incurred jointly with the other parties of the joint arrangement. Revenue is recognised for its share of revenue from the sale of output by the joint operation. Expenses are recognised for its share of expenses incurred jointly with other parties as part of the joint arrangement.

Interests in joint operations are included in the segments to which they relate.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

(w) Provisions, contingent liabilities and contingent assets

Provisions are recognised only when:

(i) the Company has a present obligation (legal or constructive) as a result of a past event; and

(ii) it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and

(iii) a reliable estimate can be made of the amount of the obligation.

Provision is measured using the cash flows estimated to settle the present obligation and when the effect of time value of money is material, the carrying amount of the provision is the present value of those cash flows. Reimbursement expected in respect of expenditure required to settle a provision is recognised only when it is virtually certain that the reimbursement will be received.

Contingent liability is disclosed in case of:

(i) a possible obligation arising from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or

(ii) a present obligation arising from past events where:

- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Contingent assets are disclosed where an inflow of economic benefits is probable.

Provisions, contingent liabilities and contingent assets are reviewed at each Balance Sheet date.

Where the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under such contract, the present obligation under the contract is recognised and measured as a provision for onerous contract/foreseeable losses.

(x) Commitments

Commitments are future liabilities for contractual expenditure, classified and disclosed as follows:

(i) estimated amount of contracts remaining to be executed on capital account and not provided for;

(ii) uncalled liability on shares and other investments partly paid;

(iii) funding related commitment to subsidiary, associate and joint venture companies; and

(iv) other non-cancellable commitments, if any, to the extent they are considered material and relevant in the opinion of management.

Other commitments related to sales/procurements made in the normal course of business are not disclosed to avoid excessive details.

(y) Discontinued operations and non-current assets held for sale

Discontinued operation is a component of the Company that has been disposed of or classified as held for sale and represents a major line of business.

Non-current assets and disposal groups are classified as held for sale if their carrying amount is intended to be recovered principally through a sale (rather than through continuing use) when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sale of such asset (or disposal group) and the sale is highly probable and is expected to qualify for recognition as a completed sale within one year from the date of classification.

Non-current assets and disposal groups classified as held for sale are measured at lower of their carrying amount and fair value less costs to sell.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [1](ii)

Material Accounting Policy Information *(contd.)*

(z) Statement of Cash Flows

Statement of Cash Flows is prepared segregating the cash flows into operating, investing and financing activities. Cash flow from operating activities is reported using indirect method, adjusting the profit before tax excluding exceptional items for the effects of:

(i) changes during the period in inventories and operating receivables and payables;

(ii) non-cash items such as depreciation, provisions, unrealised foreign currency gains and losses; and

(iii) all other items for which the cash effects are investing or financing cash flows.

Cash and cash equivalents (including bank balances) shown in the Statement of Cash Flows exclude items which are not available for general use as at the date of Balance Sheet.

(aa) Earnings per share

Basic earnings per share is computed using the net profit or loss after tax and weighted average number of shares outstanding during the year.

Diluted earnings per share is computed using the net profit or loss after tax and weighted average number of equity and potential equity shares outstanding during the year, except where the result would be anti-dilutive.

(ab) Key sources of estimation

The preparation of financial statements in conformity with Ind AS requires that the management of the Company makes estimates and assumptions that affect the reported amounts of income and expenses of the period, the reported balances of assets and liabilities and the disclosures relating to contingent liabilities as of the date of the financial statements. The estimates and underlying assumptions made by management are explained under respective policies. Revisions to accounting estimates include useful lives of property, plant and equipment & intangible assets, allowance for expected credit loss, future obligations in respect of retirement benefit plans, expected cost of completion of contracts, provision for rectification costs, fair value/recoverable amount measurement, tax provisions etc. Difference, if any, between the actual results and estimates is recognised in the period in which the results are known.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [2]

Property, Plant and Equipment & Capital work-in-progress

₹ crore

Class of assets	Cost/valuation							Depreciation							Impairment	Book value
	As at 1-4-2024	Additions	Transfer*	Foreign currency fluctuation	Classified as Held for Sale	Deductions	As at 31-3-2025	Up to 31-3-2024	For the year	Transfer*	Foreign currency fluctuation	Classified as Held for Sale	Deductions	Up to 31-3-2025	Up to 31-3-2025	As at 31-3-2025
Land																
Freehold	523.71	15.07	22.34	–	–	10.99	550.13	–	–	–	–	–	–	–	–	550.13
leasehold	143.14	–	–	–	–	–	143.14	14.36	1.59	–	–	–	–	15.95	–	127.19
Sub-total	666.85	15.07	22.34	–	–	10.99	693.27	14.36	1.59	–	–	–	–	15.95	–	677.32
Buildings	3585.53	319.33	(14.54)	0.31	22.98	1.38	3866.27	868.87	120.21	(8.12)	0.31	4.37	0.86	976.04	87.35	2802.88
Plant & equipment																
Owned	10792.07	1222.84	(2.88)	1.02	37.14	126.48	11849.43	6108.67	1379.10	(0.60)	1.01	18.70	114.70	7354.78	13.26	4481.43
Leased out	11.66	–	(0.32)	–	–	–	11.34	11.66	–	(0.32)	–	–	–	11.34	–	–
Sub-total	10803.73	1222.84	(3.20)	1.02	37.14	126.48	11860.77	6120.33	1379.10	(0.92)	1.01	18.70	114.70	7366.12	13.26	4481.43
Computers	683.38	73.73	(0.02)	0.08	–	39.49	717.68	520.59	70.76	–	0.11	–	39.35	552.11	–	165.57
Office equipment	332.57	32.37	0.06	0.28	0.42	12.65	352.21	264.76	33.13	0.06	0.28	0.24	12.55	285.44	–	66.77
Furniture and fixtures	167.02	13.72	(0.01)	0.08	0.23	10.36	170.22	124.84	11.97	(0.01)	0.09	0.02	10.17	126.70	0.06	43.46
Vehicles	266.93	26.39	0.02	0.27	–	30.52	263.09	164.15	26.40	–	0.27	–	23.63	167.19	–	95.90
Other assets																
Ships	323.51	17.98	–	–	–	–	341.49	113.43	20.95	–	–	–	–	134.38	–	207.11
Dredged Channel	679.69	–	–	–	–	–	679.69	325.91	29.54	–	–	–	–	355.45	–	–
Breakwater structures	226.00	–	–	–	–	–	226.00	46.47	5.01	–	–	–	–	51.48	–	174.52
Aircraft	195.22	–	–	–	–	–	195.22	68.82	10.48	–	–	–	–	79.30	–	115.92
Leasehold Improvements	12.81	–	–	–	12.81	–	–	2.63	2.13	–	–	4.76	–	–	–	–
Sub-total	1437.23	17.98	–	–	12.81	–	1442.40	557.26	68.11	–	–	4.76	–	620.61	–	821.79
Total	17943.24	1721.43	4.65	2.04	73.58	231.87	19365.91	8635.16	1711.27	(8.99)	2.07	28.09	201.30	10110.12	100.67	9155.12
Add: Capital work-in-progress	1397.04	840.71	(0.27)	–	–	1120.15	1117.33	–	–	–	–	–	–	–	–	1117.33
																10272.45

* Transfer within property, plant and equipment and Transfer (to) / from investment property/inventories

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [2]
Property, Plant and Equipment & Capital work-in-progress *(contd.)*

₹ crore

Class of assets	Cost/Valuation							Depreciation							Impairment	Book value
	As at 1-4-2023	Additions	Business Combination	Transfer*	Foreign currency fluctuation	Deductions	As at 31-3-2024	Up to 31-3-2023	For the year	Business Combination	Transfer*	Foreign currency fluctuation	Deductions	Up to 31-3-2024	Up to 31-3-2024	As at 31-3-2024
Land																
Freehold	556.11	0.71	–	(33.10)	–	0.01	523.71	–	–	–	–	–	–	–	–	523.71
leasehold	143.95	0.00	–	(0.81)	–	0.00	143.14	12.86	1.59	–	(0.09)			14.36	–	128.78
Sub-total	700.06	0.71	–	(33.91)	–	0.01	666.85	12.86	1.59	–	(0.09)	–	–	14.36	–	652.49
Buildings	3335.56	252.95	–	1.18	0.20	4.36	3585.53	762.25	108.39	–	0.62	0.20	2.59	868.87	87.35	2629.31
Plant & equipment																
Owned	9194.36	1789.09	0.02	–	0.63	192.03	10792.07	5040.61	1228.24	0.02	–	0.62	160.82	6108.67	13.26	4670.14
Leased out	162.72	–	–	–	–	151.06	11.66	162.55	–	–	–	–	150.89	11.66	–	–
Sub-total	9357.08	1789.09	0.02	–	0.63	343.09	10803.73	5203.16	1228.24	0.02	–	0.62	311.71	6120.33	13.26	4670.14
Computers	595.30	87.13	24.51	–	0.03	23.59	683.38	458.99	63.86	20.36	–	0.03	22.65	520.59	–	162.79
Office equipment	309.12	30.29	1.06	–	0.15	8.04	332.58	239.44	31.81	0.98	–	0.15	7.62	264.76	–	67.82
Furniture and fixtures	160.73	10.36	0.13	–	0.02	4.22	167.02	114.54	13.15	0.12	–	0.02	2.99	124.84	0.06	42.12
Vehicles	259.46	31.28	0.25	–	0.12	24.19	266.92	155.87	27.37	0.25	–	0.12	19.46	164.15	–	102.77
Other assets																
Ships	286.37	37.14	–	–	–	–	323.51	92.12	21.31	–	–	–	–	113.43	–	210.08
Dredged Channel	679.69	–	–	–	–	–	679.69	296.37	29.54	–	–	–	–	325.91	–	353.78
Breakwater structures	226.00	–	–	–	–	–	226.00	41.46	5.01	–	–	–	–	46.47	–	179.53
Aircraft	195.22	–	–	–	–	–	195.22	58.34	10.48	–	–	–	–	68.82		126.40
Leasehold Improvements	4.75	8.06	–	–	–	–	12.81	0.62	2.01	–	–	–	–	2.63	–	10.18
Sub-total	1392.03	45.20	–	–	–	–	1437.23	488.91	68.35	–	–	–	–	557.26	–	557.26
Total	16109.34	2247.01	25.97	(32.73)	1.15	407.50	17943.24	7436.02	1542.76	21.73	0.53	1.14	367.02	8635.16	100.67	9207.41
Add: Capital work-in-progress	1938.38	1718.38	–	(593.33)	–	1666.39	1397.04	–	–	–	–	–	–	–	–	1397.04
																10604.45

* Transfer within property, plant and equipment and Transfer (to) / from investment property/inventories

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [2]

Property, Plant and Equipment & Capital work-in-progress *(contd.)*

a) Additions during the year and capital work-in-progress include ₹ 55.23 crore (previous year ₹ 52.30 Crore) being borrowing cost capitalised in accordance with Accounting Standard (Ind AS) 23 on "Borrowing Costs".

b) The rate used to determine the amount of borrowing costs eligible for capitalisation is 7.30% (previous year: 7.29%).

c) Owned assets given on operating lease have been presented separately under respective class of assets as “Leased out” pursuant to Ind AS 116 “Leases”.

d) Out of its leasehold land at Hazira, the Company has given certain portion of land for the use to its joint venture company and the lease deed is under execution.

e) Depreciation is provided based on useful life supported by the technical evaluation considering business specific usage, the consumption pattern of the assets and the past performance of similar assets.

a. Estimated useful life of the following assets is in line with useful life prescribed in schedule II of the Companies Act, 2013:

Sr. No.	Asset class	Minimum useful life (in years)	Maximum useful life (in years)
1.	Buildings	3	60
2.	Plant and equipment	8	15
3.	Computer	3	6
4.	Office equipment	4	5
5.	Furniture & fixture	10	10
6.	Vehicles	8	10
7.	Ships	14	14

b. Estimated useful life of following assets is different than useful life as prescribed in schedule II of the Companies Act, 2013.

Sr. No.	Category of assets	Sub-category of assets	Useful life as per Schedule II (in years)	Useful life adopted (in years)
1.	Aircrafts	–	20	18
2.	Vehicles	Motor cars	8	7

A Assets used in Heavy Engineering Business (Hi-Tech Manufacturing segment):

Sr. No.	Category of assets	Sub-category of assets	Useful life as per Schedule II (in years)	Useful life adopted (in years)
1.	Plant & equipment	Boring/Rolling/Drilling/Milling machines	15	10-30
		Modular furnace	15	5-15
		Other furnaces	15	5-30
		Horizontal autoclaves	15	10-30
		Load bearing structures	15	50
		Flushing facility	15	3
		Cranes	15	10-30
2.	Roads	Carpeted roads-other than RCC	5	5-15

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [2]
Property, Plant and Equipment & Capital work-in-progress *(contd.)*

B. Assets used in Shipbuilding Business: (a part of Precision Engineering System under the Hi-Tech Manufacturing segment):

Asset category			Useful life as per Schedule II (in years)	Revised useful life adopted based on technical evaluation (in years)
(1)	Breakwater structures			
	(a)	Breakwater, Rock bund & Finger Jetties	30*	50
(2)	Dredged channel			
	(a)	Ship lift structures, Control system, Chiller units, Condition monitoring system, Ship position system, Ship transfer system, other ship lift related items.	15*	20
	(b)	Land berth and piled platforms	30*	40
	(c)	Tower cranes	15	25
(3)	Plant and equipment			
	(a)	Rails	15	20
	(b)	Diesel generator	15	12
	(c)	Air-Conditioner & refrigeration equipment	15	12
(4)	Buildings			
	(a)	Production shops	30	50
	(b)	Internal roads	5	15
(5)	Vehicles - Motor cars		8	7

*Represents license period as per agreement executed with the Tamil Nadu Maritime Board, renewable on expiry.

C. Assets used in Precision Engineering System (a part of Hi-Tech Manufacturing segment):

Sr. No.	Category of assets	Sub-category of assets	Useful life as per Schedule II (in years)	Useful life adopted (in years)
1.	Buildings	Factory buildings	30	2 – 60 *
		Non-Factory buildings	3 – 60	2 – 60 *
2.	Plant & Equipment	General	8 - 15	5 – 30
		Electrical installation	10	2 – 20 *
3.	Office Equipment		4 – 5	4 – 10
4.	Furniture & Fixture		10	10 – 20
5.	Vehicles	Motor cars (Including Electrical vehicle and bicycles)	8	7-14

* Assets which are project specific are depreciated over the project tenure.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [2]
Property, Plant and Equipment & Capital work-in-progress *(contd.)*

D. Assets used in Infrastructure business:

Sr. No.	Category of assets	Sub-category of assets	Useful life as per Schedule II (in years)	Useful life adopted (in years)
1.	Office equipment	Assets deployed at project site	5	3
2.	Air conditioning and refrigeration equipment	Assets deployed at project site	15	3
3.	Canteen equipment	Assets deployed at project site	15	3
4.	Laboratory equipment	Assets deployed at project site	10	3
5.	Photographic equipment	Assets deployed at project site	15	3
6.	Computers	Assets deployed at project site	3 – 6	3

In addition to above:

1. Plant and equipment which are project specific and deployed at project sites, with useful life of 15 years as per Schedule II, are depreciated over the project duration of 2-4 years.
2. Any asset purchased for project site with acquisition value less than ₹ 50000 for above 6 categories of asset, full cost is depreciated in the same financial year.

E. Assets used in Hydrocarbon business (a part of Energy segment):

Category	Sub class	Useful life as per Schedule II (in years)	Useful life adopted (in years)
Buildings	Office building	60	5-60
	Housing colony	50	
Ships		20	15-25
Software	Specialized software	6	2-6
Plant and equipment	Crane 250 Tonnes	12	20
	Jetty construction	12	30
	Land development	12	30
	Minor Plant & Machinery	12	2-15
	Tunnelling and transmission line Equipments	10	2-15
	Cranes < 100 tons & Heavy lift Equipment	15	2-15
	Road making equipment, Crushing Equipment	15	2-15
	Piling, welding and pipeline Equipment	15	2-15
	Earth-moving equipment	15	2-15
Computers	Laptop/Deskop	3	3-6
	Servers & Storage & Network switches & Routers	6	
Office equipments	Fax/Printers/Scanner (MFD), Desktop inkjet/ LaserJet printers, Switches audio video & Projectors=	4	3-6
	Other office equipments	5	3-6
	Water cooler	5	3-6
	Assets deployed at project sites	5	3-6

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [2]
Property, Plant and Equipment & Capital work-in-progress *(contd.)*

Category	Sub class	Useful life as per Schedule II (in years)	Useful life adopted (in years)
Air-condition and Refrigeration	Assets deployed at office Assets deployed at project sites	12	3-12
Canteen equipments	Assets deployed at office Assets deployed at project sites	8	8
Photographic equipments	Assets deployed at office Assets deployed at project sites	15	3
Laboratory equipments	Assets deployed at office Assets deployed at project sites	15	8-12
Electrical installations	HT/LT ELECTRIC SUB-STATION IN MFF II	10	6-22
	Others	10	3-6
Furniture and Fixtures	Assets deployed at office	10	2-10
Vehicles	Buses & Trucks	8	5-10
	Cars	7	5-10
	Jeeps	7	5-10
	Motorcycles	10	5-10

(i) Assets with acquisition value less than ₹ 5000/- is depreciated fully in the financial year of acquisition

(ii) P&M & Office equipment at project sites costing below ₹ 50000/- is depreciated fully in the financial year of acquisition.

f) Carrying value of Property, plant and equipment hypothecated as collateral for certain borrowings and / or commitments as at March 31, 2025 - NIL (as at March 31, 2024: NIL)

g) Ageing of Capital work-in-progress

₹ crore

Particulars	As at 31-3-2025					As at 31-3-2024				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	719.54	247.22	49.83	100.74	1117.33	854.54	467.43	66.05	9.02	1397.04

As on the date of the balance sheet, there are no projects whose completion is overdue or has exceeded the cost, based on approved plan.

h) Title deeds of Immovable Properties not held in name of the Company.

Description of property	Gross carrying value as at March 31, 2025 (₹ crore)	Carrying value in the financial statements as at March 31, 2025 (₹ crore)	Title deeds held in name of	Whether title deed holder is a promoter, director or their relative or employee	Property held since which date	Reason for not being held in name of Company
Freehold Land-Hazira West	1.01	1.01	Heirs of Magan Prema and Magan Kuber*	No	13 years (Since 2012)	Land acquired from farmers through Government Acquisition Route. The formalities are pending from the authorities side.

* Irrevocable Power of Attorney given to L&T by the owners, possession is with the Company.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [3]

Investment Property

₹ crore

Class of assets	Cost						Depreciation						Book Value
	As at 1-4-2024	Additions	Transfer*	Classified as Held for Sale	Deductions	As at 31-3-2025	As at 31-3-2024	For the period	Transfer*	Classified as Held for Sale	Deductions	As at 31-3-2025	As at 31-3-2025
Land	198.26	1.22	(22.33)	0.22	–	176.93	0.10	0.01	–	–	–	0.11	176.82
Buildings	483.54	302.57	17.80	117.91	0.46	685.54	113.77	21.80	8.18	22.28	0.45	121.02	564.52
Total	681.80	303.79	(4.53)	118.13	0.46	862.47	113.87	21.81	8.18	22.28	0.45	121.13	741.34
Add: Investment Property under construction	593.33	419.31	–	16.10	430.72	565.82	–	–	–	–	–	–	565.82
													1307.16

* Transfer (to)/from Property plant & equipment / Inventory

₹ crore

Class of assets	Cost						Depreciation						Book Value
	As at 1-4-2023	Additions	Transfer*	Classified as Held for Sale	Deductions	As at 31-3-2024	As at 31-3-2023	For the period	Transfer*	Classified as Held for Sale	Deductions	As at 31-3-2024	As at 31-3-2024
Land	181.79	–	16.47	–	–	198.26	–	0.01	0.09	–	–	0.10	198.16
Buildings	483.93	0.87	(1.18)	–	0.08	483.54	97.15	17.26	(0.62)	–	0.02	113.77	369.77
Total	665.72	0.87	15.29	–	0.08	681.80	97.15	17.27	(0.53)	–	0.02	113.87	567.93
Add: Investment Property under construction	–	144.20	593.33	144.20	–	593.33	–	–	–	–	–	–	593.33
													1161.26

* Transfer (to)/from Property plant & equipment / Inventory

(a) Depreciation is provided based on useful life supported by the technical evaluation considering business specific usage, the consumption pattern of the assets and the past performance of similar assets:

Sr. No	Class of assets	Minimum useful life (in years)	Maximum useful life (in years)
1.	Buildings	3	60

(b) Disclosure pursuant to Ind AS 40 "Investment Property"

(i) Amount recognised in the Statement of Profit and Loss for investment property:

₹ crore

Sr. No.	Particulars	2024-25	2023-24
1	Rental income derived from investment property	159.49	136.68
2	Direct operating expenses pertaining from investment property that generated rental income	40.89	36.33

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [3]
Investment Property *(contd.)*

(ii) Details with respect to fair valuation of Investment property:

₹ crore

Particulars	2024-25	2023-24
Fair valuation by:		
(i) independent registered valuers[1]	3140.77	2788.12
(ii) independent unregistered valuers[1]	17.38	75.00
(iii) internal architectural department	1832.72	2181.94
Total fair value	4990.87	5045.06

[1] Independent valuer as defined under rule 2 of Companies (Registered Valuers and Valuation) Rules,2017

Note: Above valuation is based on government rates, market research, market trend and comparable values as considered appropriate.

(iii) Ageing of Investment Property under construction

₹ crore

Particulars	As at 31-3-2025					As at 31-3-2024				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	275.73	166.85	87.62	35.62	565.82	356.91	170.82	32.83	32.77	593.33

As on the date of the balance sheet, there are no projects whose completion is overdue or has exceeded the cost, based on approved plan.

NOTE [4]

Goodwill

₹ crore

Class of assets	Cost		Impairment	Book value
	As at 1-4-2024	Business combination	As at 31-03-2025	As at 31-03-2025
Goodwill [1]	121.86	–	–	121.86

Class of assets	Cost		Impairment	Book value
	As at 1-4-2023	Business combination	As at 31-03-2024	As at 31-03-2024
Goodwill [1]	47.29	74.57	–	121.86

[1] The above goodwill is attributed to Energy Hydrocarbon business (a part of Energy project segment)

Other Intangible assets & Intangible assets under development

₹ crore

Class of assets	Cost				Amortisation				Book Value
	As at 1-4-2024	Additions	Deductions	As at 31-3-2025	Up to 31-3-2024	For the year	Deductions	Up to 31-3-2025	As at 31-3-2025
Intangible assets									
Specialised software	315.20	20.32	3.65	331.87	265.68	19.53	3.64	281.57	50.30
Technical know-how	135.53	–	–	135.53	108.72	24.08		132.80	2.73
New Product Design and Development	6.26	–	–	6.26	6.26	–		6.26	–
Platforms and Courses	134.40	12.81	1.85	145.36	58.31	33.35	1.22	90.44	54.92
Sub-Total	591.39	33.13	5.50	619.02	438.97	76.96	4.86	511.07	107.95
Add: Intangible assets under development	26.63	17.27	22.14	21.76	–	–	–	–	21.76
									129.71

* Transfer within other intangible assets

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [4]

Other Intangible assets & Intangible assets under development *(contd.)*

₹ crore

Class of assets	Cost					Amortisation					Book Value
	As at 1-4-2023	Additions	Business Combination	Deductions	As at 31-3-2024	Up to 31-3-2023	For the period	Business Combination	Deductions	Up to 31-3-2024	As at 31-3-2024
Intangible assets											
Specialised software	282.38	21.37	11.45	–	315.20	236.99	17.33	11.36	–	265.68	49.52
Technical know-how	99.85	35.68	–	–	135.53	88.04	20.68	–	–	108.72	26.81
New Product Design and Development	6.26	–	–	–	6.26	6.26	–	–	–	6.26	–
Platforms and Courses	116.86	17.54	–	–	134.40	27.25	31.06	–	–	58.31	76.09
Sub-Total	505.35	74.59	11.45	–	591.39	358.54	69.07	11.36	–	438.97	152.42
Add: Intangible assets under development	16.39	42.92	–	32.68	26.63	–	–	–	–	–	26.63
											179.05

* Transfer within other intangible assets

(a) Additions during the year

₹ crore

Class of assets	FY 2024-25			FY 2023-24		
	Internal development	Acquired - external	Total	Internal development	Acquired - external	Total
Specialised Software	–	20.32	20.32	–	21.37	21.37
Technical know-how	–	–	–	–	35.68	35.68
Platforms and Courses	12.07	0.74	12.81	16.22	1.32	17.54
Total	12.07	21.06	33.13	16.22	58.37	74.59

(b) Depreciation is provided based on useful life supported by the technical evaluation considering business specific usage, the consumption pattern of the assets and the past performance of similar assets:

Sr. No	Class of assets	Minimum useful life (in years)	Maximum useful life (in years)
1.	Specialised Software	2	8
2.	Technical know-how	5	8
3.	Platforms and Courses	3	4

(c) Ageing of Capital work-in-progress

₹ crore

Particulars	As at 31-3-2025					As at 31-3-2024				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	15.29	5.67	0.80	–	21.76	21.66	4.97	–	–	26.63

As on the date of the balance sheet, there are no projects whose completion is overdue or has exceeded the cost, based on approved plan.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [5]

Non-current Assets: Financial Assets - Investments

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Investment in:		
(a) Subsidiary companies	31064.57	29942.08
(b) Associate companies	1084.72	4.42
(c) Joint venture companies	607.15	605.92
(d) Other companies	97.44	96.84
	32853.88	30649.26

Details of Non-current Assets: Financial Assets - Investments

Particulars	Face value per unit	Number of units As at 31-3-2025	As at 31-3-2025	As at 31-3-2024
	₹		₹ crore	₹ crore
Investments in:				
(a) Subsidiary companies:				
(i) Investments in fully paid equity instruments:				
LTIMindtree Limited (quoted)	1	20,31,69,279	9,675.98	9,675.98
L&T Technology Services Limited (quoted)	2	7,79,86,899	805.25	805.25
L&T Finance Limited (quoted)	10	1,65,25,30,125	6,146.42	5,918.65
L&T Metro Rail (Hyderabad) Limited	10	7,41,29,99,999	7,412.99	7,412.99
L&T Power Development Limited	10	2,28,96,63,205	2,289.66	2,289.66
L&T Realty Properties Limited (formerly known as L&T Seawoods Limited)	10	1,40,39,79,846	1,394.91	1,394.91
L&T Realty Developers Limited	10	16,71,60,700	107.72	107.72
L&T Valves Limited	100	18,00,000	161.23	161.23
Bhilai Power Supply Company Limited	10	49,950	0.05	0.05
Hi-Tech Rock Products & Aggregates Limited	10	2,65,50,000	26.55	26.55
L&T Aviation Services Private Limited	10	4,56,00,000	45.60	45.60
L&T Capital Company Limited	10	50,000	0.05	0.05
L&T Hydrocarbon Saudi Company LLC [₹ 130.39 (previous year: ₹ 130.39)]	SAR 1000	1,000	0.00	0.00
L&T Energy Green Tech Limited	10	24,50,51,164	245.05	51.05
L&T Electromech LLC [₹ 171.70 (previous year: ₹ 171.70)]	OMR 1	2,10,000	0.00	0.00
L&T Heavy Engineering LLC [₹ 183.89 (previous year: ₹ 183.89]	OMR 1	39,65,500	0.00	0.00
L&T Modular Fabrication Yard LLC [₹ 171.70 (previous year: ₹ 171.70)]	OMR 1	20,19,230	0.00	0.00
L&T Kuwait Construction General Contracting Company WLL [₹ 66.04 (previous year: ₹ 66.04)]	KWD 1000	980	0.00	0.00
Larsen Toubro Arabia LLC	SAR 1000	7,500	11.08	11.08
L&T Geostructure Private Limited	10	2,47,50,000	318.50	318.50
L&T Construction Equipment Limited	10	19,91,42,091	22.27	22.27
Larsen & Toubro Saudi Arabia LLC	SAR 1000	625	1.05	1.05
L&T Network Services Private Limited	10	1,80,00,000	18.00	9.00
PT Larsen & Toubro	IDR 1000000	25,700	16.46	16.46
Corporate Park (Powai) Private Limited	10	20,03,26,000	200.33	2.05
Business Park (Powai) Private Limited	10	18,80,30,000	188.03	2.05
L&T Global Holdings Limited	USD 100	80,000	53.16	53.16
L&T Semiconductor Technologies Limited	10	18,60,30,000	186.03	9.55
L&T Offshore Private Limited (formerly known as L&T Sapura Offshore Private Limited) [2]	10		–	0.01
L&T Special Steels & Heavy Forgings Private Limited [Net of provision ₹ 419.28 crore (previous year provision ₹ 419.28 crore)] [1]	10	56,66,00,000	–	–
			29,326.37	28334.88

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [5]

Details of Non-current Assets: Financial Assets - Investments *(contd.)*

Particulars	Face value per unit	Number of units As at 31-3-2025	As at 31-3-2025	As at 31-3-2024
	₹		₹ crore	₹ crore
(ii) Preference share considered equity as per terms:				
L&T Realty Properties Limited (formerly known as L&T Seawoods Limited)-10% Non-cumulative, optionally convertible redeemable preference shares, March 30, 2027	2	82,60,00,000	826.00	826.00
L&T Realty Properties Limited (formerly known as L&T Seawoods Limited)-10% Non-cumulative, optionally convertible redeemable preference shares, May 12, 2027	2	4,80,00,000	48.00	48.00
L&T Realty Properties Limited (formerly known as L&T Seawoods Limited)-10% Non-cumulative, optionally convertible redeemable preference shares, July 14, 2027	2	4,22,50,000	42.25	42.25
L&T Realty Properties Limited (formerly known as L&T Seawoods Limited)-10% Non-cumulative, optionally convertible redeemable preference shares, September 3, 2027	2	4,20,00,000	42.00	42.00
L&T Realty Developers Limited - 12% Non-cumulative optionally convertible redeemable at par preference shares, May 26, 2025	10	64,83,00,000	648.30	648.30
L&T Semiconductor Technologies Limited - 7.5% Non-cumulative optionally convertible redeemable at par preference shares, August 20, 2044	10	2,62,00,000	131.00	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2035 [Net of provision ₹ 78.33 crore] [1]	10	21,00,00,000	–	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2036 [Net of provision ₹ 97.91 crore] [1]	10	24,00,00,000	–	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2037 [Net of provision ₹ 84.41 crore] [1]	10	19,20,00,000	–	–
			1737.55	1606.55
(iii) Other deemed equity investment:				
L&T Aviation Services Private Limited			0.65	0.65
			0.65	0.65
(iv) Preference shares considered as fair value of debt portion:				
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2035 [Net of provision ₹ 77.77 crore] [1]	10	21,00,00,000	–	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2036 [Net of provision ₹ 79.12 crore] [1]	10	24,00,00,000	–	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2037 [Net of provision ₹ 56.28 crore] [1]	10	19,20,00,000	–	–
			–	–
Total - (a) = (i)+(ii)+(iii)+(iv)			31064.57	29942.08
(b) Associate companies:				
Gujarat Leather Industries Limited [Net of provision ₹ 0.56 crore (previous year provision ₹ 0.56 crore)]	10	7,35,000	–	–
Magtorq Private Limited	100	9,000	4.42	4.42
E2E Networks Limited (quoted)	10	29,79,579	1080.30	–
			1084.72	4.42
(c) Joint Venture companies:				
(i) Investments in fully paid equity instruments:				
L&T Howden Private Limited	10	1,50,30,000	15.03	15.03
L&T Sapura Shipping Private Limited	10	9,53,11,850	95.31	95.31
L&T - MHI Power Boilers Private Limited	10	11,93,91,000	119.39	119.39
L&T - MHI Power Turbine Generators Private Limited	10	36,24,06,000	362.41	362.41
L&T Special Steels and Heavy Forgings Private Limited (previous year net of provision ₹ 419.29 crore) [1]	10	–	–	–
L&T-Sargent & Lundy Limited	10	27,82,736	0.82	0.82
Raykal Aluminum Company Private Limited	10	37,750	0.04	0.04
L&T MBDA Missile Systems Limited	10	5,10,000	0.51	0.51
GH4India Private Limited	10	10,00,000	1.00	1.00
			594.51	594.51

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [5]

Details of Non-current Assets: Financial Assets - Investments *(contd.)*

Particulars	Face value per unit	Number of units As at 31-3-2025	As at 31-3-2025	As at 31-3-2024
	₹		₹ crore	₹ crore
(ii) Other deemed equity investment:				
L&T - MHI Power Boilers Private Limited			2.24	2.24
L&T - MHI Power Turbine Generators Private Limited			10.40	9.13
			12.64	11.37
(iii) Preference shares-(equity portion):				
Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) -(Series 1 Compulsorily Convertible Preference Shares, maturity 10 years- January 11, 2033) (Bonus shares)	10		–	–
Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) -(Series 2 Compulsorily Convertible Preference Shares, maturity 10 years- January 11 2033) (Bonus shares)	10		–	–
Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) -(Series 3 Compulsorily Convertible Preference Shares, maturity 10 years- January 11, 2033) (Bonus shares)	10		–	–
Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) -(Series 4 Compulsorily Convertible Preference Shares, maturity 10 years- January 11, 2033)	10		–	0.04
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2024 [previous year provision ₹ 78.33 crore] [1]	10		–	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2025 [previous year provision ₹ 97.91 crore] [1]	10		–	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2026 [previous year provision ₹ 84.41 crore] [1]	10		–	–
			–	0.04
(iv) Preference shares considered as fair value of debt portion:				
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2024 [previous year provision ₹ 77.77 crore] [1]	10		–	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2025 [previous year provision ₹ 79.12 crore] [1]	10		–	–
L&T Special Steels & Heavy Forgings Private Limited - 6% Cumulative, non-convertible redeemable at par preference shares, December 8, 2026 [previous year provision ₹ 56.28 crore] [1]	10		–	–
			–	–
Total - (c) = (i)+(ii)+(iii)+(iv)			607.15	605.92
(d) Other companies:				
International Seaport Dredging Limited [Net of provision ₹ 15.90 crore (previous year provision ₹ 15.90 crore)]	10000	15,899	–	–
BBT Elevated Road Private Limited	10	1,00,000	0.10	0.10
Utmal Multi purpose Service Co-operative Society Limited (B Class) (non-trade investments) [₹ 30,000 (previous year: ₹ 30,000)]	100	300	0.00	0.00
Tidel Park Limited	10	40,00,000	90.43	86.59
VP Global Fibre and Yarns Private Limited [₹ 13,600 (previous year: ₹ 13,600)]	100	136	0.00	0.00
New Vision Wind Power Private Limited [₹ 29,190 (previous year: ₹ 23,420)]	10	2,919	0.00	0.00
The New India Assurance Company Limited (quoted)	10	4,45,803	6.91	10.14
Kalyan Halol-Shamlaji Tollway Limited [Net of provision ₹ 1000 (previous year ₹ 1000)]	10	100	–	–
Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) -Series 1 Compulsorily Convertible Preference Shares, maturity 10 years- January 11, 2033 (Bonus shares)	10	25,500	–	–
Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) -(Series 3 Compulsorily Convertible Preference Shares, maturity 10 years- January 11, 2033) (Bonus shares)	10	25,500	–	–
Indian Foundation for Quality Management [charged off]	10	1,25,00,000	–	–
			97.44	96.84
Total Non Current Investment = (a)+(b)+(c)+(d)			32853.88	30649.26

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [5] ***(contd.)***

Details of quoted / unquoted investments:

₹ crore

Particulars		**As at 31-3-2025**	**As at 31-3-2024**
(a)	Aggregate amount of quoted investments and market value thereof;		
	Book Value	17725.78	16417.71
	Market Value	152337.70	169041.56
(b)	Aggregate amount of unquoted investments;		
	Book Value	15128.10	14311.06
(c)	Aggregate amount of Impairment in value of investments	909.56	909.56

[1] The Company entered into a Joint Venture Termination Agreement with Nuclear Power Corporation of India Limited (NPCIL) on February 18, 2025 for purchase of NPCIL's 26% equity and preference shareholdings in L&T Special Steel and Heavy Forgings Private Limited (LTSSHF) and assignment of NPCIL loan to LTSSHF for a consideration of ₹ 170 crore. Pursuant to this, LTSSHF has become a wholly owned subsidiary of the Company with effect from February 18, 2025.

[2] L&T Energy Hydrocarbon Engineering Limited and L&T Offshore Private Limited, wholly owned subsidiaries (Transferors) have been amalgamated with the Company in terms of the scheme approved by National Company Law Tribunal, Chennai and National Company Law Tribunal, Mumbai vide their respective orders dated February 7, 2025 and December 18, 2024. The Appointed Date for the Amalgamation is April 1, 2024

NOTE [6]

Non-current Assets: Financials Assets - Loans

₹ crore

Particulars	**As at 31-3-2025**		**As at 31-3-2024**	
Unsecured loan and advances to related parties:				
Subsidiary companies, considered good		508.47		401.50
Subsidiary companies, considered doubtful	1270.45		–	
Less: Allowance for expected credit loss	1270.45		–	
		–		–
Joint venture companies, considered good	218.12		1907.74	
Less: Allowance for expected credit loss	–		1730.38	
		218.12		177.35
Other loans, considered good :				
Unsecured others loans, considered good		0.08		0.21
		726.67		579.06

NOTE [7]

Non current Assets: Financial Assets - Others

₹ crore

Particulars	**As at 31-3-2025**		**As at 31-3-2024**	
Unsecured security deposits, considered good:	204.42		211.58	
Less: Allowance for expected credit loss	34.92		33.10	
		169.50		178.48
Fixed deposits with banks (maturity more than 12 months)		–		17.38
Cash and bank balances not available for immediate use [refer Note 7(a)]		131.07		194.87
Forward contract receivables		136.35		168.83
Embedded derivative receivables		41.55		11.94
Premium receivable on financial guarantee contracts		8.55		24.90
Other receivables [1]		489.00		0.44
		976.02		596.84

[1] Mainly includes receivables towards litigation matters

Notes forming part of the Standalone Financial Statements (contd.)

Note 7(a)

Particulars of cash and bank balances not available for immediate use

₹ crore

Sr. No.	Particulars	As at 31-3-2025	As at 31-3-2024
1	Amount received (including interest accrued thereon) from customers of property development business – to be handed over to housing society on its formation.	32.29	30.17
2	Contingency deposit (including interest accrued thereon) received from customers of property development business towards their sales tax liability - to be refunded/ adjusted depending on the outcome of the legal case.	18.96	17.76
3	Other bank balances (including interest accrued thereon) not available for immediate use being security offered for bids submitted, loans availed, acquisition etc.	552.32	563.84
	Total	603.57	611.77
	Less: Amount reflected under Current Assets [refer Note 13]	472.50	416.90
	Amount reflected under other financial assets - non-current [refer Note 7]	131.07	194.87

NOTE [8]

Other non-current assets

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Capital advances:		
Secured	4.75	4.21
Unsecured	381.14	44.64
Advance recoverable other than in cash [1]	1452.41	1368.99
	1838.30	1417.84

[1] Mainly includes indirect tax balances

NOTE [9]

Current Assets: Inventories

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Raw materials [includes goods-in-transit ₹ 0.66 crore (previous year: ₹ 10.04 crore)]	380.51	402.09
Components [includes goods-in-transit ₹ 4.79 crore (previous year: ₹ 6.50 crore)]	195.41	220.86
Construction materials [includes goods-in-transit ₹ 30.45 crore (previous year: ₹ 119.58 crore)]	49.72	148.37
Manufacturing work-in-progress	200.50	279.33
Finished goods [includes goods-in-transit ₹ 0.66 crore (previous year: 0.59)]	2.64	0.87
Stock-in-trade [includes goods-in-transit ₹ 88.08 crore (previous year: ₹ 53.45 crore)]	470.16	228.30
Stores and spares [includes goods-in-transit ₹ 5.95 crore (previous year: ₹ 2.56 crore)]	156.78	145.98
Loose tools	6.75	4.70
Property development related work-in-progress	1671.85	2032.37
Property development project - completed property	264.45	58.10
	3398.77	3520.97

Note : During the year ₹ 4.22 crore (previous year: ₹ 18.56 crore) was recognised as expense towards write-down of inventories (net).

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [10]

Current Assets: Financial Assets - investments

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
(A) Government and trust securities		6694.36		4393.72
(B) Debentures and bonds				
(i) Subsidiary companies	1084.77		758.90	
(ii) Joint venture companies	–		736.26	
(iii) Other debentures & bonds	6940.87		5307.70	
		8025.64		6802.86
(C) Mutual funds		5159.07		1499.59
(D) Collateral borrowing and lending obligation (CBLO)		–		199.96
(E) Commercial paper		417.20		195.79
(F) Certificate of deposits		458.63		1026.85
(G) Preference shares		53.02		–
(H) InvITs		3980.37		2694.57
		24788.29		16813.34

Details of current investments in Subsidiary companies and Joint venture companies

Particulars	Face value per unit	Number of units As at 31-3-2025	As at 31-3-2025	As at 31-3-2024
	₹		₹ crore	₹ crore
Debentures and Bonds (quoted):				
(i) Subsidiary companies:				
9.00% L&T Finance Limited NCD April 15, 2024	1,000		–	16.72
7.75% L&T Finance Limited NCD July 10, 2025	10,00,000		–	152.70
7.95% L&T Finance Limited NCD July 28, 2025	10,00,000	1,050	111.04	137.30
7.85% L&T Finance Limited NCD July 9, 2025	10,00,000		–	15.82
6.68% L&T Metro Rail (Hyderabad) Limited April 30, 2027	10,00,000	1,720	180.61	436.36
6.37% L&T Metro Rail (Hyderabad) Limited April 30, 2025	10,00,000	7,500	793.12	–
Total- (i)			1084.77	758.90
(ii) Joint Venture companies*:				
8.80% Kudgi Transmission Limited NCD April 25, 2024	10,00,000		–	18.41
8.80% Kudgi Transmission Limited NCD April 25, 2025	10,00,000		–	19.66
8.80% Kudgi Transmission Limited NCD April 25, 2026	10,00,000		–	22.03
8.80% Kudgi Transmission Limited NCD April 25, 2027	10,00,000		–	23.33
9.14% Kudgi Transmission Limited SR-K NCD April 25, 2028	10,00,000		–	26.13
9.14% Kudgi Transmission Limited SR-L NCD April 25, 2029	10,00,000		–	27.57
9.14% Kudgi Transmission Limited SR-M NCD April 25, 2030	10,00,000		–	31.29
9.14% Kudgi Transmission Limited SR-N NCD April 25, 2031	10,00,000		–	32.74
9.14% Kudgi Transmission Limited SR-O NCD April 25, 2032	10,00,000		–	34.18
9.50% Kudgi Transmission Limited SR-P NCD April 25, 2033	10,00,000		–	37.65
9.50% Kudgi Transmission Limited SR-T NCD April 25, 2034	10,00,000		–	40.39
9.50% Kudgi Transmission Limited SR-R NCD April 25, 2035	10,00,000		–	43.97
9.50% Kudgi Transmission Limited SR-S NCD April 25, 2036	10,00,000		–	47.47
9.50% Kudgi Transmission Limited SR-T NCD April 25, 2037	10,00,000		–	49.66
9.50% Kudgi Transmission Limited SR-U NCD April 25, 2038	10,00,000		–	42.14
9.50% Kudgi Transmission Limited SR-V NCD April 25, 2039	10,00,000		–	114.86
9.50% Kudgi Transmission Limited SR-W NCD April 25, 2040	10,00,000		–	124.78
Total- (ii)			–	736.26

* Divested on April 10, 2024

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [10] ***(contd.)***

Details of quoted / unquoted investments:

₹ crore

	Particulars	As at 31-3-2025	As at 31-3-2024
(a)	Aggregate amount of quoted current investments and market value thereof;		
	Book Value	18700.37	13891.15
	Market Value	18700.37	13891.15
(b)	Aggregate amount of unquoted current investments;		
	Book Value (Accounted based on NAV)	5159.07	1499.59
	Book Value	928.85	1422.61

NOTE [11]

Current Assets: Financial Assets - Trade receivables

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Unsecured, considered good	42676.67		40894.55	
Less: Allowance for expected credit loss	4346.49		3942.49	
		38330.18		36952.06
Credit Impaired	191.18		214.77	
Less: Allowance for expected credit loss	191.18		206.32	
		–		8.45
		38330.18		36960.51

[a] Current assets: Financial assets - Trade receivables ageing

₹ crore

Particulars	As at 31-3-2025						
	Not due	Outstanding for the following periods from the due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed:							
- Considered good	21599.89	10027.74	2437.71	3983.84	1045.93	2640.63	41735.74
- Credit impaired	–	–	–	0.20	2.52	23.96	26.68
Disputed:							
- Considered good	107.73	–	13.10	45.97	60.48	713.66	940.94
- Credit impaired	–	–	–	–	–	164.49	164.49
Gross trade receivables	21707.60	10027.74	2450.81	4030.01	1108.93	3542.74	42867.85
Less: Allowance for expected credit loss							4537.67
Total							38330.18

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [11]

[a] Current assets: Financial assets - Trade receivables ageing *(contd.)*

₹ crore

Particulars	As at 31-3-2024						
	Not due	Outstanding for the following periods from the due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed:							
- Considered good	20893.18	10453.59	2437.28	1854.39	1271.25	2577.29	39486.98
- Credit impaired	–	–	0.80	2.52	8.60	38.26	50.18
Disputed:							
- Considered good	105.90	253.74	–	94.10	0.20	953.64	1407.58
- Credit impaired	–	–	–	–	–	164.58	164.58
Gross trade receivables	20999.08	10707.33	2438.08	1951.01	1280.05	3733.77	41109.32
Less: Allowance for expected credit loss							4148.81
Total							36960.51

NOTE [12]

Current Assets: Financials Assets - Cash and cash equivalents

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Balance with banks	2147.90	3027.95
Cheques and draft on hand	281.67	409.56
Cash on hand	3.17	3.42
Fixed deposits with banks (maturity less than 3 months)	1150.81	500.06
	3583.55	3940.99

NOTE [13]

Current Assets: Financials Assets - Other bank balances

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Fixed deposits with banks	150.07	282.43
Earmarked balances with banks-unclaimed dividend	137.78	129.90
Earmarked balances with banks-Section4(2)(1)(D) of RERA[1]	2.71	0.75
Cash and bank balances not available for immediate use [refer Note 7(a)]	472.50	416.90
	763.06	829.98

[1] Real Estate (Regulation and Development) Act, 2016

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [14]

Current Assets : Financials Assets - Loans

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Unsecured loans and advances to related parties:		
Subsidiary companies, considered good	634.72	36.10
Associate/Joint venture companies, considered good	0.30	26.94
	635.02	63.04

NOTE [15]

Current Assets : Financial Assets - Others

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Unsecured security deposits, considered good	528.70		497.72	
Less: Allowance for expected credit loss	0.76		0.76	
		527.94		496.96
Receivable from related parties:				
Subsidiary companies	1312.49		1040.47	
Less: Allowance for expected credit loss	7.15		6.50	
		1305.34		1033.97
Joint venture companies	106.27		107.90	
Less: Allowance for expected credit loss	0.88		0.87	
		105.39		107.03
Other recoverable [1]		1069.54		2200.17
Premium receivable on financial guarantee contracts		16.35		25.13
Forward contract receivable		485.75		238.14
Embedded derivative receivable		264.81		158.39
Doubtful advances:				
Deferred credit sale of ships	27.11		27.11	
Other loans and advances	181.89		182.98	
	209.00		210.09	
Less: Allowance for expected credit loss	209.00		210.09	
		–		–
		3775.12		4259.79

[1] mainly includes receivables from joint operators and other parties

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [16]

Other current assets

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Contract Assets [refer Note 41(d)]				
Unbilled Revenue	35018.65		37890.18	
Retention money	13554.30		11886.84	
		48572.95		49777.02
Advance recoverable other than in cash [1]	8550.05		7765.76	
Less: Allowance for expected credit loss	0.99		0.99	
		8549.06		7764.77
Government grants receivable		19.12		11.65
		57141.13		57553.44

[1] Mainly includes advances to suppliers and indirect tax balances

NOTE [17]

Equity share capital

(a) Share capital authorised, issued, subscribed and paid up:

Particulars	As at 31-3-2025		As at 31-3-2024	
	Number of shares	₹ crore	Number of shares	₹ crore
Authorised: [1]				
Equity shares of ₹ 2 each	40,37,25,00,000	8074.50	40,18,50,00,000	8037.00
Issued, subscribed and fully paid up:				
Equity shares of ₹ 2 each	1,37,51,92,165	275.04	1,37,46,68,619	274.93

[1] Pursuant to the approval of Scheme of Amalgamation of merger of L&T Energy Hydrocarbon Engineering Limited ("LTEHE") and L&T Offshore Private Limited ("LTOPL") with the Company, the authorised share capital of both LTEHE and LTOPL is added to the share capital of the Company with effect from appointed date April 1, 2024.

(b) Reconciliation of the number of equity shares and share capital:

Particulars	As at 31-03-2025		As at 31-3-2024	
	Number of shares	₹ crore	Number of shares	₹ crore
Issued, subscribed and fully paid up equity share outstanding at the beginning of the year	1,37,46,68,619	274.93	1,40,54,82,190	281.10
Add: Shares issued on exercise of employee stock options during the year	5,23,546	0.11	4,36,429	0.08
Less: Shares extinguished on buy-back	–	–	3,12,50,000	6.25
Issued, subscribed and fully paid up equity shares outstanding at the end of the year	1,37,51,92,165	275.04	1,37,46,68,619	274.93

(c) Terms/rights attached to equity shares:

The Company has only one class of share capital, i.e., equity shares having face value of ₹ 2 per share. Each holder of equity share is entitled to one vote per share.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [17]

Equity share capital *(contd.)*

(d) Shareholders holding more than 5% of equity shares as at the end of the year: -

Name of the shareholders	As at 31-3-2025		As at 31-3-2024	
	Number of shares	Shareholding %	Number of shares	Shareholding %
L&T Employees Trust	19,48,87,516	14.17	19,48,87,516	14.18
Life Insurance Corporation of India	18,01,42,821	13.10	15,17,12,116	11.04

The Company's Promoter shareholding as on March 31, 2025 is Nil (previous year: Nil).

(e) Shares reserved for issue under options outstanding on un-issued share capital:

Particulars	As at 31-3-2025		As at 31-3-2024	
	Number of equity shares to be issued as fully paid	₹ crore (at face value)	Number of equity shares to be issued as fully paid	₹ crore (at face value)
Employee stock options granted and outstanding [1]	10,77,384	0.22[2]	16,29,198	0.33[2]

[1] Note 17(i) infra for terms of employee stock option schemes

[2] The equity shares will be issued at a premium of ₹ 17.34 crore (previous year: ₹ 27.41 crore)

(f) The aggregate number of equity shares allotted as fully paid up by way of bonus shares in immediately preceding five years ended March 31, 2025 are NIL (previous period of five years ended March 31, 2024: NIL shares)

(g) The aggregate number of equity shares issued pursuant to contract, without payment being received in cash in immediately preceding last five years ended on March 31, 2025 – NIL (previous period of five years ended March 31, 2024: NIL)

(h) The aggregate number of fully paid up equity shares bought back in immediately preceding five years ended March 31, 2025 are 3,12,50,000 (previous period of five years ended March 31, 2024: 3,12,50,000 shares).

(i) Stock option schemes

i. Terms:

A. The grant of options to the employees under the stock option schemes is on the basis of their performance and other eligibility criteria. During the previous year, the Company had issued the new ESOP series 2006 (B) in which options are vested equally over a period of 4 years. The options are vested equally over a period of 4 years for series 2003(B) and 2006(B), 5 years in the case of series 2006(A), subject to the discretion of the management and fulfillment of certain conditions.

B. Options can be exercised anytime within a period of 7 years from the date of grant and would be settled by way of issue of equity shares. Management has discretion to modify the exercise period.

ii. The details of the grants under the aforesaid schemes are summarized below:

Sr. No.	Series reference	2003(B)		2006(A)		2006(B)	
		2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
1	Grant price	₹ 7.80	₹ 7.80	₹ 267.10	₹ 267.10	₹ 267.10	₹ 267.10
2	Grant dates	23-5-2003 onwards		1-7-2007 onwards		08-07-2023 onwards	
3	Vesting commences on	23-5-2004 onwards		1-7-2008 onwards		08-07-2024 onwards	
4	Options granted and outstanding at the beginning of the year	6,08,486	2,14,553	5,47,652	9,60,021	4,73,060	–
5	Options lapsed	6,837	20,995	26,235	53,320	8,800	5,600
6	Options granted	11,108	4,92,308	–	–	2,496	4,78,660
7	Options exercised	1,79,843	77,380	2,45,087	3,59,049	98,616	–
8	Options granted and outstanding at the end of the year, of which	4,32,914	6,08,486	2,76,330	5,47,652	3,68,140	4,73,060
	Options vested	18,519	12,880	1,49,744	2,38,138	19,249	–
	Options yet to vest	4,14,395	5,95,606	1,26,586	3,09,514	3,48,891	4,73,060
9	Weighted average remaining contractual life of options (in years)	5.02	5.78	2.35	2.97	5.31	6.31

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [17]

Equity share capital *(contd.)*

iii. The number and weighted average exercise price of stock options are as follows:

Particulars	2024-25		2023-24	
	No. of stock options	Weighted average exercise price (₹)	No. of stock options	Weighted average exercise price (₹)
(A) Options granted and outstanding at the beginning of the year	16,29,198	170.25	11,74,574	219.74
(B) Options granted	13,604	55.38	9,70,968	135.63
(C) Options allotted	5,23,546	178.03	4,36,429	221.13
(D) Options lapsed	41,872	224.76	79,915	198.98
(E) Options granted and outstanding at the end of the year	10,77,384	162.91	16,29,198	170.25
(F) Options exercisable at the end of the year out of (E) supra	1,87,512	241.49	2,51,018	253.80

iv. Weighted average share price at the date of exercise for stock options exercised during the year is ₹ 3493.67 (previous year: ₹ 2945.59) per share.

v. A. In respect of stock options granted pursuant to the Company's stock options schemes, the fair value of the options is treated as discount and accounted as employee compensation over the vesting period.

B. Expense on Employee Stock Option Schemes debited to the Statement of Profit and Loss during FY 2023-24 is ₹ 83.83 crore (previous year: ₹ 91.56 crore)[Note 34]. The entire amount pertains to equity-settled employee share-based payment plans. The expenses includes ₹ 0.04 crore (previous year: ₹ 0.09 crore) charged by subsidiary company towards the stock options granted to Company's employees.

vi. During the year, the Company has recovered ₹ 2.94 crore (previous year: ₹ 2.10 crore) from its subsidiary companies towards the stock options granted to their employees, pursuant to the employee stock option schemes.

vii. Weighted average fair values of options granted during the year is ₹ 3205.92 (previous year: ₹ 2314.37) per option.

viii. The fair value has been calculated using the Black-Scholes Option Pricing Model and the significant assumptions and inputs to estimate the fair value of options granted during the year are as follows:

Sr. No.	Particulars	2024-25	2023-24
(i)	Weighted average risk-free interest rate	6.78%	7.05%
(ii)	Weighted average expected life of options	2.91 years	2.75 years
(iii)	Weighted average expected volatility	21.64%	18.64%
(iv)	Weighted average expected dividends over the life of the option	₹ 81.38 per option	₹ 65.90 per option
(v)	Weighted average share price	₹ 3317.04 per option	₹ 2479.86 per option
(vi)	Weighted average exercise price	₹ 55.38 per option	₹ 135.63 per option
(vii)	Method used to determine expected volatility	Expected volatility is based on the historical volatility of the Company's share price applicable to the total expected life of each option.	

ix. The balance in share options (net) account as at March 31, 2025 is ₹ 133.10 crore (previous year: ₹ 125.69 crore), including ₹ 19.28 crore (previous year: ₹ 20.78 crore) for which the options have been vested to employees as at March 31, 2025.

(j) Capital Management:

The Company continues its policy of a conservative capital structure which has ensured that it retains the highest credit rating even amidst an adverse economic environment. Low gearing levels also enable the Company to navigate business challenges on one hand and raise growth capital on the other. This policy also provides flexibility of fund-raising options for future, which is especially important in times of global economic volatility. The gross debt equity ratio is 0.31:1 as at March 31, 2025 (as at March 31, 2024 0.35:1).

During the previous year ended March 31, 2024, the shareholders had approved the proposal of buyback of equity shares of the Company, as recommended by its Board of Directors. The settlement of all valid bids and extinguishment of equity shares bought back were completed on September 28, 2023.

Accordingly, the Company has bought back 3,12,50,000 equity shares of face value of ₹ 2 each, representing 2.22% of the number of equity shares in the paid-up share capital, at a price of ₹ 3,200 per share aggregating to ₹ 10,000 crore. Consequently, the equity share capital stands reduced by ₹ 6.25 crore. The premium on buyback of ₹ 9993.75 crore, transaction cost (net of tax) with respect to the buyback of ₹ 26.37 crore and the tax on buyback of ₹ 2253.33 crore have been adjusted against securities premium account and free reserves.

During the year ended March 31, 2025, the Company paid the final dividend of ₹ 28 per equity share for the year ended March 31, 2024 amounting to ₹ 3849.57 crore.

The Board of directors, at their meeting held on May 8, 2025 recommended the final dividend of ₹ 34 per equity share for the year ended March 31, 2025 subject to approval from shareholders. On approval, the total dividend outgo is expected to be ₹ 4675.65 crore based on number of shares outstanding as at March 31, 2025.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [18]

Other equity

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Capital reserve [1]		10.84		10.84
Capital reserve on business combination [2]		(25.77)		(25.77)
Capital redemption reserve [3]		266.25		266.25
Securities premium [refer Note 1(ii)(p)]		138.43		50.56
Employee share options (net) [refer Note 1(ii)(r)]				
Employee share options outstanding	197.46		254.72	
Deferred employee compensation expense	(64.36)		(129.03)	
		133.10		125.69
Debenture redemption reserve [4]		–		–
General reserve [5]		22717.25		22715.19
Retained earnings		47883.05		41061.19
Foreign currency translation reserve [refer Note 1(ii)(s)(iv)]		(38.31)		(26.66)
Hedging reserve [refer Note 1(ii)(m)(iii)]				
Cash flow hedging reserve	192.11		66.89	
Cost of hedging reserve	138.38		(4.68)	
		330.49		62.21
Debt instruments through other comprehensive income [refer Note 1(ii)(m)(i)]		205.47		1.67
		71620.80		64241.17

[1] Capital reserve: It represents the gains of capital nature which mainly include the excess of value of net assets acquired over consideration paid by the company for business amalgamation transactions in earlier years.

[2] Capital reserve on business combination: It arises on transfer of business between entities under common control. It represents the difference, between the amount recorded as share capital issued plus any additional consideration in the form of cash or other assets and the amount of share capital of the transferor.

[3] Capital redemption reserve: Created on: (a) Buyback of equity shares out of free reserves and securities premium in accordance with Section 69 of the Companies Act, 2013 (b) Redemption of preference shares out of profits in accordance with Section 55(2)(c) of the Companies Act, 2013.

[4] Debenture redemption reserve (DRR): The Ministry of Corporate Affairs vide notification dated August 16, 2019, amended the Companies (Share capital and Debenture) Rules, 2014 by which the Company is no longer required to create DRR towards the debentures issued. Earlier to this amendment, the Company was required to maintain a DRR of 25% of the value of debentures issued, either by a public issue or on a private placement basis and the amounts credited to the DRR was not to be utilised by the Company except to redeem debentures. The above amount represents the DRR created out of profits of the Company prior to the said notification.

[5] General reserve: The Company created a General Reserve in earlier years pursuant to the provisions of the Companies Act,1956 where in certain percentage of profits were required to be transferred to General Reserve before declaring dividends. As per Companies Act 2013, the requirements to transfer profits to General Reserve is not mandatory. General Reserve is a free reserve available to the company.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [19]

Non-current liabilities: Financial Liabilities - Borrowings

₹ crore

Particulars	As at 31-3-2025			As at 31-3-2024		
	Secured	Unsecured	Total	Secured	Unsecured	Total
Redeemable non-convertible fixed rate debentures [refer Note 19(a)]	–	9286.00	9286.00	–	9792.22	9792.22
Term loan from banks [refer Note 19(b)]	–	–	–	–	2138.92	2138.92
	–	9286.00	9286.00	–	11931.14	11931.14

19(a) Unsecured redeemable non-convertible fixed rate debentures (privately placed):

Sr. No.	Face value per debenture (₹)	Date of allotment	As at 31-3-2025 ₹ crore	As at 31-3-2024 ₹ crore	Interest for the year 2024-25	Terms of repayment for debentures outstanding as on 31-3-2025
1.	1,00,000	Jan 22,2025	4045.64	–	7.20% p.a. payable annually	Redeemable at face value at the end of 10th year from the date of allotment
2.	1,00,000	Dec 5, 2024	1531.38	–	7.19% p.a. payable annually	Redeemable at face value at the end of 10th year from the date of allotment.
3.	2,50,000	April 25, 2022	483.72	483.93	8.00% p.a. payable annually	Redeemable at face value at the end of 8th year from the date of allotment.
4.	2,50,000	April 23, 2023	483.72	483.93	8.00% p.a. payable annually	Redeemable at face value at the end of 7th year from the date of allotment.
5.	2,50,000	April 23,2021	483.72	483.73	8.00% p.a. payable annually	Redeemable at face value at the end of 9th year from the date of allotment.
6.	2,50,000	April 23,2020	483.72	483.69	8.00% p.a. payable annually	Redeemable at face value at the end of 10th year from the date of allotment.
7.	1,00,000	March 28. 2023	2141.10	2142.15	7.725% p.a. payable annually	Redeemable at face value at the end of 5th year from the date of allotment.
8.	1,00,000	November 9. 2023	2059.57	2059.23	7.66% p.a. payable annually	Redeemable at face value at the end of 2nd year from the date of allotment.
9.	1,00,000	November 2. 2023	1603.99	1546.39	7.58% p.a. payable annually	Redeemable at face value at the end of 1st year from the date of allotment.
10.	10,00,000	April 28,2020	2677.91	2673.77	7.70% p.a. payable annually	Redeemable at face value at the end of 5th year from the date of allotment.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [19]
Non-current liabilities: Financial Liabilities - Borrowings *(contd.)*

Sr. No.	Face value per debenture (₹)	Date of allotment	As at 31-3-2025 ₹ crore	As at 31-3-2024 ₹ crore	Interest for the year 2024-25	Terms of repayment for debentures outstanding as on 31-3-2025
11.	1,00,000	June 8. 2023	–	1534.27	7.33% p.a. payable annually	
12.	1,00,000	June 8. 2023	–	1040.80	7.335% p.a. payable annually	
13.	1,00,000	June 8. 2023	–	1058.67	7.38% p.a. payable annually	
14	10,00,000	May 6,2020	–	1544.85	7.25% p.a. payable annually	
Total			15994.50	15535.41		
Less:			6708.50	5743.19	Current maturity of long-term borrowings [refer Note 24]	
			9286.00	9792.22	Non-current borrowings [refer Note 19]	

19(b) Details of term Loans (Unsecured):

Sr. No.	As at 31-3-2025 ₹ crore	As at 31-3-2024 ₹ crore	Rate of Interest for the year 2024-25	Terms of repayment of term loan outstanding as on 31-3-2025
1	914.62	892.07	USD SOFR + Spread [1]	Repayable on November 30, 2025
2	1282.18	1248.34	USD SOFR + Spread [1]	Repayable on April 14, 2025
Total	2196.80	2140.41		
Less:	2196.80	1.49	Current maturity of long-term borrowings [refer Note 24]	
	–	2138.92	Non-current borrowings [refer Note 19]	

[1] Represents unsecured term loans obtained in foreign currency.

NOTE [20]

Non-current liabilities: Other financial liabilities

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Forward contract payables	33.87	10.23
Embedded derivative payables	50.83	–
Financial guarantee contracts	9.11	24.93
Due to others (mainly includes liabilities towards capital goods)	49.26	40.65
	143.07	75.81

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [21]

Non-current liabilities: Provisions

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Employee pension scheme	371.37	351.87
Post-retirement medical benefits plan	394.35	345.86
Provision for employee benefits-Others	–	5.70
	765.72	703.43

NOTE [22]

Other non-current liabilities

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Other Payables (Deferred income on fair valuation of financial instrument)	18.47	22.67
	18.47	22.67

NOTE [23]

Current liabilities: Financial Liabilities-Borrowings

₹ crore

Particulars	As at 31-3-2025			As at 31-3-2024		
	Secured	Unsecured	Total	Secured	Unsecured	Total
Loans repayable on demand from banks	–	2.13	2.13	–	0.29	0.29
Short term loan and advances from banks	–	690.89	690.89	–	813.75	813.75
Commercial paper	–	1492.50	1492.50	–	2668.53	2668.53
Loans from related parties:						
Subsidiary companies	–	456.70	456.70	–	1149.41	1149.41
Joint venture companies	–	1.28	1.28	–	207.67	207.67
Collateralized borrowing and lending obligation	1100.08	–	1100.08	25.00	–	25.00
	1100.08	2643.50	3743.58	25.00	4839.65	4864.65

23(a) Loans guaranteed by directors Nil (previous year: Nil)

23(b) The Company has fund based and non-fund based facilities (viz. bank guarantees, letter of credits and derivatives) from banks. These facilities are secured by hypothecation of inventories and trade receivables. Amount of inventories and trade receivables that are pledged as collateral to the extent of: ₹ 6932.00 crore as at March 31, 2025 (March 31,2024: ₹ 6932.00 crore)

23(c) The Company has been sanctioned working capital limits in excess of ₹ 5 crores, in aggregate, at points of time during the year, from banks or financial institutions on the basis of security of current assets. The quarterly returns filed by the Company with such banks or financial institutions are in agreement with the Books of Account of the Company of the respective quarters.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [24]

Current liabilities: Financial liabilities - Current maturities of long term borrowings

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Unsecured:		
Redeemable non-convertible fixed rate debentures [refer Note 19(a)]	6708.50	5743.19
Term loans from banks [refer Note 19(b)]	2196.80	1.49
	8905.30	5744.68

24(a) Loans guaranteed by directors Nil (previous year: Nil)

NOTE [25]

Current liabilities: Financial liabilities - Other trade Payables

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Acceptances		136.97		93.89
Due to related parties:				
Subsidiary companies	1616.19		1198.66	
Associate companies	13.97		5.61	
Joint venture companies	740.16		1262.81	
		2370.32		2467.08
Due to others		35118.54		37307.12
		37625.83		39868.09

25(a) Current liabilities: Financial liabilities - Trade payables ageing

₹ crore

Particulars	As at 31-3-2025						
	Unbilled Dues	Not due	Outstanding for the following periods from the due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed:							
Micro and small enterprises	63.37	993.29	95.64	6.20	2.19	9.47	1170.16
Others	12754.87	18415.93	4951.11	473.94	146.31	880.45	37622.61
Disputed:							
Micro and small enterprises	–	–	–	–	–	–	–
Others	0.52	2.60	–	–	–	0.10	3.22
Total	12818.76	19411.82	5046.76	480.14	148.50	890.02	38795.99

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [25]

[a] Current liabilities: Financial liabilities - Trade payables ageing *(contd.)*

₹ crore

Particulars	As at 31-3-2024						
	Unbilled Dues	Not due	Outstanding for the following periods from the due date of payment				Total
			Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed:							
Micro and small enterprises	18.05	822.53	26.71	1.96	2.05	1.87	873.17
Others	10703.88	21993.09	5286.52	347.65	290.58	1239.28	39861.00
Disputed:							
Micro and small enterprises	–	–	–	–	–	–	–
Others	–	7.09	–	–	–	–	7.09
Total	10721.93	22822.71	5313.23	349.61	292.63	1241.15	40741.26

NOTE [26]

Current liabilities - Other financial liabilities

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Unclaimed dividend	137.78	129.90
Forward contract payable	303.02	270.74
Embedded derivative payable	27.50	41.64
Financial guarantee contracts	16.82	25.46
Due to others [1][2]	2965.08	3630.09
	3450.20	4097.83

[1] Due to directors ₹ 136.71 crore (previous year ₹ 123.61 crore)

[2] Mainly includes liability towards employee benefits and capital goods

NOTE [27]

Other current Liabilities

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Contract liabilities [refer Note 41(d)]				
Excess of billing over revenue	17832.67		14337.66	
Advances from customers	23491.91		22133.60	
		41324.58		36471.26
Other payables [1]		3439.55		2816.42
		44764.13		39287.68

[1] Mainly includes liabilities towards joint operations, statutory dues and employee benefits

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [28]

Current liabilities - Provisions

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Provision for employee benefits:				
Gratuity	128.29		118.93	
Compensated absences	722.78		572.53	
Employee pension scheme	31.26		30.39	
Post-retirement medical benefits plan	19.11		17.76	
		901.44		739.61
Others:				
Other Provisions [refer Note 50]		1496.79		1462.44
		2398.23		2202.05

NOTE [29]

Contingent Liabilities

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
(a) Claims against the Company not acknowledged as debts	4522.82	4569.64
(b) Sales tax/GST liability that may arise in respect of matters in appeal	5444.96	1169.35
(c) Excise duty/service tax/customs duty liability that may arise in respect of matters in appeal / challenged by the Company in WRIT	471.52	426.36
(d) Income tax liability (including penalty) that may arise in respect of which the Company is in appeal	2874.20	3380.37
(e) Corporate and bank guarantees for debt given on behalf of Subsidiary companies/joint venture companies	8827.67	8826.56
(f) Corporate and bank guarantees for performance given on behalf of Subsidiary companies/ joint venture companies	114248.77	120947.97
(g) Contingent liabilities, if any, incurred in relation to interests in joint operations	3079.22	3006.66
(h) Share in contingent liabilities of joint operations for which the Company is contingently liable	153.79	123.84
(i) Contingent liabilities in respect of liabilities of other joint operators of joint operations	5055.57	4364.24
(j) Indemnity Bond for performance given on behalf of 3rd party	9.65	56.79

Notes:

(1) The Company does not expect any reimbursements in respect of the above contingent liabilities.

(2) It is not practicable to estimate the timing of cash outflows, if any, in respect of matters at (a) to (d) above pending resolution of the abitration / appellate proceedings. Further, the liability mentioned in (a) to (d) above includes interest in cases where the company has determined that the possibility of such levy is remote.

(3) In respect of matters at (e) , the cash outflows, if any, could generally occur up to Three years, being the period over which the validity of the guarantees extends except in a few cases where the cash outflows, if any, could occur any time during the subsistence of the borrowing to which the guarantees relate.

(4) In respect of matters at (f) , the cash outflows, if any, could generally occur up to six years, being the period over which the validity of the guarantees extends.

(5) In respect of matters at (g) to (i) , the cash outflows, if any, could generally occur upto completion of projects undertaken by the respective joint operations.

(6) In respect of matters at (j), the cash outflows, if any, is fully reimbursable by the 3rd party under an agreement entered in to with them

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [30]

Commitments

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
(a) Estimated amount of contracts remaining to be executed on capital account (net of advances) on:				
(i) Property, plant and equipment	1118.76		808.81	
(ii) Investment property	439.54		219.85	
(iii) Intangible assets	7.12		16.73	
		1565.42		1045.39
(b) Funding committed by way of equity/loans to subsidiary companies		127.78		239.25
(c) Purchase of additional stake in associate company		327.75		–

NOTE [31]

Revenue from operations

₹ crore

Particulars	2024-25		2023-24	
Sales and service:				
Construction and project related activity	132540.75		118835.90	
Manufacturing and trading activity	4115.19		3852.08	
Property development activity	1075.32		509.35	
Engineering and service fees	1568.07		115.50	
Servicing	1740.09		1614.03	
Commission	147.73		141.81	
		141187.15		125068.67
Other operational income:				
Net gain/(loss) on sale of investment properties	373.35		–	
Lease rentals	149.97		102.96	
Income from services to Group companies	124.28		102.30	
Premium earned (net) on related forward exchange contracts	43.36		27.82	
Miscellaneous Income	630.90		931.61	
		1321.86		1164.69
		142509.01		126233.36

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [32]

Other income

₹ crore

Particulars	2024-25		2023-24	
Interest income:				
Subsidiary, joint venture and associate companies	148.80		389.09	
Others	1241.26		1333.65	
		1390.06		1722.74
Dividend income:				
Subsidiary companies	2930.46		2519.42	
Joint venture companies	27.27		129.83	
Others	19.54		6.42	
		2977.27		2655.67
Net gain/(loss) on fair valuation of investments	317.44		35.08	
Net gain/(loss) on sale of investments	139.76		249.70	
		457.20		284.78
Net gain/loss on derivatives at fair value through profit or loss		26.94		(23.07)
Net gain/(loss) on sale of property, plant and equipment		34.35		58.68
Lease rentals		48.84		51.22
Miscellaneous income (net of expenses)		734.55		579.68
		5669.21		5329.70

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [33]

Manufacturing, construction and operating expenses

₹ crore

Particulars	2024-25		2023-24	
Cost of raw materials and components consumed:				
Raw materials and components	15409.16		11794.06	
Less : Scrap sales	189.26		172.58	
		15219.90		11621.48
Construction materials consumed		45457.97		43031.68
Purchase of stock-in-trade		1409.90		1078.54
Stores, spares and loose tools consumed		3060.70		3613.78
Sub-contracting charges		35741.21		30814.82
Changes in inventories of finished goods, work-in-progress and stock-in-trade and property development :				
Closing stock:				
Finished goods	2.64		0.87	
Stock-in-trade	470.16		228.30	
Work-in-progress	8715.83		10048.69	
	9188.63		10277.86	
Less : Opening stock:				
Finished goods	0.87		16.77	
Stock-in-trade	228.30		364.92	
Work-in-progress	10048.69		10308.00	
	10277.86		10689.69	
		1089.23		411.83
Other manufacturing, construction and operating expenses:				
Power and fuel	2181.21		2440.76	
Royalty and technical know-how fees	87.27		127.08	
Packing and forwarding	794.28		713.65	
Rent hire charges	4525.54		3975.24	
Engineering, professional, technical and consultancy fees	2635.04		2069.69	
Insurance	761.14		707.37	
Rates and taxes	664.86		767.35	
Travelling and conveyance	1082.67		973.31	
Repairs to plant and equipment	127.69		120.54	
Repairs to buildings	70.80		16.69	
General repairs and maintenance	828.71		692.53	
Bank guarantee charges	338.57		298.95	
Provision/(reversal) for onerous construction contracts	(66.72)		86.00	
Other provisions/(reversal of provisions)	78.63		19.32	
Miscellaneous expenses	566.72		434.07	
		14676.41		13442.55
		116655.32		104014.68

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [34]

Employee benefits expense

₹ crore

Particulars	2024-25		2023-24	
Salaries, wages and bonus		9326.93		8009.22
Contribution to and provision for:				
Provident funds and pension fund	220.55		201.59	
Superannuation/employee pension schemes	32.04		26.76	
Gratuity funds	96.12		92.59	
		348.71		320.94
Expenses on employees stock option schemes		83.83		91.56
Insurance expenses-medical and others		167.33		131.98
Staff welfare expenses		753.92		804.09
Recoveries on account of deputation		(300.64)		(317.63)
		10380.08		9040.16

NOTE [35]

Sales, administration and other expenses

₹ crore

Particulars	2024-25		2023-24	
Power and fuel		81.68		81.79
Packing and forwarding		53.06		57.58
Professional fees		650.81		608.91
Audit fees		10.83		8.78
Insurance		70.41		68.92
Rent & hire charges		123.01		114.26
Rates and taxes		124.70		74.95
Travelling and conveyance		388.90		291.70
Repairs to buildings		35.16		20.31
General repairs and maintenance		321.75		340.73
Directors' fees		0.88		1.06
Telephone, postage and telegrams		115.36		116.73
Advertising and publicity		100.27		79.67
Stationery and printing		50.60		45.68
Commission:				
Commission		24.67		19.96
Bank charges		86.55		81.55
Miscellaneous expenses		644.00		620.87
Bad debts and advances written off(net of written back)	520.55		592.33	
Less: Allowance for expected credit loss written back	499.52		546.44	
		21.03		45.89
Corporate social responsibility		164.61		150.98
Allowance for expected credit loss (net)		946.66		969.01
Exchange (gain)/loss (net)		(50.42)		(99.89)
Provision/(reversal of provision) on loans given to subsidiary		–		(70.24)
Provision/(reversal of provision) on investments in joint venture [1]		(1622.03)		–
Loss on divestment of equity shares in joint venture [1]		1622.88		–
Other provisions/(reversal of provisions)		(12.96)		(116.87)
Recoveries from subsidiary and associates		(67.04)		(63.09)
		3885.36		3449.24

[1] Refer note 39(a)

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [35a]

Aggregation of expenses disclosed vide Note 33 -Manufacturing ,construction and operating expenses ,Note 34 -Employee benefits expense and Note 35 - Sales, administration and other expenses.

₹ crore

Sr. No.	Nature of expenses	2024-25				2023-24			
		Note 33	Note 34	Note 35	Total	Note 33	Note 34	Note 35	Total
1	Power and fuel	2181.21	–	81.68	2262.89	2440.76	–	81.79	2522.55
2	Packing and forwarding	794.28	–	53.06	847.34	713.65	–	57.58	771.23
3	Insurance	761.14	167.33	70.41	998.88	707.37	131.98	68.92	908.27
4	Rent hire charges	4525.54	–	123.01	4648.55	3975.24	–	114.26	4089.50
5	Rates and taxes	664.86	–	124.70	789.56	767.35	–	74.95	842.30
6	Travelling and conveyance	1082.67	–	388.90	1471.57	973.31	–	291.70	1265.01
7	Repairs to buildings	70.80	–	35.16	105.96	16.69	–	20.31	37.00
8	General repairs and maintenance	828.71	–	321.75	1150.46	692.53	–	340.73	1033.26
9	Miscellaneous expenses	566.72	–	644.00	1210.72	434.07	–	620.87	1054.94

NOTE [36]

Finance costs

₹ crore

Particulars	2024-25	2023-24
Interest expenses	2191.93	2396.49
Exchange loss	3.53	9.34
	2195.46	2405.83

NOTE [37]

Depreciation, amortisation, impairment and obsolescence

₹ crore

Particulars	2024-25		2023-24	
Depreciation on:				
Property plant and equipment	1711.27		1544.62	
Investment property	21.81		17.27	
		1733.08		1561.89
Amortisation of:				
Intangible assets	76.96		69.37	
Right-of-use assets	136.69		114.31	
		213.65		183.68
Obsolescence on property, plant and equipment		16.29		7.60
		1963.02		1753.17

NOTE [38]

Disclosure pursuant to Ind AS 103 "Business Combinations":

L&T Energy Hydrocarbon Engineering Limited ("LTEHE") and L&T Offshore Private Limited ("LTOPL"), both wholly owned subsidiaries, merged with the Company under a Scheme of Amalgamation approved by National Company Law Tribunal, Chennai and National Company Law Tribunal, Mumbai vide their respective orders dated December 18, 2024 and February 7, 2025. The merger was effective from the appointed date April 1, 2024.

LTEHE is engaged in the business of designing, and detailing engineering activity providing integrated 'design to build' solutions for large and complex hydrocarbon projects worldwide.

LTOPL operates in the Energy Projects segment with the objective of carrying out installation of offshore structure.

No fresh shares were issued to effect the merger.

Further the merger is accounted using pooling of interest method for LTEHE, involving the following:

a. The assets and liabilities of LTEHE were reflected at their carrying amounts. No adjustment was made to reflect the fair values, or recognise any new asset or liability.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [38]

Disclosure pursuant to Ind AS 103 "Business Combinations": *(contd.)*

b. The balance of the Retained earnings appearing in the financial statements of the LTEHE was aggregated with the corresponding balance appearing in the financial statements of the Company.

c. Restating the financials of the Company from April 1, 2023

Merger for LTOPL is accounted using asset acquisition method, involving the following:

a. Identify and recognise the individual identifiable assets acquired (including those assets that meet the definition of, and recognition criteria for intangible assets) and liabilities assumed.

b. The cost of acquisition were allocated to individual identifiable assets and liabilities on the basis of their relative fair values at the date of purchase through shares.

c. Restating the financials of the Company from April 1, 2024

NOTE [39]

Disclosure pursuant to Ind AS 105 "Non-current assets held for sale and discontinued operations":

Assets held for sale as at March 31, 2025, includes mainly building and plant and machinery of ₹ 157.44 crore situated at Faridabad, Haryana. The asset forms part of Realty business which is reported under "Others" segment. (refer Note 40).

Assets and liabilities held for sale as at March 31, 2024, includes:

(a) The Company entered into a Share Purchase Agreement dated December 16, 2022 to sell its stake in Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) (IDPL), a joint venture, primarily engaged in the development and operation of toll roads and power transmission assets. As on March 31, 2024, the investment in the joint venture is classified as "Held for Sale". Subsequently, the Company completed the sale on April 10, 2024, consequent to completion of customary conditions precedent as per the Share Purchase Agreement.

(b) Land of ₹ 172.55 crore situated at Mumbai, Maharashtra. The asset forms part of Realty business which is reported under "Others" segment. (refer Note 40).

NOTE [40]

Disclosure pursuant to Ind AS 108 "Operating Segment"

(a) Information about reportable segments:

₹ crore

Particulars	For the year ended 31-3-2025			For the year ended 31-3-2024		
	External	Inter-segment	Total	External	Inter-segment	Total
Revenue						
Infrastructure Projects	104095.78	1004.58	105100.36	94441.58	1144.04	95585.62
Energy Projects	24028.12	14.84	24042.96	19354.55	26.34	19380.89
Hi-Tech Manufacturing	9810.34	302.52	10112.86	8195.99	569.32	8765.31
Others	4574.77	49.52	4624.29	4241.24	22.48	4263.72
Sub-total	142509.01	1371.46	143880.47	126233.36	1762.18	127995.54
Inter-segment revenue		1371.46	1371.46		1762.18	1762.18
Total	142509.01	–	142509.01	126233.36	–	126233.36
Segment result [Profit/(loss) before interest and tax]						
Infrastructure Projects			5058.60		4456.02	
Energy Projects			2768.92		2273.70	
Hi-Tech Manufacturing			1470.40		1169.50	
Others			1024.81		511.62	
Total			10322.73		8410.84	
Inter-segment margins on capital jobs			(44.48)		(108.53)	
Unallocable corporate income net of expenditure			5016.19		5003.50	
Finance costs			(2195.46)		(2405.83)	
Exceptional items (net of tax) [Note 59]			474.78		447.99	
Profit before tax			13573.76		11347.97	
Current tax			(2849.97)		(2207.96)	
Deferred tax			146.93		191.40	
Net profit after tax			10870.72		9331.41	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [40]

Disclosure pursuant to Ind AS 108 "Operating Segment" *(contd.)*

₹ crore

Particulars	Segment Assets		Segment Liabilities	
	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024
Infrastructure Projects	80847.03	84034.77	59255.57	62389.84
Energy Projects	17120.03	16604.96	15469.62	11648.66
Hi-Tech Manufacturing	12544.05	10123.18	11,189.90	8916.57
Others	8911.73	8332.93	3999.46	3960.92
Total	119422.84	119095.84	89914.55	86915.99
Unallocable corporate assets/liabilities	68232.79	57908.02	25845.24	25571.77
Inter-segment assets/liabilities	(1239.28)	(1239.80)	(1239.28)	(1239.80)
Total assets/liabilities	186416.35	175764.06	114520.51	111247.96

₹ crore

Particulars	Depreciation, amortisation, impairment & obsolescence included in segment expenses		Other non-cash expenses included in segment expense		Finance cost included in segment expense		Interest income included in segment income		Additions to non-current assets	
	For the year ended 31-3-2025	For the year ended 31-3-2024	For the year ended 31-3-2025	For the year ended 31-3-2024	For the year ended 31-3-2025	For the year ended 31-3-2024	For the year ended 31-3-2025	For the year ended 31-3-2024	For the year ended 31-3-2025	For the year ended 31-3-2024
Infrastructure Projects	1,377.51	1,219.02	42.41	48.14	150.91	231.60	25.97	17.51	1918.28	2044.69
Energy Projects	163.07	148.84	12.67	12.29	–	–	–	–	360.44	760.10
Hi-Tech Manufacturing	215.12	196.41	7.92	7.50	–	–	–	–	279.90	525.86
Others	99.86	79.69	4.66	3.23	–	–	–	–	550.51	764.67
Total	1855.56	1643.96	67.66	71.16	150.91	231.60	25.97	17.51	3109.13	4095.32
Unallocated corporate	107.46	109.21	16.17	20.40	(150.91)	(231.60)	(25.97)	(17.51)	132.92	1007.36
Inter-segment					–	–			(115.70)	(402.68)
Total	1963.02	1753.17	83.83	91.56	–	–	–	–	3126.35	4700.00

Note : There is no impairment/reversal of impariment in non-financial assets of the operating segments.

(b) Geographical information

₹ crore

Particulars	Revenue by location of project	
	For the year ended 31-3-2025	For the year ended 31-3-2024
India (i)	101677.83	100100.55
Foreign countries:		
Saudi Arabia	22844.94	12621.66
United Arab Emirates	6181.72	2816.67
Qatar	4039.95	2352.42
Bangladesh	1188.69	1495.57
Kuwait	1381.96	659.22
Other Countries	5193.92	6187.27
Total foreign countries (ii)	40831.18	26132.81
Total (i+ii)	142509.01	126233.36

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [40]
Disclosure pursuant to Ind AS 108 “Operating Segment” *(contd.)*

Particulars	Non-current Assets	
	As at 31-3-2025	**As at 31-3-2024**
India (i)	17387.28	17022.67
Foreign countries (ii)	355.25	201.78
Total (i+ii)	17742.53	17224.45

(c) Revenue contributed by any single customer in any of the operating segments, whether reportable or otherwise, does not exceed ten percent of the Company’s total revenue.

(d) The identification of operating segments is consistent with performance assessment and resource allocation by the management.

(e) Basis of identifying operating segments, reportable segments, segment profit and definition of each reportable segment:

(i) Basis of identifying Operating segments:

Operating segments are identified as those components of the Company (a) that engage in business activities to earn revenues and incur expenses (including transactions with any of the Company’s other components); (b) whose operating results are regularly reviewed by the Company’s executive management to make decisions about resource allocation and performance assessment; and (c) for which discrete financial information is available.

The Company has four reportable segments as described under “segment composition” below. The nature of products and services offered by these businesses are different and are managed separately given the different sets of technology and competency requirements.

(ii) Reportable segments

An operating segment is classified as reportable segment if reported revenue (including inter-segment revenue) or absolute amount of result or assets exceed 10% or more of the combined total of all the operating segments.

(iii) Segment profit
Performance of a segment is measured based on segment profit (before interest and tax), as included in the internal management reports that are reviewed by the corporate executive management.

(iv) The Segment Composition:-

- **Infrastructure Projects segment** comprises engineering and construction of (a) building and factories, (b) transportation infrastructure, (c) heavy civil infrastructure, (d) power transmission & distribution, (e) renewable, (f) water & effluent treatment and (g) minerals and metals

- **Energy Projects segment** comprises of (a) Hydrocarbon Onshore and Offshore businesses covering EPC solutions in oil & gas, refineries, petrochemicals & offshore wind energy sectors, from front-end design through detailed engineering, modular fabrication, procurement, project management, construction, installation and commissioning, (b) CarbonLite Solutions business covering EPC solutions for power generation plants including power generation equipment with associated systems and/or carbon capture utilisation & utility packages and (c) EPC solutions in green and clean energy space.

- **Hi-Tech Manufacturing segment** comprises design, manufacture/construct, supply and revamp/retrofit of (a) custom designed, engineered critical equipment & systems to the process plant, nuclear energy and green hydrogen sectors (b) marine and land platforms including related equipment & systems; aerospace products & systems; precision and electronic products & systems for the defence, security, space and industrial sectors.

- **Others segment** includes (a) realty, (b) smart infrastructure & communication projects, (c) marketing and servicing of construction equipment, mining machinery and parts thereof, (d) manufacture and sale of rubber processing machinery and (e) ecommerce/digital platforms & data centres.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [41]

Disclosure pursuant to Ind AS 115 "Revenue from Contracts with Customers"

(a) Disaggregation of revenue into Operating Segments and Geographical areas

i. For the year ended March 31, 2025:

₹ crore

Segment	Revenue as per Ind AS 115			Other Revenue	Total as per Statement of Profit and Loss/ Segment reporting
	Domestic	Foreign	Total		
Infrastructure Projects	75315.00	28427.51	103742.51	353.27	104095.78
Energy Projects	13903.64	10030.81	23934.45	93.66	24028.12
Hi-Tech Manufacturing	7597.66	2199.36	9797.02	13.32	9810.34
Others	3901.41	157.57	4058.99	515.79	4574.77
Total	100717.71	40815.25	141532.97	976.04	142509.01

ii. For the year ended March 31, 2024:

₹ crore

Segment	Revenue as per Ind AS 115			Other Revenue	Total as per Statement of Profit and Loss/ Segment reporting
	Domestic	Foreign	Total		
Infrastructure Projects	77779.56	16315.74	94095.30	346.29	94441.58
Energy Projects	12076.01	6945.08	19021.09	333.46	19354.55
Hi-Tech Manufacturing	5636.42	2530.94	8167.36	28.63	8195.99
Others	3827.17	311.88	4139.05	102.20	4241.24
Total	99319.16	26103.64	125422.80	810.58	126233.36

(b) Out of the total revenue recognised under Ind AS 115 during the year, ₹ 134820.26 crore (previous year: ₹ 119639.81 crore) is recognised over a period of time and ₹ 6712.71 crore (previous year: ₹ 5782.99 crore) is recognised at a point in time.

(c) Movement in Expected Credit Loss during the year:

₹ crore

Particulars	Provision on Trade Receivables		Provision on Contract Assets	
	2024-25	2023-24	2024-25	2023-24
Balance as at April 1	4148.84	3968.78	1957.61	1588.17
Changes in loss allowance for expected credit loss:				
Provision/(reversal) of allowance for expected credit loss	580.16	323.80	70.70	373.92
Additional provision (net)	308.23	402.66	(2.45)	(4.48)
Written off as bad debts	(499.52)	(546.44)	–	–
Balance as at March 31	4537.66	4148.80	2025.85	1957.61

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [41]

Disclosure pursuant to Ind AS 115 "Revenue from Contracts with Customers" *(contd.)*

(d) Contract balances:

i. Movement in contract balances during the year.

₹ crore

Particulars	2024-25			2023-24		
	Contract Assets	**Contract Liabilities**	**Net contract balances**	**Contract Assets**	**Contract Liabilities**	**Net contract balances**
Opening balance as at April 01	49777.02	36471.26	13305.76	49414.42	30406.02	19008.40
Closing balance as at March 31	48572.95	41324.58	7248.37	49777.02	36471.26	13305.76
Net increase/(decrease)	(1204.07)	4853.32	(6057.39)	362.60	6065.24	(5702.64)

i. Decrease in net contract balances is primarily due to higher progress bills raised as compared revenue recognition in both the years.

ii. Revenue recognised from opening balance of contract liabilities amounts to ₹ 16338.48 crore (previous year: ₹ 9505.03 crore)

iii. Revenue recognised from the performance obligation satisfied (or partially satisfied) upto previous year (arising out of contract modifications) amounts to ₹ 175.16 crore (previous year: ₹ 50.02 crore)

(e) Cost to obtain the contract:

i. Amortisation in Statement of Profit and Loss: Nil (previous year: Nil)

ii. Recognised as contract assets at March 31, 2025: Nil (previous year: Nil)

(f) Reconciliation of contracted price with revenue during the year:

₹ crore

Particulars	2024-25	2023-24
Opening contracted price of orders as at start of the year[1]	907170.03	824533.00
Add:		
Fresh orders/change orders received (net)	220427.85	159628.00
Increase due to additional consideration recognised as per contractual terms/(decrease) due to scope reduction (net)	12657.38	6414.22
Increase/(decrease) due to exchange rate movements (net)	2781.85	1943.83
Less:		
Orders completed during the year	63768.54	80265.34
On account of business transfer	–	5083.68
Closing contracted price of orders as at the end of the year[1]	1079268.57	907170.03
Total Revenue recognised during the year :	141532.97	125422.80
a. Revenue out of orders completed during the year	8905.29	8274.09
b. Revenue out of orders under execution at the end of the year (I)	132627.68	117148.71
Revenue recognised upto previous year (from orders pending completion at the end of the year) (II)	481660.53	419404.56
Increase/(decrease) due to exchange rate movements (III)	295.08	203.25
Balance revenue to be recognised in future viz. Order book (IV)	464685.28	370413.50
Closing contracted price of orders as at the end of the year[1] (I+II+III+IV)	1079268.57	907170.03

[1] including full value of partially executed contracts.

(g) Outstanding performance and Time for its expected conversion into Revenue:

₹ crore

Outstanding performance	Total	Time for expected conversion to Revenue					
		Upto 1 Year	**1 to 2 years**	**2 to 3 years**	**3 to 4 years**	**4 to 5 years**	**Beyond 5 years**
As at March 31, 2025	464685.28	193540.66	138200.60	75355.61	35337.76	16209.56	6041.09
As at March 31, 2024	370413.50	153658.02	114940.41	45337.64	25327.68	12100.11	19049.65

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [42]

Disclosure pursuant to Ind AS 1 "Presentation of financial statements":

a. Current assets expected to be recovered within twelve months and after twelve months from the reporting date:

₹ crore

Particulars	Note	As at 31-3-2025			As at 31-3-2024		
		Within twelve months	After twelve months	Total	Within twelve months	After twelve months	Total
Inventories	9	2252.46	1146.31	3398.77	1795.69	1725.28	3520.97
Trade receivables	11	37314.55	1015.63	38330.18	35587.99	1372.52	36960.51
Loans	14	635.03	–	635.03	63.04	–	63.04
Other financial assets	15	3697.70	77.42	3775.12	4117.66	142.13	4259.79
Other current assets	16	47408.03	9733.10	57141.13	42560.86	14992.58	57553.44
Total		91307.76	11972.47	103280.23	84125.24	18232.51	102357.75

b. Current liabilities expected to be settled within twelve months and after twelve months from the reporting date:

₹ crore

Particulars	Note	As at 31-3-2025			As at 31-3-2024		
		Within twelve months	After twelve months	Total	Within twelve months	After twelve months	Total
Trade payables:							
Due to micro enterprises and small enterprises		1170.16	–	1170.16	860.92	12.25	873.17
Due to others	25	36896.12	729.71	37625.83	39331.30	536.80	39868.09
Lease liability		141.01	21.17	162.18	124.83	34.06	158.89
Other financial liabilities	26	3421.59	28.61	3450.20	4075.64	22.19	4097.83
Other current liabilities	27	35939.12	8825.01	44764.13	30421.52	8866.16	39287.68
Provisions	28	2217.02	181.21	2398.23	1979.35	222.71	2202.05
Total		79785.01	9785.71	89570.73	76793.54	9694.16	86487.71

NOTE [43]

Disclosure with regard to changes in liabilities arising from financing activities as required by Ind AS 7 "Statement of Cash Flows":

₹ crore

Sr No.	Particulars	Non-current borrowings (Note 19)	Current borrowings (Note 23)	Current maturities of long term borrowings (Note 24)	Lease Liability	Total
1	Balance as at April 1, 2023	9390.85	3179.36	5580.88	187.44	18338.53
2	Additions to lease liability	–	–	–	185.21	185.21
3	Changes from financing cash flows	7450.00	1676.97	(4845.00)	(98.70)	4183.27
4	Changes on lease termination/lease concessions	–	–	–	(2.86)	(2.86)
5	The effect of changes in foreign exchange rates	34.15	–	–	0.04	34.19
6	Interest accrued (net of interest paid)	800.82	8.32	(735.88)	–	73.26
7	Other changes (transfer within categories)	(5744.68)	–	5744.68	–	–
8	Balance as at March 31, 2024	11931.14	4864.65	5744.68	271.14	22811.61
9	Additions to lease liability	–	–	–	234.10	234.10
10	Changes from financing cash flows	5500.00	(1120.48)	(4950.00)	(136.03)	(706.51)
11	Changes on lease termination/lease concessions	–	–	–	(8.12)	(8.12)
12	The effect of changes in foreign exchange rates	(0.01)	–	57.48	0.13	57.79
13	Interest accrued (net of interest paid)	(6.21)	(0.59)	(85.98)	–	(92.78)
14	Other changes (transfer within categories)	(8138.92)	–	8138.92	–	–
15	Classified as Held for sale	–	–	–	(0.85)	(0.85)
16	Balance as at March 31, 2025	9286.00	3743.58	8905.30	360.37	22295.24

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [43]

Disclosure with regard to changes in liabilities arising from financing activities as required by Ind AS 7 “Statement of Cash Flows”: *(contd.)*

Amounts reported in statement of cash flows under financing activities:

₹ crore

Particulars	2024-25	2023-24
Proceeds from non-current borrowings	5500.00	7450.00
Repayment of non-current borrowings	(4950.00)	(4845.00)
(Repayments)/Proceeds from other borrowings (net)	(1120.48)	1676.97
Repayment of lease liability	(136.03)	(98.70)
Total changes from financing cash flows (refer to Sr.No 3 & 10 above)	706.51	4183.27

NOTE [44]

Disclosure pursuant to Ind AS 12 "Income Taxes":

(a) Major components of tax expense/(income):

₹ crore

Sr. No.	Particulars	2024-25	2023-24
1.	Profit or Loss section		
	(i) Current Income tax :		
	Current income tax expense	2721.81	2251.84
	Tax expense of earlier years	128.16	(23.05)
	(ii) Deferred Tax:		
	Tax expense on origination and reversal of temporary differences	(146.93)	(73.75)
	Income tax expense reported in Profit or Loss [(i)+(ii)]	2703.04	2155.04
2.	Other Comprehensive Income (OCI) Section:		
	(i) Items not to be reclassified to Profit or Loss in subsequent periods:		
	Current tax expense/(income):		
	On remeasurement of defined benefit plans	(67.02)	3.51
		(67.02)	3.51
	(ii) Items to be reclassified to Profit or Loss in subsequent periods:		
	(A) Current tax expense/(income):		
	On gain/(loss) on cash flow hedges other than mark to market	(46.65)	(44.52)
	On foreign currency translation of joint operations	(3.92)	–
		(50.57)	(44.52)
	(B) Deferred Tax:		
	On mark to market gain/(loss) on cash flow hedges	88.21	(5.74)
	Net gain/(loss) on cost of hedge reserve	48.10	0.03
	Net gain/(loss) fair value of debt securities	60.46	39.34
	On foreign currency translation of joint operations	–	(1.74)
		196.77	31.89
	Income tax expense reported in the OCI section [(i)+(ii)]	79.18	(9.12)

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [44]

Disclosure pursuant to Ind AS 12 "Income Taxes": *(contd.)*

(b) Reconciliation of tax expense and the accounting profit multiplied by domestic tax rate applicable in India:

₹ crore

Sr. No.	Particulars	2024-25	2023-24
(1)	Profit before tax (including exceptional items)	13573.76	11486.45
(2)	Corporate tax rate as per Income Tax Act, 1961	25.17%	25.17%
(3)	Tax on Accounting profit (3) = (1) * (2)	3416.24	2890.91
(4)	(i) Tax on expenses not tax deductible:		
	(A) Corporate social responsibility	41.43	38.00
	(B) Tax on employee perquisites borne by the company	9.34	12.42
	(ii) Effect of deferred tax asset created on unused tax losses	–	(67.37)
	(iii) Effect of current tax related to earlier years	128.16	(23.05)
	(iv) Effect of lower tax rate on capital gains	(6.63)	(10.59)
	(v) Effect of deduction with respect to dividend income	(749.32)	(668.38)
	(vi) Tax effect on various other items	(136.18)	(16.90)
	Total effect of tax adjustments [(i) to (vii)]	(713.20)	(735.87)
(5)	Tax expense recognised during the year (5)=(3)+(4)	2703.04	2155.04
(6)	Effective tax Rate (6)=(5)/(1)	23.60%	21.92%

(c) (i) Unused tax losses for which no deferred tax asset (DTA) is recognised in Balance Sheet:

Particulars	As at 31-3-2025			As at 31-3-2024		
	Base Amount (₹ crore)	Deferred Tax (₹ crore)	Expiry date	Base Amount (₹ crore)	Deferred Tax (₹ crore)	Expiry date
Capital loss	5804.13	1327.98	FY 2031-32	936.25	214.21	FY 2030-31

(ii) Unrecognised deductible temporary differences for which no deferred tax asset (DTA) is recognised in Balance Sheet

₹ crore

Sr. No.	Particulars	As at 31-3-2025		As at 31-3-2024	
		Base Amount	Deferred Tax	Base Amount	Deferred Tax
1.	Deductible temporary differences towards provision for diminution in value of investments/loans on which DTA not created	2249.72	469.09	4481.36	1066.88
2.	Temporary differences arising out of revaluation of tax base of assets (on account of indexation benefit)*	–	–	9024.31	2064.76
	Total	2249.72	469.08	13505.67	3131.65

*Pursuant to amendment in Finance Act 2024, indexation benefit is no longer available on long term capital asset.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [44]

Disclosure pursuant to Ind AS 12 "Income Taxes": *(contd.)*

(d) Components of deferred tax (assets) and liabilities recognised in the Balance Sheet and Statement of Profit and Loss

i. As at March 31, 2025:

₹ crore

Sr. No.	Particulars	As at 31-3-2024	Charge/(credit) to Statement of Profit and Loss	Charge/ (credit) to Other Comprehensive Income	Debit/(credit) to hedge reserve (other than through OCI)	As at 31-3-2025
1.	Disputed statutory liability claimed on payment basis u/s 43B of the Income Tax Act, 1961	198.84	60.33	–	–	259.17
2.	Items disallowed u/s 43B of Income Tax Act, 1961	(296.32)	(97.94)	–	–	(394.26)
3.	Provision for doubtful debt and advances	(1556.62)	(142.42)	–	–	(1699.04)
4.	Difference in book depreciation and income tax depreciation	165.13	(148.39)	–	–	16.74
5.	Gain/(Loss) on derivative transactions	40.61	–	136.31	(0.05)	176.87
6.	Deferred tax on capital losses	(67.37)	67.37	–	–	–
7.	Other temporary differences	(78.75)	114.12	60.46	–	95.83
	Net deferred tax (assets)/liabilities	(1594.48)	(146.93)	196.77	(0.05)	(1544.69)

ii. As at March 31, 2024:

₹ crore

Sr. No.	Particulars	As at 31-3-2023	Charge/(credit) to Statement of Profit and Loss	Charge/ (credit) to Other Comprehensive Income	Debit/(credit) to hedge reserve (other than through OCI)	As at 31-3-2024
1.	Disputed statutory liability claimed on payment basis u/s 43B of the Income Tax Act, 1961*	196.11	2.73	–	–	198.84
2.	Items disallowed u/s 43B of Income Tax Act, 1961	(329.63)	33.31	–	–	(296.32)
3.	Provision for doubtful debt and advances*	(1452.02)	(104.60)	–	–	(1556.62)
4.	Difference in book depreciation and income tax depreciation*	246.56	(81.43)	–	–	165.13
5.	Gain/(Loss) on derivative transactions	50.82	–	(5.71)	(4.50)	40.61
6.	Deferred tax on capital losses	(117.65)	50.28	–	–	(67.37)
7	Other temporary differences*	(142.31)	25.96	37.60	–	(78.75)
	Net deferred tax (assets)/liabilities	(1548.12)	(73.75)	31.89	(4.50)	(1594.48)

* includes impact on business combination

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [45]

Disclosure pursuant to Indian Accounting Standard (Ind AS) 19 "Employee Benefits"

i Defined contribution plans: [Note [1](k)(ii)(A)]: Amount of ₹ 147.83 crore (previous year: ₹ 134.95 crore) is recognized as an expenses.

ii Defined benefit plans: [Note [1](k)(ii)(B)]:

a) The amount recognised in Balance Sheet are as follows:

₹ crore

Particulars		Gratuity plan		Post-retirement medical benefit plan		Company pension plan		Trust-managed provident fund plan	
		As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024
A)	Present value of defined benefit obligation								
	-Wholly funded	1077.19	828.63	–	–	–	–	4634.00	4258.67
	-Wholly unfunded	128.29	118.93	413.45	363.62	402.63	382.26	–	–
		1205.48	947.56	413.45	363.62	402.63	382.26	4634.00	4258.67
	Less: Fair value of plan assets	793.70	778.93	–	–	–	–	4860.31	4440.73
	Amount to be recognised as liability/(asset)	411.79	168.63	413.45	363.62	402.63	382.26	(226.30) [2]	(182.06) [2]
B)	Amounts reflected in the Balance Sheet:								
	Liabilities	411.79	168.63	413.45	363.62	402.63	382.26	40.89	34.99
	Assets	–	–	–	–	–	–	–	–
	Net liability/(asset)	411.79	168.63	413.45	363.62	402.63	382.26	40.89	34.99
	Net liability/(asset) - current	411.79	168.63	19.11	17.76	31.26	30.39	40.89 [1]	34.99 [1]
	Net liability/(asset) - Non current	–	–	394.34	345.86	371.37	351.87	–	–
	Net liability/(asset) classified as Held for sale	–	–	–	–	–	–	–	–

[1] Employer's and employee's contribution due towards Provident Fund

[2] Restricted to NIL

b) The amounts recognised in Statement of Profit and Loss are as follows:

₹ crore

Particulars		Gratuity plan		Post-retirement medical benefit plan		Company pension plan		Trust-managed provident fund plan	
		2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
1	Current service cost	96.70	92.60	13.97	12.15	2.80	3.14	141.76	119.43
2	Interest cost	54.17	51.82	25.47	22.14	26.36	26.92	346.97	318.32
3	Interest income on plan assets	(52.46)	(46.84)	–	–	–	–	(346.97)	(318.32)
4	Actuarial (gains)/losses - others	232.49	31.05	30.70	(6.22)	16.50	4.72	–	–
5	Actuarial (gains)/losses - difference between actual return on plan assets and interest income	(13.38)	(43.17)	–	–	–	–	(38.80)	(72.85)
6	Past service cost	(0.68)	–	–	47.38	4.02	–	–	–
7	Actuarial gain/(loss) not recognised in books	–	–	–	–	–	–	38.80	72.85
8	Amount capitalized out of the above/recovered from S&A	–	–	–	–	–	–	–	–
	Total (1 to 8)	316.84	85.46	70.14	75.45	49.68	34.78	141.76	119.43
i	Amount included in "Employee benefits expense"	96.02	92.60	13.97	59.53	6.82	3.14	141.76	119.43
ii	Amount included as part of "Finance cost"	1.71	4.98	25.47	22.14	26.36	26.92	–	–
iii	Amount included as part of "Other comprehensive income"	219.11	(12.12)	30.70	(6.22)	16.50	4.72	–	–
	Total (i+ii+iii)	316.84	85.46	70.14	75.45	49.68	34.78	141.76	119.43
	Actual return on plan assets	65.83	90.01	–	–	–	–	385.77	391.17

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [45]

Disclosure pursuant to Indian Accounting Standard (Ind AS) 19 "Employee Benefits" *(contd.)*

c) The changes in the present value of defined benefit obligation representing reconciliation of opening and closing balances thereof are as follows:

₹ crore

Particulars	Gratuity plan		Post-retirement medical benefit plan		Company pension plan		Trust-managed provident fund plan	
	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024
Opening balance of the present value of defined benefit obligation	947.56	869.50	363.62	305.50	382.26	375.27	4258.67	4004.20
Add: Current service cost	96.70	92.60	13.97	12.15	2.80	3.14	141.76	119.43
Add: Interest cost	54.17	51.83	25.47	22.14	26.36	26.92	346.97	318.32
Add: Contribution by plan participants								
i) Employee	–	–	–	–	–	–	358.51	295.22
ii) Transfer-in/(out)	(5.58)	–	–	–	–	–	115.90	64.39
Add/(less): Actuarial (gains)/losses arising from change in:								
i) Demographic assumptions	197.76	2.89	(5.94)	(30.85)	–	–	–	–
ii) Financial assumptions	34.73	38.39	24.11	9.24	13.67	7.58	–	–
iii) Experience adjustments	–	(10.23)	12.53	15.39	2.83	(2.86)	–	–
Less: Benefit paid	(115.36)	(93.71)	(20.31)	(16.00)	(29.30)	(27.80)	(591.66)	(544.64)
Add: Past service cost	(0.68)	–	–	47.38	4.02	–	–	–
Add: Liabilities assumed on transfer of employees		(4.46)		(1.33)	–	–	–	–
Add: Adjustment for earlier years	–	–	–	–	–	–	3.85	1.75
Add/(less): Translation/other adjustments	(3.84)	0.76	–	–	–	–	–	–
Closing balance of the present value of defined benefit obligation	1205.48	947.56	413.45	363.62	402.63	382.26	4634.00	4258.67

d) The changes in the fair value of plan assets representing reconciliation of the opening and closing balances thereof are as follows:

₹ crore

Particulars	Gratuity plan		Trust-managed provident fund plan	
	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024
Opening balance of the fair value of the plan assets	778.93	632.06	4440.73	4089.96
Add: Interest income on plan assets[1]	52.46	46.84	346.97	318.32
Add/(less): Actuarial gains/(losses)				
Difference between actual return on plan assets and interest income	13.38	43.17	38.80	72.85
Add: Contribution by the employer	48.95	133.69	138.50	117.18
Add/(less): Transfer in/(out)	(5.56)	–	115.90	64.39
Add: Contribution by plan participants	–	–	362.01	322.68
Add: Business combination/disposal (net)	–	(4.46)	–	–
Less: Benefits paid	(85.01)	(72.37)	(591.66)	(544.64)
Add: Adjustment for earlier years	–	–	9.07	–
Less: Translation/other adjustments	(9.45)	–	–	–
Closing balance of the plan assets	793.70	778.93	4860.31	4440.73

[1] Basis used to determine interest income on plan assets:

The Trust formed by the Company manages the investments of provident funds and gratuity fund. Interest income on plan assets is determined by multiplying the fair value of the plan assets by the discount rate determined at the start of the annual reporting period.

The Company expects to fund ₹ 283.09 crore (previous year: ₹ 47.56 crore) towards its gratuity plan and ₹ 159.20 crore (previous year: ₹ 132.84 crore) towards its trust-managed provident fund plan during the year 2024-25.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [45]

Disclosure pursuant to Indian Accounting Standard (Ind AS) 19 "Employee Benefits" *(contd.)*

e) The fair value of major categories of plan assets are as follows:

₹ crore

Particulars	Gratuity plan					
	As at 31-3-2025			As at 31-3-2024		
	Quoted	Unquoted	Total	Quoted	Unquoted	Total
Cash and cash equivalents	–	2.93	2.93	–	4.35	4.35
Equity instruments	43.05	–	43.05	46.51	–	46.51
Debt instruments - Corporate Bonds	262.29	–	262.29	249.21	–	249.21
Debt instruments - Central Government Bonds	127.94	–	127.94	126.63	–	126.63
Debt instruments - State Government Bonds	208.46	–	208.46	210.18	–	210.18
Debt instruments - PSU Bonds	17.92	–	17.92	19.16	–	19.16
Mutual funds - Equity	38.96	85.91	124.87	38.94	73.85	112.79
Mutual funds - Debt	–	–	–	–	4.01	4.01
Fixed Deposits	–	4.12	4.12	–	3.84	3.84
Special Deposit Scheme	–	1.48	1.48	–	1.48	1.48
Others	–	0.64	0.64	–	0.78	0.78
Closing balance of the plan assets	698.62	95.08	793.70	690.63	88.30	778.93

₹ crore

Particulars	Trust-managed provident fund plan					
	As at 31-3-2025			As at 31-3-2024		
	Quoted	Unquoted	Total	Quoted	Unquoted	Total
Cash and cash equivalents	–	8.58	8.58	–	9.68	9.68
Equity instruments	182.58	–	182.58	216.31	–	216.31
Debt instruments - Corporate Bonds	1665.45	–	1665.45	1451.76	–	1451.76
Debt instruments - Central Government Bonds	425.89	–	425.89	466.62	–	466.62
Debt instruments - State Government Bonds	1803.83	–	1803.83	1531.53	–	1531.53
Debt instruments - PSU Bonds	62.65	–	62.65	152.42	–	152.42
Mutual funds - Equity	101.50	391.30	492.80	115.39	284.10	399.49
Mutual funds - Debt	–	–	–	–	4.70	4.70
Special Deposit Scheme	–	101.10	101.10	–	123.86	123.86
Invit Instruments	112.97	–	112.97	81.64	–	81.64
Other (Payables)/Receivables	4.43	0.02	4.46	1.15	1.57	2.72
Closing balance of the plan assets	4359.31	501.00	4860.31	4016.83	423.91	4440.73

f) The average duration (in number of years) of the defined benefit plan obligations at the Balance Sheet date is as follows:

Plans	As at 31-3-2025	As at 31-3-2024
1) Gratuity plan	6.92	6.23
2) Post-retirement medical benefit plan	12.59	12.28
3) Company pension plan	7.37	7.26

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [45]

Disclosure pursuant to Indian Accounting Standard (Ind AS) 19 "Employee Benefits" *(contd.)*

g) Principal actuarial assumptions at the Balance Sheet date (expressed as weighted averages):

Plans	As at 31-3-2025	As at 31-3-2024
i) Discount rate:		
a) Gratuity plan	6.70%	7.18%
b) Post-retirement medical benefit plan	6.70%	7.18%
c) Company pension plan	6.70%	7.18%
ii) Annual increase in healthcare costs (refer Note vii infra)	0.00%	0.00%
iii) Salary Growth rate:		
a) Gratuity plan	8.00%	7.00%
b) Company pension plan	9.00%	9.00%

iv) Attrition Rate:

a) For gratuity plan the attrition rate varies from 2% to 12% (previous year: 2% to 12%) for various age groups.

b) For Company pension plan, the attrition rate varies from 0% to 2% (previous year: 0% to 2%) for various age groups.

c) For post-retirement medical benefit plan, the attrition rate varies from 1% to 14% (previous year: 1% to 14%) for various age groups.

v) The estimates of future salary increases, considered in actuarial valuation, take into account inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

vi) The interest payment obligation of trust-managed provident fund is assumed to be adequately covered by the interest income on long-term investments of the fund. Any shortfall in the interest income over the interest obligation is recognized immediately in the Statement of Profit and Loss.

vii The obligation of the Company under the post-retirement medical benefit plan is limited to the overall ceiling limits. At present, healthcare cost, as indicated in the principal actuarial assumption given above, has been assumed to increase at 5.00% p.a.

viii) (A) One percentage point change in actuarial assumptions would have the following effects on the defined benefit obligation of gratuity plan:

₹ crore

Particulars	Effect of 1% increase		Effect of 1% decrease	
	2024-25	2023-24	2024-25	2023-24
Impact of change in salary growth rate	76.55	54.06	(69.45)	(49.17)
Impact of change in discount rate	(70.20)	(48.68)	79.35	54.72

(B) A one percentage point change in actuarial assumptions would have the following effects on the defined benefit obligation of Company pension plan:

₹ crore

Particulars	Effect of 1% increase		Effect of 1% decrease	
	2024-25	2023-24	2024-25	2023-24
Impact of change in discount rate	(27.51)	(25.84)	31.44	29.46

(C) A one percentage point change in actuarial assumptions would have the following effects on the defined benefit obligation of post-retirement medical benefit plan:

₹ crore

Particulars	Effect of 1% increase		Effect of 1% decrease	
	2024-25	2023-24	2024-25	2023-24
Impact of change in Health care cost	8.89	7.53	(9.26)	(7.85)
Impact of change in discount rate	(47.59)	(40.87)	59.29	50.73

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [45]

Disclosure pursuant to Indian Accounting Standard (Ind AS) 19 "Employee Benefits" *(contd.)*

h) Characteristics of defined benefit plans and associated risks:

1 Gratuity plan:

The Company operates gratuity plan through a trust wherein every employee is entitled to the benefit equivalent to fifteen days last salary drawn for each completed year of service. The same is payable on termination of service or retirement whichever is earlier. The benefit vests after five years of continuous service. The Company's scheme is more favorable as compared to the obligation under Payment of Gratuity Act, 1972.

The defined benefit plan for gratuity of the Company is administered by separate gratuity funds that are legally separate from the Company. The trustees nominated by the Company are responsible for the administration of the plan. There are no minimum funding requirements of these plans. The funding of these plans are based on gratuity fund's actuarial measurement framework set out in the funding policies of the plan. These actuarial measurements are similar compared to the assumptions set out in (g) supra. Employees do not contribute to any of these plans.

Unfunded gratuity represents a small part of gratuity plan which is not material. Further, the unfunded portion includes amounts payable in respect of the Company's foreign operations which result in gratuity payable to employees engaged as per local laws of country of operation.

2 Post-retirement medical care plan:

The Post-retirement medical benefit plan provides for reimbursement of health care costs to certain categories of employees post their retirement. The reimbursement is subject to an overall ceiling sanctioned based on cadre of the employee at the time of retirement. The plan is unfunded. Employees do not contribute to the plan.

3 Company's pension plan:

In addition to contribution to state-managed pension plan (EPS scheme), the Company operates a post retirement pension scheme, which is discretionary in nature for certain cadres of employees. The quantum of pension depends on the cadre of the employee at the time of retirement. The plan is unfunded. Employees do not contribute to the plan.

4 Trust managed provident fund plan:

The Company manages provident fund plan through a provident fund trust for its employees which is permitted under the Employees' Provident Fund and Miscellaneous Provisions Act, 1952. The plan mandates contribution by employer at a fixed percentage of employee's salary. Employees also contribute to the plan at a fixed percentage of their salary as a minimum contribution and additional sums at their discretion. The plan guarantees interest at the rate notified by Employees' Provident Fund Organisation. The contribution by employer and employee together with interest are payable at the time of separation from service or retirement whichever is earlier. The benefit under this plan vests immediately on rendering of service.

The interest payment obligation of trust-managed provident fund is assumed to be adequately covered by the interest income on long term investments of the fund. Any shortfall in the interest income over the interest obligation is recognized immediately in the Statement of Profit and Loss as actuarial loss. Any loss/gain arising out of the investment risk and actuarial risk associated with the plan is also recognized as expense or income in the period in which such loss/gain occurs.

All the above defined benefit plans expose the Company to general actuarial risks such as interest rate risk and market (investment) risk.

NOTE [46]

Disclosure pursuant to Ind AS 20 "Accounting for Government Grants and Disclosure of Government Assistance"

(i) The Company's exports qualify for various export benefits offered in the form of duty credit scrips under foreign trade policy framed by Department General of Foreign Trade India (DGFT). Income accounted towards such export incentives and duty drawback amounts to ₹ 161.34 crore (previous year ₹ 72.50 crore).

(ii) The Company's manufacturing facility is eligible for certain incentives under the Investment Promotion Scheme 2014. Income accounted towards such incentives amounts to ₹ 2.26 crore (Previous year ₹ 1.38 crore).

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 “Related Party Disclosures”

(a) List of related parties over which control exist and status of transactions entered during the year:

Sr No.	Name of Subsidiary Company	Nature of relationship	Transaction entered during the year (Yes/ No)
1	L&T Construction Equipment Limited	Wholly Owned Subsidiary [WOS]	Yes
2	Bhilai Power Supply Company Limited	Subsidiary	No
3	L&T Aviation Services Private Limited	WOS	Yes
4	L&T Capital Company Limited	WOS	Yes
5	Larsen & Toubro International FZE	WOS of L&T Global Holdings Limited	Yes
6	L&T Global Holdings Limited	WOS	Yes
7	Larsen & Toubro Heavy Engineering LLC	Subsidiary	Yes
8	L&T Modular Fabrication Yard LLC	Subsidiary	Yes
9	Larsen & Toubro Kuwait Construction General Contracting Company W.L.L.	Subsidiary	Yes
10	Larsen Toubro Arabia LLC	Subsidiary	Yes
11	L&T Hydrocarbon Saudi Company	WOS	Yes
12	Larsen & Toubro Electromech LLC	Subsidiary	Yes
13	L&T Geostructure Private Limited	Subsidiary	Yes
14	L&T Geo – L&T JV for Maharatangarh project	WOS of L&T Geostructure Private Limited	No
15	L&T Geo – L&T UJV CMRL CS	WOS of L&T Geostructure Private Limited	No
16	Larsen & Toubro (Oman) LLC	Subsidiary of Larsen & Toubro International FZE	Yes
17	Larsen & Toubro Qatar LLC	WOS of Larsen & Toubro International FZE	No
18	Larsen & Toubro Saudi Arabia LLC	Subsidiary	Yes
19	Larsen & Toubro T&D SA (Proprietary) Limited	Subsidiary of Larsen & Toubro International FZE	No
20	Larsen & Toubro (East Asia) SDN.BHD.	WOS of Larsen & Toubro International FZE	Yes
21	Hi-Tech Rock Products and Aggregates Limited	WOS	Yes
22	L&T Realty Developers Limited	WOS	Yes
23	L&T Realty Properties Limited [1]	WOS	Yes
24	Elevated Avenue Realty LLP [2]	WOS of L&T Realty Properties Limited	Yes
25	Elante Properties Private Limited [3]	WOS of L&T Realty Properties Limited	Yes
26	Chennai Vision Developers Private Limited	WOS of L&T Realty Developers Limited	No
27	L&T Westend project LLP	Subsidiary of L&T Realty Developers Limited	No
28	L&T Valves Limited	WOS	Yes
29	L&T Valves Arabia Manufacturing LLC	WOS of L&T Valves Limited	Yes
30	L&T Valves USA LLC	WOS of L&T Valves Limited	No
31	L&T Finance Limited	Subsidiary	Yes
32	L&T Infra Investment Partners Advisory Private Limited	WOS of L&T Finance Limited	Yes
33	L&T Infra Investment Partners Trustee Private Limited	WOS of L&T Finance Limited	Yes
34	L&T Financial Consultants Limited	WOS of L&T Finance Limited	Yes
35	L&T Infra Investment Partners	WOS of L&T Finance Limited	No
36	LTIMindtree Limited	Subsidiary	Yes
37	LTIMindtree GmbH	WOS of LTIMindtree Limited	No
38	LTIMindtree Canada Limited	WOS of LTIMindtree Limited	no
39	LTIMindtree LLC [4]	WOS of LTIMindtree Limited	no
40	LTIMindtree Financial Services Technologies Inc.	WOS of LTIMindtree Limited	No
41	LTIMindtree South Africa (Pty) Limited	Subsidiary of LTIMindtree Limited	No
42	LTIMindtree Information Technology Services (Shanghai) Co.Ltd.	WOS of LTIMindtree Limited	No
43	LTIMindtree Spain S.L.	WOS of LTIMindtree Limited	No
44	LTIMindtree, Sociedad De Responsibilidad Limitada De Capital Variable	WOS of LTIMindtree Limited	No

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 “Related Party Disclosures” *(contd.)*

Sr No.	Name of Subsidiary Company	Nature of relationship	Transaction entered during the year (Yes/No)
45	LTIMindtree Norge AS	WOS of LTIMindtree Limited	No
46	LTIMindtree S.A.	WOS of LTIMindtree GmbH	no
47	Syncordis France SARL [5]	WOS of LTIMindtree S.A	no
48	Syncordis Limited	WOS of LTIMindtree S.A	no
49	LTIMindtree PSF S.A.	WOS of LTIMindtree S.A	no
50	Nielsen+Partner Unternehmensberater GmbH [6]	WOS of LTIMindtree GmbH	no
51	LTIMindtree Switzerland AG	WOS of Nielsen+Partner Unternehmensberater GmbH	no
52	Nielsen+Partner Pte Ltd	WOS of Nielsen+Partner Unternehmensberater GmbH	no
53	LTIMindtree (Thailand) Limited	WOS of Nielsen+Partner Unternehmensberater GmbH	no
54	Nielsen&Partner Pty Ltd [7]	WOS of Nielsen+Partner Unternehmensberater GmbH	no
55	LTIMindtree USA Inc.	WOS of LTIMindtree Limited	no
56	LTIMindtree UK Limited	WOS of LTIMindtree Limited	no
57	LTIMindtree Middle East FZ-LLC	WOS of LTIMindtree Limited	no
58	L&T Technology Services Limited	Subsidiary	Yes
59	L&T Thales Technology Services Private Limited	Subsidiary of L&T Technology Services Limited	Yes
60	L&T Technology Services LLC	WOS of L&T Technology Services Limited	Yes
61	L&T Technology Services Pte. Ltd.	WOS of L&T Technology Services Limited	no
62	Graphene Solutions SDN. BHD.	WOS of L&T Technology Services Limited	no
63	Graphene Solutions Taiwan Limited	WOS of L&T Technology Services Limited	no
64	L&T Technology Services (Shanghai) Co. Ltd.	WOS of L&T Technology Services Limited	No
65	L&T Technology Services (Canada) Ltd	WOS of L&T Technology Services LLC	No
66	L&T Power Development Limited	WOS	Yes
67	L&T Himachal Hydropower Limited	WOS of L&T Power Development Limited	No
68	Nabha Power Limited	WOS of L&T Power Development Limited	yes
69	L&T Metro Rail (Hyderabad) Limited[8]	Subsidiary	yes
70	L&T Network Services Private Limited	WOS	Yes
71	Prime Techpark (Chennai) Private Limited	WOS	No
72	L&T Energy Hydrocarbon Engineering Limited [9]	WOS	No
73	Millennium Techpark (Chennai) Private Limited	Subsidiary of L&T Realty Properties Limited	No
74	Chennai Nova Techpark Private Limited	Subsidiary of L&T Realty Properties Limited	No
75	Bangalore Galaxy Techpark Private Limited	WOS of L&T Realty Developers Limited	No
76	Bangalore Spectrum Techpark Private Limited [10]	WOS of L&T Realty Developers Limited	no
77	Avenue Techpark (Bangalore) Private Limited [10]	WOS of L&T Realty Developers Limited	No
78	Bangalore Fortune Techpark Private Limited [10]	WOS of L&T Realty Developers Limited	no
79	Business Park (Powai) Private Limited	WOS	Yes
80	Corporate Park (Powai) Private Limited	WOS	Yes
81	L&T Electrolysers Limited	WOS of L&T Energy Green Tech Limited	Yes
82	LH Residential Housing Private Limited	WOS of L&T Realty Developers Limited	Yes
83	L&T Semiconductor Technologies Limited	WOS	Yes
84	L&T Offshore Private Limited [11]	WOS	yes
85	LH Uttarayan Premium Realty Private Limited	WOS of L&T Realty Developers Limited	No
86	L&T Technology Services Poland spółka z ograniczoną odpowiedzialnością	WOS of L&T Technology Services Limited	No
87	PT Larsen and Toubro	WOS	Yes
88	L&T Energy Green Tech Limited	WOS	Yes
89	Global Infotech Corporation [12]	WOS of Intelliswift Software Inc.	No
90	Intelliswift Software (Canada) Inc [12]	WOS of Intelliswift Software Inc.	No
91	Intelliswift Software (Costa Rica) Limitada [12]	WOS of Intelliswift Software Inc.	No

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

Sr No.	Name of Subsidiary Company	Nature of relationship	Transaction entered during the year (Yes/No)
92	Intelliswift Software (Hungary) Kft [12]	WOS of Intelliswift Software Inc.	No
93	Intelliswift Software (India) Private Limited [12]	WOS of L&T Technology Services Limited	No
94	Intelliswift Software Inc. [12]	WOS of L&T Technology Services LLC	No
95	L&T Special Steels & Heavy Forgings Private Limited [13]	WOS	Yes
96	Larsen & Toubro CIS FELLC [14]	WOS of Larsen & Toubro International FZE	No
97	LTIMindtree Consulting Brazil LTDA [15]	WOS of LTIMindtree Limited	No
98	P. Murphy & Associates Inc [12]	WOS of Intelliswift Software Inc.	No
99	Siliconch Systems Private Limited [16]	WOS of L&T Semiconductor Technologies Limited	No

[1] formerly known as L&T Seawoods Limited
[2] Formerly known as L&T Avenue Realty LLP
[3] formerly known as L&T Parel Project Private Limited
[4] Dissolved w.e.f 21st Jan, 2025
[5] Dissolution w.e.f 29th Nov, 2024
[6] Merged with LTIMindtree GmbH w.e.f 2nd Oct, 2024
[7] (Deregistered w.e.f 23rd Oct, 2024)
[8] One equity share (the Golden Share) is held by the Government of Telangana in pursuance of the Shareholders' Agreement
[9] Merged with L&T Standalone (w.e.f 1st April, 2024)
[10] Struck-off from the register of companies (w.e.f 7th Jan, 2025)
[11] Merged with Larsen & Toubro Limited Standalone w.e.f. April 1, 2024
[12] Acquired on January 3, 2025
[13] Reclassified as a Wholly Owned Subsidiary of Larsen & Toubro Limited w.e.f February 18, 2025
[14] Incorporated on July 10, 2024
[15] Incorporated w.e.f September 26, 2024
[16] Acquired on August 9, 2024

(b) (i) Name of associates and joint ventures with whom transactions were carried out during the year:

Sr. No	Associate Companies	Sr. No	Associate Companies
1	Magtorq Private Limited	2	Indian Foundation For Quality Management

(ii) Names of joint ventures with whom transactions were carried out during the year:

Sr. No.	Joint Venture Companies	Sr. No.	Joint Venture Companies
1	L&T-Sargent & Lundy Limited	2	L&T - MHI Power Boilers Private Limited
3	L&T - MHI Power Turbine Generators Private Limited	4	Raykal Aluminium Company Private Limited
5	L&T Special Steels & Heavy Forgings Private Limited [1]	6	L&T Howden Private Limited
7	L&T Sapura Shipping Private Limited	8	L&T MBDA Missile Systems Limited

[1] Reclassified as a Wholly Owned Subsidiary of Larsen & Toubro Limited w.e.f February 18, 2025

(iii) Name of post-employment benefit plans with whom transactions were carried out during the year

Sr. No.	Provident Fund Trust
1	Larsen & Toubro Officers & Supervisory Staff Provident Fund
2	Larsen & Toubro Limited Provident Fund of 1952
3	Larsen & Toubro Limited Provident Fund
4	L&T (Kansbahal) Officers & Supervisory Staff Provident Fund
5	L&T (Kansbahal) Staff & Workmen Provident Fund
6	L&T Energy Hydrocarbon Engineering Staff Provident Fund

Sr. No.	Gratuity Trust
1	Larsen & Toubro Officers & Supervisors Gratuity Fund
2	Larsen & Toubro Gratuity Fund
3	L&T Energy Hydrocarbon Engineering Officers and Supervisors Gratuity Fund

Sr. No.	Superannuation Trust
1	Larsen & Toubro Limited Senior Officers' Superannuation Scheme

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

(iv) Name of key management personnel and close member of their family with whom transactions were carried out during the year

(i) Executive Director:

Sr. No.		Sr. No.	
1	Mr. S. N. Subrahmanyan (Chairman & Managing Director)	2	Mr. R. Shankar Raman (President, Whole-time Director & CFO)
3	Mr. Subramanian Sarma (Deputy Managing Director & President)	4	Mr. S.V. Desai (Whole-time Director)
5	Mr. T. Madhava Das (Whole-time Director)	6	Mr. Anil Parab (Whole-time Director)
7	Mr. D. K. Sen (Whole-time Director) [1]	8	Mr. M. V. Satish (Whole-time Director) [2]

[1] Ceased to be Whole-time Director w.e.f. April 7, 2023   [2] Ceased to be Whole-time Director w.e.f. April 7, 2024

(ii) Non-executive/Independent Directors

Sr. No.	Name	Sr. No.	Name
1	Mr. Adil Siraj Zainulbhai (Independent Director) [1]	2	Mr. Sanjeev Aga (Independent Director)
3	Mr. Hemant Bhargava (Non-executive Director -Nominee of Life Insurance Corporation of India) [2]	4	Mr. Narayanan Kumar (Independent Director)
5	Mrs. Preetha Reddy (Independent Director)	6	Mr. Pramit Jhaveri (Independent Director)
7	Mr. Rajnish Kumar (Independent Director)	8	Mr. Jyoti Sagar (Independent Director)
9	Mr. Ajay Tyagi (Independent Director)	10	Mr. P. R. Ramesh (Independent Director)
11	Mr. Siddhartha Mohanty (Non-executive Director) [3]		

[1] Ceased w.e.f. May 28, 2024   [2] Ceased w.e.f. May 27, 2024   [3] Appointed w.e.f. May 28, 2024

(ii) Company secretary

Sr. No	Name
1	Mr. Sivaram Nair A

(iv) Close member of Key Management Personnel's (KMP's) family with whom transactions were carried out during the year:

Sr. No	Name	Sr. No	Name
1	Ms. Meena Subrahmanyan	2	Ms. Vasanti Narayanan
3	Ms. Shital Ajinkya Parab	4	Ms. Sulabha Anil Parab
5	Ms. Toral Sanjay Chinai	6	Ms. Bhagyasree Joshi
7	Mr. Anand V Desai	8	Ms. Kalavathi S Desai
9	Mr. Raghavendra V Desai	10	Ms.Tanya Mallavarapu
11	Mr. Ashwin Shete	12	Mr. Karthik Anand Reddy
13	Mr. S.N. Venkataramanan	14	Ms. Shashikala Narayan Sarang
14	Mr. Harshad Reddy	15	Ms. Mukeeta Pramit Jhaveri

(c) Disclosure of related party transactions:

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
i.	Purchase of goods & services (including commission paid)				
	Subsidiaries, including:	4152.40		1973.06	
	L&T Modular Fabrication Yard LLC		2194.91		1059.01
	L&T Geostructure Private Limited		72.86		240.98
	L&T Saudi Arabia LLC		1028.69		148.22
	Joint ventures, including:	665.36		867.78	
	L&T - MHI Power Boilers Private Limited		179.34		332.03
	L&T Special Steels & Heavy Forgings Private Limited		447.67		457.43
	Associates, including:	30.97		25.41	
	Magtorq Private Limited		30.97		25.41
	Total	4848.73		2866.25	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
ii.	Sale of goods/contract revenue & services				
	Subsidiaries, including:	1162.59		896.70	
	L&T Hydrocarbon Saudi Company		143.09		4.29
	L&T (Oman) LLC		171.70		–
	L&T Realty Developers Limited		73.75		196.07
	L&T (East Asia) Sdn. Bhd.		172.84		265.05
	L&T International FZE		127.01		129.00
	LTIMindtree Limited		154.52		71.50
	Joint ventures, including:	12.99		38.24	
	L&T - MHI Power Boilers Private Limited		5.22		23.56
	L&T MBDA Missile Systems Limited		4.66		4.69
	L&T Special Steels & Heavy Forgings Private Limited		3.11		9.99
	Total	1175.58		934.94	
iii.	Purchase/lease of property, plant and equipment				
	Subsidiaries, including:	37.65		132.15	
	L&T Construction Equipment Limited		20.69		113.06
	LTIMindtree Limited		8.58		13.12
	L&T Technology Services Limited		5.37		1.75
	Joint venture:	–		0.42	
	L&T - MHI Power Turbine Generators Private Limited		–		0.42
	Total	37.65		132.57	
iv.	Sale of property, plant and equipment				
	Subsidiaries, including:	692.88		22.25	
	Business Park (Powai) Private Limited		425.35		–
	Corporate Park (Powai) Private Limited		265.18		–
	L&T Geostructure Private Limited		0.23		20.36
	Total	692.88		22.25	
v.	Investments including subscription to equity and preference shares (equity portion)				
	Subsidiaries, including:	894.74		3720.75	
	L&T Metro Rail (Hyderabad) Limited		–		3654.00
	Business Park (Powai) Private Limited		185.98		2.05
	Corporate Park (Powai) Private Limited		198.28		2.05
	L&T Energy Green Tech Limited		194.00		51.00
	L&T Semiconductor Technologies Limited		307.48		9.55
	Joint venture:	1.26		1.00	
	L&T - MHI Power Turbine Generators Private Limited		1.26		–
	GH4India Private Limited		–		1.00
	Associates:	12.50			
	Indian Foundation For Quality Management		12.50		–
	Total	908.49		3721.75	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 “Related Party Disclosures” *(contd.)*

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
vi.	Divestment of stake to/capital reduction in:				
	Subsidiaries, including:	–		0.05	
	L&T Energy Green Tech Limited		–		0.05
	Joint venture:	–		129.26	
	EPIC Concesiones 3 Limited [1]		–		128.88
	Total	–		129.31	
vii.	Business Transfer to:				
	Subsidiaries			800.00	
	L&T Technology Services Limited				800.00
viii.	Inter corporate deposits and loans given to				
	Subsidiaries, including:	172.48		709.75	
	L&T Metro Rail (Hyderabad) Limited		–		564.00
	L&T Energy Green Tech Limited		61.00		18.00
	Nabha Power Limited		111.48		110.21
	Total	172.48		709.75	
ix.	Inter corporate deposits and loans repaid by				
	Subsidiaries, including:	101.04		3139.80	
	L&T Energy Green Tech Limited		79.00		–
	L&T Metro Rail (Hyderabad) Limited		–		3059.03
	Business Park (Powai) Private Limited		17.54		–
	Joint ventures:	–		151.72	
	L&T Sapura Shipping Private Limited		–		151.72
	Total	101.04		3291.52	
x.	Inter corporate borrowing taken from				
	Subsidiaries, including:	5993.44		8195.49	
	L&T Realty Developers Limited		1598.00		2880.50
	L&T Realty Properties Limited		2494.16		3334.72
	L&T Valves Limited		1143.00		680.00
	Elante Properties Private Limited		149.00		914.50
	Joint venture:	435.55		557.16	
	L&T - MHI Power Turbine Generators Private Limited		435.55		224.16
	L&T MBDA Missile Systems Limited		–		333.00
	Total	6428.99		8752.65	
xi.	Inter corporate borrowing repaid to				
	Subsidiaries, including:	6685.74		7047.70	
	L&T Realty Developers Limited		1858.00		2620.50
	L&T Realty Properties Limited		2934.16		2894.72
	L&T Valves Limited		1070.00		410.00
	Elante Properties Private Limited		283.00		780.50
	Joint venture:	641.87		551.56	
	L&T - MHI Power Turbine Generators Private Limited		477.87		220.56
	L&T MBDA Missile Systems Limited		164.00		331.00
	Total	7327.61		7599.26	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 “Related Party Disclosures” *(contd.)*

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25		2023-24	
		Amount	Amounts for major parties	Amount	Amounts for major parties
xii.	Charges paid for miscellaneous services				
	Subsidiaries, including:	238.32		245.86	
	LTIMindtree Limited		194.09		199.34
	L&T Aviation Services Private Limited		29.74		29.40
	Joint ventures, including:	3.70		9.04	
	L&T Sargent & Lundy Limited		1.88		7.83
	L&T - MHI Power Boilers Private Limited		1.76		1.15
	Total	242.02		254.90	
xiii.	Rent paid, including lease rentals under leasing/hire purchase arrangements				
	Subsidiaries, including:	12.01		2.06	
	L&T Technology Services Limited		2.98		–
	L&T Valves Limited		7.83		1.50
	L&T Metro Rail (Hyderabad) Limited		0.99		0.29
	Joint ventures, including:	85.45		31.64	
	L&T Sapura Shipping Private Limited		71.50		18.29
	L&T - MHI Power Turbine Generators Private Limited		8.97		9.24
	Total	97.46		33.70	
xiv.	Rent received, overheads recovered and miscellaneous income				
	Subsidiaries, including:	574.55		513.28	
	LTIMindtree Limited		195.65		159.54
	L&T Technology Services Limited		76.49		75.78
	L&T Saudi Arabia LLC		57.90		36.24
	L&T Finance Limited		146.83		126.39
	Joint ventures, including:	60.52		74.04	
	L&T - MHI Power Boilers Private Limited		23.23		28.83
	L&T Sargent & Lundy Limited		14.04		12.60
	L&T - MHI Power Turbine Generators Private Limited		10.72		9.42
	L&T Special Steels & Heavy Forgings Private Limited		6.53		6.67
	EPIC Concesiones 3 Limited [1]		–		7.84
	Total	635.07		587.32	
xv.(a)	Charges incurred for deputation of employees from related parties				
	Subsidiaries, including:	4.83		0.51	
	L&T Innovation Campus (Chennai) Limited		1.67		–
	L&T Realty Developers Limited		0.71		0.51
	L&T Technology Services Limited		2.45		–
	Total	4.83		0.51	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
xv.(b)	Charges recovered for deputation of employees to related parties				
	Subsidiaries, including:	136.59		110.41	
	L&T Semiconductor Technologies Limited		22.31		–
	L&T Geostructure Private Limited		17.41		19.98
	Elevated Avenue Realty LLP		17.63		22.38
	L&T Realty Developers Limited		19.41		18.65
	L&T Realty Properties Limited		15.91		15.54
	Joint ventures:	7.04		9.71	
	L&T Sapura Shipping Private Limited		5.81		7.76
	L&T Special Steels & Heavy Forgings Private Limited		1.23		1.03
	Total	143.63		120.12	
xvi.	Dividend received				
	Subsidiaries, including:	2930.46		2519.42	
	LTIMindtree Limited		1320.60		1219.02
	L&T Technology Services Limited		389.93		366.54
	L&T Global Holdings Limited		428.78		182.18
	L&T Finance Limited		413.13		327.85
	Joint ventures:	27.27		129.83	
	L&T-Sargent & Lundy Limited		12.24		5.57
	L&T Howden Private Limited		15.03		12.02
	EPIC Concesiones 3 Limited [1]		–		112.24
	Total	2957.73		2649.25	
xvii.	Buyback of shares				
	Key Management Personnel, including:			20.14	
	Mr. R. Shankar Raman				10.20
	Mr. Subramanian Sarma				5.47
	Mr. Anil Parab				3.20
	Close member of Key Management Personnel, including:			2.62	
	Mrs. Meena Subrahmanyan				2.61
	Total			22.76	
xviii.	Dividend Paid				
	Key Management Personnel, including:	2.74		4.93	
	Mr. A.M Naik				1.88
	Mr. R. Shankar Raman		0.83		0.99
	Mr. S. N. Subrahmanyan		0.84		0.80
	Mr. Subramanian Sarma		0.52		0.53
	Mr. Anil Parab		0.31		0.35
	Close member of Key Management Personnel, including:	0.28		0.32	
	Mrs. Meena Subrahmanyan		0.24		0.25
	Total	3.02		5.25	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 “Related Party Disclosures” *(contd.)*

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
xix	Commission received, including those under agency arrangements				
	Subsidiary:	3.38		11.43	
	L&T Construction Equipment Limited		3.38		11.43
	Total	3.38		11.43	
xx	Guarantee charges recovered from				
	Subsidiaries, including:	374.71		263.34	
	L&T Hydrocarbon Saudi Company		161.41		67.98
	L&T Metro Rail (Hyderabad) Limited		31.34		30.31
	L&T Saudi Arabia LLC		58.38		53.40
	L&T Arabia LLC		54.26		45.41
	L&T International FZE		64.35		62.98
	Joint venture:	0.58		0.67	
	L&T - MHI Power Turbine Generators Private Limited		0.58		0.67
	Total	375.29		264.01	
xxi	Interest paid to				
	Subsidiaries, including:	75.37		77.42	
	L&T Realty Properties Limited		26.49		28.53
	L&T Valves Limited		22.45		10.57
	L&T Realty Developers Limited		17.25		26.15
	Elante Properties Private Limited		2.54		8.92
	Joint ventures:	4.95		12.82	
	L&T MBDA Missile Systems Limited		0.93		11.64
	L&T - MHI Power Turbine Generators Private Limited		4.02		1.17
	Total	80.32		90.24	
xxii	Interest received from				
	Subsidiaries, including:	138.97		307.86	
	L&T Metro Rail (Hyderabad) Limited		56.72		223.52
	L&T Finance Limited		15.59		42.41
	Nabha Power Limited		45.57		33.92
	L&T Special Steels & Heavy Forgings Private Limited		17.05		–
	Joint ventures:	9.84		81.22	
	L&T Sapura Shipping Private Limited		9.84		18.07
	Kudgi Transmission Limited		–		58.31
	Total	148.81		389.08	
xxiii	Amount written off as bad debts				
	Joint venture:	–		20.37	
	L&T - MHI Power Boilers Private Limited		–		20.37
	Total	–		20.37	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 “Related Party Disclosures” *(contd.)*

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
xxiv	Amount recognised/(reversed) in Profit or Loss as provision towards bad and doubtful debts (including expected credit loss)				
	Subsidiaries, including:	(0.27)		1.96	
	L&T Arabia LLC		2.30		(13.45)
	L&T Hydrocarbon Saudi Company		(11.87)		1.77
	L&T Metro Rail (Hyderabad) Limited		4.90		10.90
	L&T Modular Fabrication Yard LLC		(1.79)		1.79
	Elevated Avenue Realty LLP		(0.53)		(3.31)
	L&T Offshore Private Limited		(5.15)		4.96
	L&T Innovation Campus (Chennai) Limited		–		(0.49)
	L&T Energy Green Tech Limited		0.56		–
	Business Park (Powai) Private Limited		1.90		–
	Corporate Park (Powai) Private Limited		3.98		–
	L&T Realty Developers Limited		(0.13)		(0.09)
	L&T Heavy Engineering LLC		0.04		0.02
	L&T Electromech LLC		0.09		0.01
	L&T Technology Services Limited		1.29		(0.21)
	L&T Saudi Arabia LLC		0.89		(0.16)
	Elante Properties Private Limited		(0.62)		0.09
	L&T (Oman) LLC		(0.03)		0.01
	L&T Geostructure Private Limited		0.27		0.14
	L&T (East Asia) Sdn. Bhd.		3.63		–
	Joint ventures, including:	(0.22)		(27.32)	
	L&T Sapura Offshore Private Limited		–		(5.08)
	L&T Sargent & Lundy Limited		(0.05)		0.02
	L&T - MHI Power Boilers Private Limited		0.03		(22.41)
	GH4INDIA Private Limited		0.18		–
	L&T - MHI Power Turbine Generators Private Limited		(0.35)		0.12
	Total	(0.49)		(25.36)	
xxv	Amount recognised in Profit or Loss on account of impairment/(reversal of impairment) loss on investment and reversal of provision towards constructive obligation				
	Subsidiaries, including:	–		(70.24)	
	L&T Heavy Engineering LLC		–		(70.24)
	Associates:	12.50			
	Indian Foundation For Quality Management		12.50		
	Joint ventures:	(474.78)		47.03	
	L&T Special Steels & Heavy Forgings Private Limited		(474.78)		–
	EPIC Concesiones 3 Limited [1]		–		47.03
	Total	(462.28)		(23.21)	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
xxvi	Guarantee given on behalf of				
	Subsidiaries, including:	2818.15		52856.46	
	L&T Saudi Arabia LLC		379.07		4126.44
	L&T Geostructure Private Limited		559.00		–
	L&T Hydrocarbon Saudi Company		–		40531.36
	L&T Arabia LLC		1681.99		7732.06
	Joint ventures:	139.74		–	
	L&T MHI Power Turbine Generators Private Limited		139.74		–
	Total	2957.89		52856.46	
xxvii	Contribution to post employment benefit plans				
(a)	Towards employer's contribution to provident fund trusts, including:	140.01		118.72	
	Larsen & Toubro Officers & Supervisory Staff Provident Fund		126.87		105.60
	Total	140.01		118.72	
(b)	Towards employer's contribution to gratuity fund trusts:	48.95		133.69	
	Larsen & Toubro Officers & Supervisors Gratuity Fund		43.38		123.95
	Larsen & Toubro Gratuity Fund		4.18		9.69
	Total	48.95		133.69	
(c)	Towards employer's contribution to superannuation trust:	20.61		16.09	
	Larsen & Toubro Limited Senior Officers' Superannuation Scheme		20.61		16.09
	Total	20.61		16.09	

"Major parties" denote entities accounting for 10% or more of the aggregate for that category of transaction during respective year.

[1] formerly known as L&T Infrastructure Development Projects Limited

xxviii. Compensation paid to key management personnel:

₹ crore

Key Management Personnel	2024-25 Short-term employee benefits	2024-25 Post-employment benefits	2024-25 Other Long term benefit	2024-25 Total	2023-24 Short-term employee benefits	2023-24 Post-employment benefits	2023-24 Other Long term benefit	2023-24 ESOP granted during the year [4]	2023-24 Total
Executive Directors:									
(a) Mr. S.N.Subrahmanyan	45.82	12.30		58.12	39.15	10.50		32.40	82.05
(b) Mr. R. Shankar Raman	28.31	7.60		35.91	24.26	6.50			30.76
(c) Mr. D. K. Sen				–	0.21	15.31 [3]	6.94 [2]		22.46
(d) Mr. M. V. Satish	0.22	17.05 [1]	13.58 [2]	30.85	10.53	2.78			13.31
(e) Mr. Subramanian Sarma	24.74	6.63		31.37	20.81	5.57			26.38
(f) Mr. S.V.Desai	15.82	4.22		20.04	14.82	3.95		9.26	28.03
(g) Mr. T. Madhava Das	18.98	5.08		24.06	14.47	3.86			18.33
(h) Mr. Anil Parab	11.87	3.16		15.03	9.85	2.61			12.46
Non-executive Directors:									
(a) Mr. A.M. Naik				–	1.69	1.50 [5]			3.19
(b) Other Non-executive Directors	5.43			5.43	5.12				5.12
(c) Sivaram Nair A (Company Secretary)	1.85	0.02		1.87	1.70	0.02			1.72
Total	153.04	56.06	13.58	222.68	142.61	52.60	6.94	41.66	243.81

[1] Post employment benefits include gratuity ₹ 16.99 crore
[2] Represents encashment of past service accumulated leave
[3] Post employment benefits include gratuity ₹ 15.25 crore
[4] Represents fair value of ESOPs granted during the year which will be vested equally over a period of 4 years.
[5] Represents pension

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

(d) Amount due to/from related parties:

₹ crore

Sr. No.	Category of balance/relationship/parties	As at 31-3-2025 Amount	As at 31-3-2025 Amounts for major parties	As at 31-3-2024 Amount	As at 31-3-2024 Amounts for major parties
i.	Accounts receivable				
	Subsidiaries, including:	1467.48		1349.78	
	L&T Metro Rail (Hyderabad) Limited		729.66		729.66
	L&T Geostructure Private Limited		278.40		241.50
	Joint ventures , including:	21.37		29.28	
	L&T - MHI Power Boilers Private Limited		14.62		17.78
	L&T Special Steels & Heavy Forgings Private Limited		–		3.19
	L&T Sargent & Lundy Limited		2.77		2.66
	Total	1488.85		1379.06	
ii.	Accounts payables, including other payables				
	Subsidiaries, including:	1647.35		1220.19	
	L&T Modular Fabrication Yard LLC		9.38		248.23
	Larsen Toubro Arabia LLC		209.71		168.35
	L&T Geostructure Private Limited		100.47		164.04
	Larsen & Toubro Saudi Arabia LLC		301.52		171.72
	LTIMindtree Limited		114.29		129.57
	L&T Technology Services Limited		250.77		150.36
	L&T Special Steels & Heavy Forgings Private Limited		286.95		–
	Joint ventures , including:	740.66		1264.42	
	L&T - MHI Power Boilers Private Limited		496.92		750.42
	L&T - MHI Power Turbine Generators Private Limited		191.48		266.85
	L&T Special Steels & Heavy Forgings Private Limited		–		210.84
	Associates, including:	13.97		5.61	
	Magtorq Private Limited		13.61		5.22
	Total	2401.98		2490.22	
iii.	Investment in debt securities [including preference shares (debt portion)]				
	Subsidiaries:	1297.94		758.90	
	L&T Metro Rail (Hyderabad) Limited		973.73		436.36
	L&T Finance Limited		111.04		322.55
	L&T Special Steels & Heavy Forgings Private Limited		213.17		
	Joint ventures:	–		949.43	
	L&T Special Steels & Heavy Forgings Private Limited		–		213.17
	Kudgi Transmission Limited		–		736.26
	Total	1297.94		1708.33	
iv	Impairment loss on investment in debt securities				
	Subsidiaries:	213.17			
	L&T Special Steels & Heavy Forgings Private Limited		213.17		
	Joint venture:	–		213.17	
	L&T Special Steels & Heavy Forgings Private Limited		–		213.17
	Total	213.17		213.17	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

₹ crore

Sr. No.	Category of balance/relationship/parties	As at 31-3-2025 Amount	As at 31-3-2025 Amounts for major parties	As at 31-3-2024 Amount	As at 31-3-2024 Amounts for major parties
v.	Loans & advances recoverable				
	Subsidiaries, including:	3763.59		1519.71	
	L&T Geostructure Private Limited		209.07		228.82
	Nabha Power Limited		495.90		385.96
	Larsen & Toubro Saudi Arabia LLC		235.75		268.54
	L&T Special Steels and Heavy Forgings Private Limited		1924.43		–
	Joint ventures , including:	254.49		2035.90	
	L&T Special Steels and Heavy Forgings Private Limited		–		1790.93
	L&T Sapura Shipping Private Limited		220.79		208.23
	Associates, including:	19.31		4.10	
	Magtorq Private Limited		19.01		3.86
	Total	4037.39		3559.71	
vi.	Impairment loss on loans & advances recoverable				
	Subsidiaries, including:	1277.60		6.50	
	L&T Offshore Private Limited		–		5.08
	L&T Special Steels and Heavy Forgings Private Limited		1270.45		–
	Joint venture:	0.88		1731.25	
	L&T Special Steels and Heavy Forgings Private Limited		–		1730.38
	Raykal Aluminium Company Private Limited		0.88		0.87
	Total	1278.48		1737.75	
vii.	Provision towards constructive obligation				
	Joint venture:			14.84	
	L&T Special Steels and Heavy Forgings Private Limited				14.84
	Total			14.84	
viii.	Unsecured loans taken (including lease finance)				
	Subsidiaries:	456.70		1149.41	
	L&T Construction Equipment Limited		70.50		–
	L&T Valves Limited		343.00		270.10
	L&T Realty Properties Limited		–		440.16
	Elante Properties Private Limited		–		134.05
	L&T Realty Developers Limited		–		260.09
	Joint venture:	1.28		207.67	
	L&T MBDA Missile Systems Limited		–		164.06
	L&T - MHI Power Turbine Generators Private Limited		1.28		43.62
	Total	457.98		1357.08	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

₹ crore

Sr. No.	Category of balance/relationship/parties	As at 31-3-2025 Amount	As at 31-3-2025 Amounts for major parties	As at 31-3-2024 Amount	As at 31-3-2024 Amounts for major parties
ix.	Advances received in the capacity of supplier of goods/services classified as "Advances from customers" in the Balance Sheet				
	Subsidiaries, including:	151.15		91.63	
	L&T Realty Developers Limited		2.71		40.36
	L&T Hydrocarbon Saudi Company		18.28		–
	LTIMindtree Limited		38.00		18.73
	L&T International FZE		–		9.58
	L&T (Oman) LLC		20.35		–
	L&T (East Asia) Sdn. Bhd.		11.45		17.03
	LH Residential Housing Private Limited		32.29		–
	Joint venture:	0.46		2.39	
	L&T - MHI Power Boilers Private Limited		0.46		2.39
	Close member of KMP's family:			0.11	
	Ms. Meena Subrahmanyan				0.11
	Total	151.61		94.13	
x.	Due to directors [1]:				
	Key management personnel, including:	136.71		123.61	
	Mr. S. N. Subrahmanyan		41.58		35.28
	Mr. R. Shankar Raman		25.73		21.83
	Mr. Anil Parab		10.55		8.62
	Mr. D. K. Sen		–		0.18
	Mr. M. V. Satish		0.18		8.57
	Mr. Subramanian Sarma		22.37		18.56
	Mr. S.V.Desai		14.29		13.41
	Mr. T. Madhava Das		17.45		13.06
	Total	136.71		123.61	
xi.	Post employment benefit plan				
(a)	Due to provident fund trusts, including:	58.53		51.30	
	Larsen & Toubro Officers & Supervisory Staff Provident Fund		55.15		47.99
	Total	58.53		51.30	
(b)	Due to gratuity trusts:	283.09		47.56	
	Larsen & Toubro Officers & Supervisors Gratuity Fund		258.18		44.12
	Larsen & Toubro Gratuity Fund		24.91		3.45
	Total	283.09		47.56	
(c)	Due to superannuation trust:	19.82		17.93	
	Larsen & Toubro Limited Senior Officers' Superannuation Scheme		19.82		17.93
	Total	19.82		17.93	

[1] Includes commission due to non-executive directors ₹ 4.56 crore (previous year: ₹ 4.10 crore).

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

₹ crore

Sr. No.	Category of balance/relationship/parties	As at 31-3-2025 Amount	As at 31-3-2025 Amounts for major parties	As at 31-3-2024 Amount	As at 31-3-2024 Amounts for major parties
xii.(a)	Capital commitment given				
	Subsidiaries, including:	18.51		31.70	
	L&T Construction Equipment Limited		2.85		20.60
	LTIMindtree Limited		12.81		9.92
	L&T Technology Services Limited		2.85		1.18
	Total	18.51		31.70	
xii.(b)	Revenue commitment given				
	Subsidiaries, including:	4237.85		3225.26	
	L&T Saudi Arabia LLC		2029.69		1500.57
	L&T Modular Fabrication Yard LLC		1073.18		39.53
	Joint ventures , including:	295.30		1023.63	
	L&T - MHI Power Boilers Private Limited		226.02		569.94
	L&T Special Steels and Heavy Forgings Private Limited				370.22
	L&T Howden Private Limited		33.73		68.47
	Associates, including:	65.74		31.76	
	Magtorq Private Limited		65.74		31.76
	Total	4598.89		4280.65	
xiii.	Commitment to Fund				
	Subsidiary:	127.78		239.25	
	Nabha Power Limited		127.78		239.25
	Total	127.78		239.25	
xiv.	Revenue commitment received				
	Subsidiaries, including:	1938.10		2007.30	
	L&T (Oman) LLC		208.09		–
	LTIMindtree Limited		135.22		671.49
	Corporate Park (Powai) Private Limited		294.43		–
	L&T Realty Properties Limited		208.52		–
	Larsen & Toubro (East Asia) Sdn. Bhd.		541.84		660.54
	LH Residential Housing Private Limited		255.97		–
	L&T Innovation Campus (Chennai) Limited		–		220.12
	Joint ventures , including:	5.47		15.48	
	L&T - MHI Power Boilers Private Limited		5.47		10.68
	L&T MBDA Missile Systems Limited		–		4.80
	Close Member of KMP's family:			7.68	
	Ms. Meena Subrahmanyan				7.68
	Total	1943.57		2030.46	

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [47]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures" *(contd.)*

₹ crore

Sr. No.	Category of balance/relationship/parties	As at 31-3-2025 Amount	As at 31-3-2025 Amounts for major parties	As at 31-3-2024 Amount	As at 31-3-2024 Amounts for major parties
xv.	Guarantee given on behalf of				
	Subsidiaries, including:	122845.36		129527.23	
	L&T Hydrocarbon Saudi Company		54257.11		60762.23
	L&T Arabia LLC		16840.10		18587.34
	L&T Saudi Arabia LLC		19216.49		18946.29
	L&T International FZE		21679.07		21154.05
	Joint ventures , including:	231.08		243.22	
	L&T MHI Power Turbine Generators Private Limited		211.67		210.56
	Total	123076.44		129770.45	
xvi.	Provision towards expected credit loss related to the amount of outstanding balances				
	Subsidiaries, including:	87.81		85.06	
	L&T Metro Rail (Hyderabad) Limited		50.34		41.82
	Larsen Toubro Arabia LLC		23.39		21.09
	L&T Hydrocarbon Saudi Company		4.31		16.18
	Joint ventures , including:	1.89		2.74	
	L&T - MHI Power Turbine Generators Private Limited		0.01		0.36
	EPIC Concesiones 3 Limited		–		0.45
	Deccan Tollways Limited		1.73		1.73
	Total	89.70		87.80	

"Major parties" denote entities account for 10% or more of the aggregate for that category of balance during respective year.

Notes:

1. The amount of outstanding balances as shown above are unsecured and will be settled/recovered in cash.
2. The interest rate charged on loans given to related parties are as per market rates.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [48]

Disclosure pursuant to Ind AS 27 "Separate Financial Statements"

Investment in following subsidiaries, associates and joint ventures is accounted at cost.

Subsidiaries:

Sr. No.	Name of the subsidiary	Principal place of business	As at 31-3-2025		As at 31-3-2024	
			Proportion of direct ownership (%)	Proportion of effective ownership interest /voting power(%)	Proportion of direct ownership (%)	Proportion of effective ownership interest /voting power(%)
	Indian subsidiaries					
1	Bhilai Power Supply Company Limited	India	99.90	99.90	99.90	99.90
2	Hi-Tech Rock Products & Aggregates Limited	India	100.00	100.00	100.00	100.00
3	L&T Realty Properties Limited [1]	India	100.00	100.00	100.00	100.00
4	L&T Geostructure Private Limited	India	99.00	100.00	99.00	100.00
5	L&T Valves Limited	India	100.00	100.00	100.00	100.00
6	L&T Energy Green Tech Limited	India	100.00	100.00	100.00	100.00
7	L&T Aviation Services Private Limited	India	100.00	100.00	100.00	100.00
8	LTIMindtree Limited	India	68.58	68.58	68.64	68.64
9	L&T Finance Limited	India	66.24	66.24	65.86	65.86
10	L&T Capital Company Limited	India	100.00	100.00	100.00	100.00
11	L&T Power Development Limited	India	100.00	100.00	100.00	100.00
12	L&T Metro Rail (Hyderabad) Limited [2]	India	99.99	99.99	99.99	99.99
13	L&T Technology Services Limited	India	73.66	73.66	73.74	73.74
14	L&T Construction Equipment Limited	India	100.00	100.00	100.00	100.00
15	L&T Realty Developers Limited	India	100.00	100.00	100.00	100.00
16	L&T Energy Hydrocarbon Engineering Ltd [3]	India	–	–	100.00	100.00
17	L&T Network Services Private Limited	India	100.00	100.00	100.00	100.00
18	Corporate Park (Powai) Private Limited	India	100.00	100.00	100.00	100.00
19	Business Park (Powai) Private Limited	India	100.00	100.00	100.00	100.00
20	L&T Semiconductor Technologies Limited	India	100.00	100.00	100.00	100.00
21	L&T Offshore Private Limited [3]	India	–	–	100.00	100.00
22	L&T Special Steels and Heavy Forgings Private Limited [4]	India	100.00	100.00	–	–

[1] formerly known as L&T Seawoods Limited

[2] One equity share (the Golden Share) is held by the Government of Telangana in pursuance of the Shareholders' Agreement.

[3] Merged with Larsen & Toubro Limited w.e.f. April 1, 2024

[4] Reclassified as a Wholly Owned Subsidiary of Larsen & Toubro Limited w.e.f February 18, 2025

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [48]

Disclosure pursuant to Ind AS 27 "Separate Financial Statements" *(contd.)*

Foreign Subsidiaries :

Sr. No.	Name of the subsidiary	Principal place of business	As at 31-3-2025		As at 31-3-2024	
			Proportion of direct ownership (%)	Proportion of effective ownership interest /voting power(%)	Proportion of direct ownership (%)	Proportion of effective ownership interest /voting power(%)
1	Larsen & Toubro Saudi Arabia LLC	Kindgom of Saudi Arabia	4.35	100.00	4.35	100.00
2	L&T Global Holdings Limited	UAE	100.00	100.00	100.00	100.00
3	Larsen & Toubro Arabia LLC	Kindgom of Saudi Arabia	75.00	75.00	75.00	75.00
4	L&T Hydrocarbon Saudi Company LLC	Kindgom of Saudi Arabia	100.00	100.00	100.00	100.00
5	L&T Modular Fabrication Yard LLC	Sultanate of Oman	70.00	70.00	70.00	70.00
6	Larsend & Toubro Electromech LLC	Sultanate of Oman	70.00	70.00	70.00	70.00
7	Larsen & Toubro Kuwait Construction General Contracting Co. W.L.L.	Kuwait	49.00	49.00	49.00	49.00
8	Larsen & Toubro Heavy Engineering LLC [a]	Sultanate of Oman	70.00	70.00	70.00	70.00
9	PT Larsen and Toubro	Indonesia	100.00	100.00	100.00	100.00

[a] Under liquidation

Associate Companies :

Sr. No.	Name of associate	Principal place of business	As at 31-3-2025		As at 31-3-2024	
			Proportion of direct ownership (%)	Proportion of effective ownership interest /voting power(%)	Proportion of direct ownership (%)	Proportion of effective ownership interest /voting power(%)
1	Gujarat Leather Industries Limited [1]	India	50.00	50.00	50.00	50.00
2	Magtorq Private Limited	India	42.85	42.85	42.85	42.85
2	E2E Networks Limited [2]	India	14.92	14.92	-	-

[1] Under liquidation

[2] Acquired on December 4, 2024

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [48]

Disclosure pursuant to Ind AS 27 "Separate Financial Statements" *(contd.)*

Joint Ventures :

Sr. No.	Name of the joint venture	Principal place of business	As at 31-3-2025		As at 31-3-2024	
			Proportion of direct ownership (%)	Proportion of effective ownership interest /voting power (%)	Proportion of Direct Ownership (%)	Proportion of effective ownership interest /voting power (%)
1	Chennai-Tada Tollways Limited (formerly known as -L&T Chennai–Tada Tollway Limited) [2]	India	–	–	[1]	51.00
2	Rajkot - Vadinar Tollway Limited (formerly known as (L&T Rajkot-Vadinar Tollway Limited) [2]	India	–	–	[1]	51.00
3	Samkhiali Bhachau Gandhidham Tollway Limited (formerly known as -L&T Samakhiali Gandhidham Tollway Limited) [2]	India	–	–	0.02	51.01
4	EPIC Concesiones 3 Limited (formerly known as -L&T Infrastructure Development Projects Limited) [2]	India	–	–	51.00	51.00
5	Neelambur Madukkarai Tollway Limited (formerly known as-L&T Transportation Infrastructure Limited)[2]	India	–	–	26.24	51.00
6	Ahmedabad - Maliya Tollway Limited [2]	India	–	–	[1]	51.00
7	L&T Howden Private Limited	India	50.10	50.10	50.10	50.10
8	L&T-MHI Power Boilers Private Limited	India	51.00	51.00	51.00	51.00
9	L&T-MHI Power Turbine Generators Private Limited	India	51.00	51.00	51.00	51.00
10	Raykal Aluminium Company Private Limited	India	75.50	75.50	75.50	75.50
11	L&T Special Steels and Heavy Forgings Private Limited [3]	India	–	–	74.00	74.00
12	PNG Tollway Limited [2]	India	–	–	–	37.74
13	L&T MBDA Missile Systems Limited	India	51.00	51.00	51.00	51.00
14	L&T Sapura Shipping Private Limited	India	60.00	60.00	60.00	60.00
15	L&T-Sargent & Lundy Limited	India	50.00	50.00	50.00	50.00
16	GH4India Private Limited	India	33.33	33.33	33.33	33.33

[1] Proportion of direct ownership is less than 0.01%.

[2] Divested w.e.f. April 10, 2024

[3] Reclassified as a wholly owned subsidiary of Larsen & Toubro Limited w.e.f February 18, 2025

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [49]

Basic and diluted Earnings per Share [EPS] computed in accordance with Ind AS 33 “Earnings per Share”:

Particulars		2024-25	2023-24
Basic earnings per share			
Net profit after tax (₹ crore)	A	10870.72	9331.41
Weighted average number of equity shares outstanding	B	1,37,49,93,122	1,38,98,17,026
Basic EPS(₹)	A/B	79.06	67.14
Diluted earnings per share			
Net profit after tax (₹ crore)	A	10870.72	9331.41
Weighted average number of equity shares outstanding	B	1,37,49,93,122	1,38,98,17,026
Add: Weighted average number of potential equity shares on account of employee stock options	C	10,46,884	12,33,876
Weighted average number of equity shares outstanding for diluted EPS	D=B+C	1,37,60,40,006	1,39,10,50,903
Diluted EPS (₹)	A/D	79.00	67.08
Face value per share (₹)		2	2

NOTE [50]

Disclosures pursuant to Ind AS 37 "Provisions, Contingent Liabilities and Contingent Assets"

a) Movement in provisions:

₹ crore

Sr no	Particulars	Class of provisions					
		Product warranties	Expected tax liability in respect of indirect taxes	Litigation related obligation	Contractual rectification cost-construction contracts	Onerous contracts	Total
1	Balance as at April 1, 2024	9.22	318.89	33.04	496.65	600.40	1458.20
2	Additional Provision during the year	0.19	55.31	–	299.27	179.24	534.01
3	Provision used during the year	–	(0.56)	–	(54.59)	(151.35)	(206.49)
4	Provision reversed during the year	(4.10)	(2.39)	(20.35)	(169.09)	(92.99)	(288.94)
5	Balance as at March 31, 2025 (5=1+2+3+4)	5.31	371.25	12.69	572.24	535.30	1496.79

b) Nature of provisions:

i. Product warranties: The Company gives warranties on certain products and services, undertaking to repair or replace the items that fail to perform satisfactorily during the warranty period. Provision made as at March 31, 2025 represents the amount of the expected cost of meeting such obligations of rectification/replacement. The timing of the outflows is expected to be within a period of 1 to 3 years from the date of Balance Sheet.

ii. Expected tax liability in respect of indirect taxes represents mainly the differential sales tax liability on account of non-collection of declaration forms.

iii. Provision for litigation related obligations represents liabilities that are expected to materialise in respect of matters in appeal.

iv. Contractual rectification cost represents the estimated cost the Company is likely to incur during defect liability period as per the contract obligations in respect of completed construction contracts accounted under Ind AS 115 “Revenue from Contracts with customers”.

v Onerous contracts provision includes provision for foreseeable losses on construction contracts wherever it was probable that total contract costs will exceed total contract price.

vi. It is not practicable to estimate the timings of cash outflows, if any, in respect of provisions (ii) to (v).

c) Disclosure in respect of contingent liabilities is given as part of Note 29 to the Balance Sheet.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [51]

The expenditure on research and development activities is as follows:

₹ crore

Sr. No.	Particulars	2024-25	2023-24
(i)	Recognised as expense in the Statement of Profit and Loss	171.86	163.15
(ii)	Capital Expenditure on:		
	(a) tangible assets	2.40	4.54
	(b) other intangible assets	0.77	1.32
(iii)	Expenditure customer funded.	1.89	–

NOTE [52]

Disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": Market risk management

(a) Foreign exchange rate and interest rate risk:

The Company regularly reviews its foreign currency and interest rate related exposures – both hedged and open. The Company primarily follows cash flow hedge accounting for Highly Probable Forecasted Exposures (HPFE), hence, the movement in mark to market (MTM) of the hedge contracts undertaken for such exposures is likely to be offset by contra movements in the underlying exposures values. However, till the point of time that the HPFE becomes an on-balance sheet exposure, the changes in MTM of the hedge contracts will impact the Balance Sheet of the Company. Further, given the effective horizons of the Company's risk management activities which coincide with the durations of the projects under execution, which could extend across 3-4 years and given the business uncertainties associated with the timing and estimation of the project exposures, the recognition of the gains and losses related to these instruments may not always coincide with the timing of gains and losses related to the underlying economic exposures and, therefore, may affect the Company's financial condition and operating results. The Company monitors the potential risk arising out of the market factors like exchange rates, interest rates, price of traded investment products etc. on a regular basis. For on-balance Sheet exposures, the Company monitors the risks on net unhedged exposures.

(i) Foreign exchange rate risk:

The Company has both receivable and payable exposures in foreign currency. Accordingly, changes in exchange rates may adversely affect the Company's revenues, cost, and profitability. There is a risk that the Company may also have to adjust the local currency product pricing due to competitive pressures when there has been significant volatility in foreign currency exchange rates.

The Company may enter foreign currency forward and option contracts with financial institutions to protect against foreign exchange risks associated with existing assets and liabilities, firm commitments, forecasted future cash flows and net investments in foreign subsidiaries. In addition, the Company has entered, and may enter in future, into non-designated foreign currency contracts to partially offset the foreign currency exchange gains and losses on its foreign-denominated debt issuances. The Company's practice is to hedge a portion of its material net foreign exchange exposures with tenors in line with the project/business life cycle. The Company may also choose not to hedge certain foreign exchange exposures.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [52]

Disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": Market risk management *(contd.)*

The net exposure to foreign currency risk (based on notional amount) in respect of recognised financial assets, recognised financial liabilities and derivatives for major categories is as follows:

₹ crore

Particulars	As at 31-3-2025				
	US Dollars including pegged currencies	**EURO**	**Japanese Yen**	**Kuwaiti Dinar**	**British Pound**
Net exposure to foreign currency risk in respect of recognised financial assets/(recognised financial liabilities)	(1088.59)	(395.96)	(165.01)	(79.94)	84.54
Derivatives including embedded derivatives for hedging receivable/(payable) exposure with respect to non-financial assets/(liabilities)	10.43	–	–	11.59	–
Derivatives including embedded derivatives for hedging receivable/(payable) exposure with respect to firm commitments and highly probable transactions	(10255.87)	(5938.46)	1257.80	1069.94	(60.92)
Receivable/(payable) exposure with respect to forward contracts and embedded derivatives not designated as cash flow hedge	(1970.81)	(44.63)	7.17	–	(73.89)

₹ crore

Particulars	As at 31-3-2024				
	US Dollars including pegged currencies	**EURO**	**Japanese Yen**	**Kuwaiti Dinar**	**British Pound**
Net exposure to foreign currency risk in respect of recognised financial assets/(recognised financial liabilities)	(3504.52)	(616.54)	(198.48)	135.55	(26.92)
Derivatives including embedded derivatives for hedging receivable/(payable) exposure with respect to non-financial assets/(liabilities)	208.69	(331.95)	(11.01)	–	–
Derivatives including embedded derivatives for hedging receivable/(payable) exposure with respect to firm commitments and highly probable transactions	2539.63	(14100.96)	1442.30	490.23	(108.56)
Receivable/(payable) exposure with respect to forward contracts and embedded derivatives not designated as cash flow hedge	1221.52	(424.23)	10.27	–	2.36

To provide a meaningful assessment of the foreign currency risk associated with the Company's foreign currency derivative positions against off-balance sheet exposures and unhedged portion of on-balance sheet financial assets and liabilities, the Company uses a multi-currency correlated value-at-risk ("VAR") model. The VAR model uses a Monte Carlo simulation to generate thousands of random market price paths for foreign currencies against Indian rupee taking into account the correlations between them. The VAR is the expected loss in value of the exposure due to overnight movement in spot exchange rates, at 95% confidence interval. The VAR model is not intended to represent actual losses but is used as a risk estimation tool. The model assumes normal market conditions and is a historical best fit model. Because the Company uses foreign currency instruments for hedging purposes, the loss in fair value incurred on those instruments is generally offset by increases in the fair value of the underlying exposures for on-balance sheet exposures. The overnight VAR for the Company at 95% confidence level is ₹ 69.23 crore as at March 31, 2025 and ₹ 89.03 crore as at March 31, 2024.

Actual future gains and losses associated with the Company's investment portfolio and derivative positions may differ materially from the sensitivity analysis performed as at March 31, 2025 due to the inherent limitations associated with predicting the timing and amount of changes in foreign currency exchanges rates and the Company's actual exposures and position.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [52]

Disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": Market risk management *(contd.)*

(ii) Interest rate risk:

The Company's exposure to changes in interest rates relates primarily to the Company's outstanding floating rate debt. While most of the Company's outstanding debt in local currency is on fixed rate basis and hence not subject to interest rate risk, a major portion of foreign currency debt is linked to international interest rate benchmarks like SOFR. The Company may hedge a portion of these risks by way of derivatives instruments like interest rate swaps and currency swaps.

The exposure of the Company's borrowing to interest rate changes at the end of the reporting period are as follows:

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Floating rate borrowings	494.38	2711.93

A hypothetical 50 basis point shift in respective currency LIBORs and other benchmarks, holding all other variables constant, on the unhedged loans would result in a corresponding increase/decrease in interest cost for the Company on a yearly basis as follows:

₹ crore

Particulars	Impact on Profit and Loss after tax		Impact on Equity	
	2024-25	2023-24	At at 31-3-2025	At at 31-3-2024
Indian Rupee				
Interest rates -increase by 0.5% in INR interest rate	(0.01)	0.03	(0.01)	0.03
Interest rates -decrease by 0.5% in INR interest rate	0.01	(0.03)	0.01	(0.03)
US Dollar				
Interest rates -increase by 0.5% in USD interest rate	(1.84)	(10.18)	(1.84)	(10.18)
Interest rates -decrease by 0.5% in USD interest rate	1.84	10.18	1.84	10.18

(b) Liquidity Risk Management:

The Company manages liquidity risk by maintaining sufficient cash and marketable securities and by having access to funding through adequate committed credit lines. Given the need to fund diverse businesses, the Company maintains flexibility by need based drawing from committed credit lines. Management regularly monitors the position of cash and cash equivalents. The maturity profiles of financial assets and financial liabilities including debt financing plans and liquidity ratios are considered while reviewing the liquidity position.

The Company's investment policy and strategy are focused on preservation of capital and supporting the Company's liquidity requirements. The Company uses a combination of internal and external tools to execute its investment strategy and achieve its investment objectives. The Company typically invests in money market funds, large debt funds, Government of India securities, equity funds and other highly-rated securities under a exposure limit framework. The investment policy focuses on minimising the potential risk of principal loss. To provide a meaningful assessment of the price risk associated with the Company's investment portfolio, the Company performed a sensitivity analysis to determine the impact of change in prices of the securities on the value of the investment portfolio assuming a 0.5% movement in the fair market value of debt funds and debt securities and a 5% movement in the NAV of the equity funds as below:

₹ crore

Particulars	Increase/(decrease) in investment value	
	As at 31-3-2025	As at 31-3-2024
Debt funds and debt securities – increase by 0.50% in fair market value	73.48	44.89
Debt funds and debt securities – decrease by 0.50% in fair market value	(73.48)	(44.89)
Equity funds– increase by 5% in NAV	1.21	5.21
Equity funds– decrease by 5% in NAV	(1.21)	(5.21)

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [52]

Disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": Market risk management *(contd.)*

(c) Credit Risk Management:

The Company's customer profile include public sector enterprises, state owned companies and large private corporates. Accordingly, the Company's customer credit risk is low. The Company's average project execution cycle is around 24 to 36 months. General payment terms include mobilisation advance, monthly progress payments with a credit period ranging from 45 to 90 days and certain retention money to be released at the end of the project. In some cases, retentions are substituted with bank/corporate guarantees. The Company has a detailed review mechanism of overdue customer receivables at various levels within the organisation to ensure proper attention and focus for realisation.

(i) The Company is making provisions on trade receivables based on Expected Credit Loss (ECL) model. The reconciliation of ECL is as follows:

₹ crore

Particulars	2024-25	2023-24
Balance as at April 1	4148.80	3968.78
Changes in loss allowance for expected credit loss:		
Provision/(reversal) of allowance for expected credit loss	580.16	323.80
Additional provision (net) towards credit impaired receivables	308.23	402.66
Write off as bad debts	(499.52)	(546.44)
Balance as at March 31 [refer Note 11]	4537.66	4148.80

(ii) Trade receivable written off during the year but still enforceable for recovery amounts to Nil (previous year: Nil)

(d) Commodity price risk management:

The Company bids for and executes EPC projects on a turnkey basis. EPC projects entail procurement of various equipment and materials which may have direct or indirect linkages to commodity prices like steel (both long and flat steel), copper, aluminum, zinc, lead, nickel, cement etc. Accordingly, the Company is exposed to the price risk on these commodities. To mitigate the risk of commodity prices, the company relies on contractual provisions like pass through of prices, price variation provisions etc., and further uses hedging instruments where available (refer Note 53 (h)(ii)). There is a certain residual risk carried by the Company that cannot be hedged against.

The table given in the Risk Management section of Management Discussion and Analysis lists out the commodity exposure for the year (only for projects that been awarded and are under execution).

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [53]

Other disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures":

(a) Category-wise classification for applicable financial assets:

₹ crore

Sr. No.	Particulars	Note	As at 31-3-2025	As at 31-3-2024
I.	Measured at fair value through Profit or Loss (FVTPL):			
	(i) Investment in equity instruments	5	97.43	96.82
	(ii) Investment in preference shares	10	53.02	–
	(ii) Investment in mutual funds	10	5159.07	1499.59
	(iii) Investment in bonds	10	217.20	347.73
	(iv) Investment in Invit	10	3980.37	2694.57
	(v) Derivative instruments not designated as cash flow hedges	7,15	38.18	18.31
	(vi) Embedded derivatives not designated as cash flow hedges	7,15	229.14	113.47
	Sub-total (I)		9774.41	4770.49
II.	Measured at amortised cost:			
	(i) Loans	6,14	1361.69	642.10
	(ii) Investment in CBLO, Commercial Paper and Certificate of Deposit	10	875.83	1422.61
	(iii) Trade receivables	11	38330.18	36960.53
	(iv) Other recoverable	15	1069.54	2200.17
	(v) Cash and cash equivalents and bank balances	7,12,13	4477.68	4983.23
	(vi) Other receivables		2622.08	1866.88
	Sub-total (II)		48737.00	48075.52
III.	Measured at fair value through Other comprehensive income (FVTOCI):			
	(i) Investment in government securities, bonds and debentures	10	14502.80	10848.86
	(ii) Derivative financial instruments designated as cash flow hedges	7,15	583.92	388.66
	(iii) Embedded Derivatives designated as cash flow hedges	7,15	77.22	56.85
	Sub-total (III)		15163.94	11294.37
	Total (I+II+III)		73675.35	64140.38

(b) Category-wise classification for applicable financial liabilities:

₹ crore

Sr. No.	Particulars	Note	As at 31-3-2025	As at 31-3-2024
I.	Measured at fair value through Profit or Loss (FVTPL):			
	(i) Derivative instruments not designated as cash flow hedges	20,26	17.14	25.39
	(ii) Embedded derivatives not designated as cash flow hedges	20,26	22.03	20.55
	Sub-total (I)		39.17	45.94
II.	Measured at amortised cost:			
	(i) Borrowings	19,23,24	21934.88	22540.47
	(ii) Trade payables			
	Due to micro enterprises and small enterprises		1170.16	873.17
	Due to others	25	37625.83	39868.09
	(iii) Lease liabilities		360.37	271.14
	(iv) Others		3152.12	3800.65
	Sub-total (II)		64243.36	67353.52
III.	Derivative instruments (including embedded derivatives) through Other comprehensive income:			
	(i) Derivative instruments designated as cash flow hedges	20,26	319.75	255.57
	(ii) Embedded derivatives designated as cash flow hedges	20,26	56.30	21.09
	Sub-total (III)		376.05	276.66
IV.	Financial guarantee contracts	20,26	25.93	50.39
	Total (I+II+III+IV)		64684.51	67726.51

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [53]

Other disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": *(contd.)*

(c) Items of income, expense, gains or losses related to financial instruments:

₹ crore

Sr. No.	Particulars	2024-25	2023-24
I	Net gains/(losses) on financial assets, financial liabilities measured at fair value through Profit or Loss and amortised cost		
A	(i) Financial assets or financial liabilities mandatorily measured at fair value through Profit or Loss:		
	1. Gains/(losses) on fair valuation or sale of Investments	440.13	242.03
	2. Gains/(losses) on fair valuation/settlement of derivative:		
	a. On forward contracts not designated as cash flow hedges	7.96	57.79
	b. On embedded derivatives contracts not designated as cash flow hedges	191.33	18.72
	c. On futures not designated as cash flow hedges	26.94	(23.07)
	Sub-total (A)	666.36	295.47
B	Financial assets measured at amortised cost:		
	(i) Exchange gains/(losses) on revaluation or settlement of items denominated in foreign currency (trade receivables, loans given etc.)	197.55	(15.48)
	(ii) (Allowance)/reversal for expected credit loss during the year	(580.16)	(323.80)
	(iii) Reversal of provision/(provision) for impairment loss (other than expected credit loss) [net]	141.74	(185.12)
	(iv) Gains/(losses) on derecognition:		
	1. Bad debts (written off)/written back (net)	(21.03)	(45.89)
	2. Gains/(losses) on transfer of financial assets (on non-recourse basis)	(2.30)	(3.35)
	Sub-total (B)	264.20	(573.64)
C	Financial liabilities measured at amortised cost:		
	(i) Exchange gains/(losses) on revaluation or settlement of items denominated in foreign currency (trade payables, borrowing availed etc.)	(302.38)	(79.95)
	(ii) Unclaimed credit balances written back	264.46	561.06
	Sub-total (C)	(37.92)	481.11
	Total [I] = (A+B+C)	364.24	202.94
II	Net gains/(losses) on financial assets and financial liabilities measured at fair value through Other comprehensive income:		
A	Gains/(loses) recognised in Other comprehensive income:		
	(i) Financial assets measured at fair value through Other comprehensive income:		
	1. Gains/(losses) on fair valuation or sale of government securities, bonds, debentures etc.	281.33	178.96
	(ii) Derivative measured at fair value through Other comprehensive income :		
	1. Gains/(losses) on fair valuation or settlement of forward contracts designated as cash flow hedges	376.04	(123.72)
	2. Gains/(losses) on fair valuation or settlement of embedded derivative contracts designated as cash flow hedges	(20.55)	(13.72)
	Sub-total (A)	636.82	41.52
	Less:		
B	Gains/(losses) reclassified to Profit or Loss from Other comprehensive income:		
	(i) Financial assets measured at fair value through Other comprehensive income :		
	1. On government securities, bonds, debentures etc. upon sale	17.07	7.03
	(ii) Derivative measured at fair value through Other comprehensive income:		
	1. On forward contracts upon hedged future cash flows affecting the Profit or Loss or related asset or liability	43.03	56.42
	2. On embedded derivative contracts upon hedged future cash flows affecting the Profit or Loss or related asset or liability	15.80	16.89
	Sub-total (B)	75.90	80.34
	Net gains/(losses) recognised in Other comprehensive income [II]= (A)-(B)	560.92	(38.82)

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [53]

Other disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": *(contd.)*

₹ crore

Sr. No.	Particulars	2024-25	2023-24
III	Other income/(expenses):		
A	Dividend income:		
	Dividend income from investments measured at FVTPL	19.54	6.43
	Sub- total (A)	19.54	6.43
B	Interest income:		
	(a) Financial assets measured at amortised cost	162.63	397.83
	(b) Financial assets measured at fair value through Other comprehensive income	1117.02	1,046.94
	(c) Financial assets measured at fair value through Profit or Loss	88.40	277.60
	Sub- total (B)	1368.05	1722.37
C	Interest expense:		
	(a) Derivative instruments (including embedded derivatives) that are measured at fair value through Other comprehensive income (reclassified to Profit or Loss during the period)	–	–
	(b) Derivative instruments that are measured at fair value through Profit or Loss	(21.23)	(23.80)
	(c) Financial liabilities that are measured at amortised cost	(1910.78)	(2035.59)
	Sub- total (C)	(1932.01)	(2059.39)
	Total [III] = (A+B+C)	(544.41)	(330.59)

(d) Fair value of financial assets and financial liabilities measured at amortised cost:

(i) Financial assets measured at amortised cost:

The carrying amounts of trade receivables, loans, advances, investments in CBLO, Commercial Paper and Certificate of Deposit and cash & other bank balances are considered to be the same as their fair values due to their short-term nature. The carrying amounts of long-term loans given with floating rate of interest are considered to be close to the fair value.

(ii) Financial liabilities measured at amortised cost:

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024		Fair value hierarchy
	Carrying amount	Fair value	Carrying amount	Fair value	
Redeemable non-convertible fixed rate debentures	15994.49	16115.70	15535.41	15559.20	L2[1]
Total	15994.49	16115.70	15535.41	15559.20	

Note: The carrying amounts of trade and other payables are considered to be the same as their fair values due to their short-term nature. The carrying amounts of current borrowings at fixed rate and other borrowings at floating rate of interest are considered to be close to the fair value.

[1] Valuation technique L2: Future cash flows discounted using market rates.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [53]

Other disclosure pursuant to Ind AS 107 “Financial Instruments: Disclosures”: *(contd.)*

(e) Fair value hierarchy of financial assets and liabilities measured at fair value:

₹ crore

Particulars	Note	As at 31-3-2025				As at 31-3-2024			
		Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Financial assets:									
(a) Designated at FVTPL:									
(i) Equity shares (other than those held in subsidiary, joint ventures & associate companies)	5	6.89	–	90.54	97.43	10.14	–	86.68	96.82
(ii) Preference shares	10	–	–	53.02	53.02				
(iii) Mutual fund units	10	5159.07	–	–	5159.07	1499.59	–	–	1499.59
(iv) Bonds	10	217.80	–	–	217.80	347.73	–	–	347.73
(v) InvITs	10	3980.37	–	–	3980.37	2694.57			2694.57
(vi) Derivative instruments not designated as cash flow hedges	7,15		38.18		38.18	–	18.31	–	18.31
(vii) Embedded derivative Instruments not designated as cash flow hedges	7,15		229.14		229.14	–	113.47	–	113.47
(b) Designated at FVTOCI:									
(i) Debt instruments viz. government securities, bonds and debentures	10	14502.80			14502.80	10848.86	–	–	10848.86
(ii) Derivative financial instruments designated as cash flow hedges	7,15		583.92		583.92	–	388.66	–	388.66
(iii) Embedded derivative financial instruments designated as cash flow hedges	7,15		77.22		77.22	–	56.85	–	56.85
Total		23919.33	928.46	143.56	24938.35	15400.89	577.30	86.68	16064.86
Financial Liabilities:									
(a) Designated at FVTPL:									
(i) Derivative instruments not designated as cash flow hedges	20,26		17.14		17.14	–	25.39	–	25.39
(ii) Embedded derivative instruments not designated as cash flow hedges	20,26		22.03		22.03	–	20.55	–	20.55
(b) Designated at FVTOCI:									
(i) Derivative financial instruments designated as cash flow hedges	20,26		319.75		319.75	–	255.58	–	255.58
(ii) Embedded derivative financial instruments designated as cash flow hedges	20,26		56.30		56.30	–	21.09	–	21.09
Total			415.22		415.22	–	322.61	–	322.61

Valuation technique and key inputs used to determine fair value -

1. Level-1 : Equity shares, mutual funds, bonds, InvITs, debentures and government securities- Quoted price in the active market
2. Level-2 : Derivative instrument – Mark to market on forward covers and embedded derivative instruments is based on forward exchange rates at the end of reporting period and discounted using G-sec rate plus applicable spread.

(f) Movement of items measured using unobservable inputs (Level 3):

₹ crore

Particulars	Equity Investment in Tidel Park Limited	Preference shares
Balance as at April 01, 2023	78.69	–
Gains/(losses) recognised in Profit or Loss during FY 2023-24	7.89	–
Balance as at March 31, 2024	86.58	–
Addition during the year	–	53.02
Gains/(losses) recognised in Profit or Loss during FY 2024-25	3.85	–
Balance as at March 31, 2025	90.43	53.02

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [53]

Other disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": *(contd.)*

Significant unobservable inputs used in level 3 fair value measurements and sensitivity of the fair value measurement to changes in unobservable inputs.

Particulars	Fair value as at 31-3-2025 (₹ crore)	Fair value as at 31-3-2024 (₹ crore)	Significant unobservable inputs	Sensitivity
Investment in equity shares of Tidel Park Limited	90.43	86.58	31-3-2025 and 31-3-2024: 1. Net realization per month ₹ 38 and ₹ 35 per sqft respectively. 2. Capitalisation rate 12% and 11.50% respectively	31-3-2025 and 31-3-2024: 1% change in net realization would result in +/- ₹ 1.75 crore (post tax- ₹ 1.31 crore) [PY:+/- ₹ 0.31 crore (post tax- ₹ 0.23 crore)] 25 bps change in capitalization rate would result in +/- ₹ 0.66 crore (post tax- ₹ 0.50 crore) [+/- ₹ 0.66 crore (post tax- ₹ 0.50 crore)]
Investment in preference shares	53.02	–	Not applicable	31-03-2025 The valuation is based on expected settlement

(g) Maturity Profile of Financial Liabilities (undiscounted values):

₹ crore

Particulars	Note	As at 31-3-2025			As at 31-3-2024		
		Within twelve months	After twelve months	Total	Within twelve months	After twelve months	Total
A. Non derivative liabilities:							
Borrowings	19, 23, 24	13136.44	14051.04	27187.48	11022.78	14849.90	25872.68
Trade payables:	25						
Due to micro enterprises and small enterprises		1170.16	–	1170.16	860.92	12.25	873.17
Due to others		36896.12	729.71	37625.83	39331.29	536.80	39868.09
Other financial liabilities	20, 26	3083.65	94.38	3178.03	3728.39	122.64	3851.04
Lease liabilities		136.54	244.91	381.45	128.95	154.08	283.03
Total		54422.91	15120.04	69542.94	55072.33	15675.67	70748.00
B. Derivative liabilities:							
Forward contracts	20, 26	304.19	36.45	340.64	272.94	11.11	284.05
Embedded derivatives	20, 26	27.50	50.83	78.33	41.64	–	41.64
Total		331.69	87.28	418.97	314.58	11.11	325.69

(h) Details of outstanding hedge instruments for which hedge accounting is followed:

(i) Outstanding currency exchange rate hedge instruments

A. Forward covers taken to hedge exchange rate risk and accounted as cash flow hedge:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
(a) Receivable hedges								
US Dollar	9687.83	86.79	8963.77	724.06	13390.81	84.48	11634.39	1756.41
Japanese Yen	3014.34	0.62	1299.97	1714.37	2674.33	0.56	1411.98	1262.35
Kuwaiti Dinar	1549.55	279.66	1367.67	181.88	795.30	275.25	790.64	4.66
Qatari Riyal	1349.16	23.57	1341.85	7.32	1816.12	22.89	1777.63	38.50
EURO	1158.62	94.83	1071.34	87.28	768.41	93.84	607.89	160.53
Arab Emirates Dirham	734.74	23.46	723.77	10.97	705.19	22.68	605.11	100.08
Malaysian Ringgit	389.74	19.48	227.87	161.87	190.06	18.03	190.06	–
Saudi Riyal	167.47	23.14	167.47	–	–	–	–	–
Indonesian Rupiah	52.92	0.01	52.92	–	–	–	–	–
Omani Riyal	38.88	223.39	38.88	–	10.91	219.16	10.91	–
Chinese Yuan	7.39	12.00	723.77	10.97	–	–	–	–
Thai Baht	–	–	–	–	22.93	2.43	22.93	–

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [53]

Other disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": *(contd.)*

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
(b) Payable hedges								
US Dollar	20873.13	87.85	13609.19	7263.94	14007.75	85.73	9499.57	4508.18
EURO	8710.83	93.16	7382.89	1327.94	16366.04	92.11	14907.34	1458.71
Japanese Yen	1671.83	0.59	1326.49	345.34	1152.07	0.56	1130.91	21.16
Arab Emirates Dirham	918.71	23.60	918.71	–	562.70	22.85	562.70	–
Saudi Riyal	702.32	22.80	702.32	–	–	–	–	–
Qatari Riyal	493.38	23.79	493.38	–	120.39	22.87	120.39	–
Kuwaiti Dinar	218.07	281.22	218.07	–	171.79	273.47	171.79	–
Swiss Franc	203.30	98.72	196.60	6.70	188.90	89.23	187.69	1.20
British Pound	82.10	111.43	73.04	9.05	158.29	104.59	146.59	11.70
Chinese Yuan	15.57	12.00	15.57	–	17.86	11.75	17.86	–
Norwegian krone	0.53	8.59	0.53	–	–	–	–	–
Canadian Dollar	–	–	–	–	1.80	61.55	1.80	–

B. Forward covers accounted as Net Investment Hedge:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
Receivable:								
US Dollars	318.13	86.92	318.13	–	–	–	–	–
Arab Emirates Dirham	15.92	23.49	15.92	–	32.57	22.82	32.57	–
Saudi Riyal	–	–	–	–	194.58	22.28	194.58	–

C. Options contract:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
Receivable hedges:								
US Dollars/Japanese Yen	508.95	[1]	–	508.95	446.07	[1]	–	446.07

[1] The options contracts include a combination of cross currency calls and puts with different maturities and strike prices.

(ii) Outstanding commodity price hedge instruments

A. Commodity forward contract:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
Copper(Tn)	1383.87	799083.26	1375.72	8.15	625.48	710211.45	625.48	–
Aluminium(Tn)	1144.19	224722.29	1058.89	85.29	659.90	192407.39	649.96	9.93
Iron Ore(Tn)	7.40	7252.07	7.40	–	14.29	7309.80	6.95	7.34
Nickel(Tn)	89.58	1468458.31	89.58	–	130.21	1778778.54	130.21	–
Lead(Tn)	36.55	177848.50	36.55	–	55.58	173424.85	55.58	–

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [53]

Other disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": *(contd.)*

B. Commodity options contract:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
Aluminium (Tn)	183.97	[1]	183.97	–	112.48	[1]	112.48	–
Copper (Tn)	173.52	[1]	173.52	–	301.25	[1]	301.25	–

[1] The options contracts include a combination of calls and puts with different maturities and strike prices.

(i) Carrying amounts of hedge instruments for which hedge accounting is followed:

A. Cash flow hedge:

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
	Currency exposure	Commodity price exposure	Currency exposure	Commodity price exposure
(i) Forward contracts				
Current:				
Asset - Other financial assets	373.21	46.39	208.95	51.98
Liability - Other financial liabilities	228.82	53.19	233.97	36.86
Non current:				
Asset - Other financial assets	102.35	0.33	170.98	–
Liability - Other financial liabilities	64.31	0.27	5.83	–
(ii) Option contracts				
Current:				
Asset - Other financial assets	72.63	16.97	–	13.60
Liability - Other financial liabilities	–	9.34	–	–
Non current:				
Asset - Other financial assets	26.23	20.79	–	–
Liability - Other financial liabilities	0.01	20.11	–	–

B. Net Investment Hedge:

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
	Currency exposure	Currency exposure
(i) Forward contracts		
Current:		
Asset - Other financial assets	2.23	–

(j) Breakup of hedging reserve & cost of hedging reserve balance:

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
	Cash flow hedging reserve	Cost of hedging reserve	Cash flow hedging reserve	Cost of hedging reserve
Balance towards continuing hedges	30.04	138.38	(25.33)	(4.68)
Balance for which hedge accounting discontinued	162.07	–	92.22	–

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [53]

Other disclosure pursuant to Ind AS 107 “Financial Instruments: Disclosures”: *(contd.)*

(k) Reclassification of hedging reserve & cost of hedging reserve to Profit or Loss

₹ crore

Particulars	Hedging reserve/Cost of hedging reserve	
	2024-25	**2023-24**
Future cash flows are no longer expected to occur:		
Sales, administration and other expenses	(53.18)	0.64
Hedged expected future cash flows affecting Profit or Loss:		
Progress billing	(61.19)	5.78
Revenue from operation	38.65	(2.71)
Manufacturing ,construction and operating expenses	75.74	(42.77)
Sales, administration and other expenses	(2.38)	118.16

(l) Movement of hedging reserve & cost of hedging reserve

₹ crore

Hedging reserve	2024-25			2023-24		
	Gross	**Tax**	**Net of Tax**	**Gross**	**Tax**	**Net of Tax**
Opening balance	107.77	(40.88)	68.89	319.93	(91.15)	228.78
Changes in the spot element of the forward contracts which is designated as hedging instrument for time period related hedges	5.34	(1.33)	4.01	56.01	(13.27)	42.74
Changes in fair value of forward contracts designated as hedging instruments	185.93	(46.33)	139.60	(190.35)	45.11	145.24
Amount reclassified to Profit or Loss	(85.71)	21.36	(64.35)	(76.52)	18.13	(58.39)
Amount included in non-financial asset/liability	0.03	(0.01)	0.02	4.48	(1.06)	3.42
Amount included in Progress Billing in balance sheet	61.19	(15.25)	45.94	(5.78)	1.37	(4.41)
Closing balance	274.55	(82.44)	192.11	107.77	(40.88)	66.89

₹ crore

Cost of hedging reserve	2024-25			2023-24		
	Gross	**Tax**	**Net of Tax**	**Gross**	**Tax**	**Net of Tax**
Opening balance	(6.25)	1.57	(4.68)	(6.37)	1.60	(4.77)
Changes in the forward element of the forward contracts where changes in spot element of forward contract is designated as hedging instrument for time period related hedges	164.28	(41.33)	122.95	(3.09)	0.78	(2.31)
Amount reclassified to Profit or Loss	26.88	(6.77)	20.11	3.21	(0.81)	2.40
Closing balance	184.92	(46.53)	138.38	(6.25)	1.57	(4.68)

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [54]

Disclosure pursuant to Ind AS 116 "Leases"

(a) Where the Company is a lessor:

Operating leases: The Company has given land,buildings and plant & equipment under operating lease. The lease income received during the year is 198.81 crore (previous year: 161.02 crore). Leases are renewed only on mutual consent and at a prevalent market price and sub-lease is generally restricted.

Annual undiscounted lease payments receivable is as under:

₹ crore

Particulars	Upto 1 year	1-2 years	2-3 years	3-4 years	4-5 years	Beyond 5 years	Total
As at 31-3-2025	157.36	143.20	135.41	93.76	49.53	334.34	913.62
As at 31-3-2024	122.01	102.55	83.32	80.61	49.53	384.95	822.97

(b) Where the Company is a lessee:

The Company has taken various assets on lease such as, plant and equipment, land,buildings, office premises, vehicles and computer equipment. Generally, leases are renewed only on mutual consent and at a prevalent market price and sub-lease is restricted.

Details with respect to right-of-use assets:

₹ crore

Class of asset	Depreciation for the year		Additions during the year		Carrying amount	
	2024-25	2023-24	2024-25	2023-24	As at 31-3-2025	As at 31-3-2024
Land	7.61	4.45	20.78	0.56	271.20	257.95
Buildings	110.62	90.64	115.56	157.75	195.02	201.02
Plant & equipment	6.89	18.73	–	1.06	3.82	10.71
Vehicles	11.57	0.14	98.29	6.08	91.85	5.93
Computer	–	0.34	–	–	–	–
Total	136.69	114.30	234.63	165.45	561.89	475.61

i. Interest expense on lease liabilities amounts to ₹ 26.41 crore (previous year: ₹ 17.64 crore).

ii. The expense relating to payments not included in the measurement of lease liability and recognized as expense in the Statement of Profit and Loss during the year are as follows:

- Low value leases - ₹ 82.71 crore (previous year: ₹ 49.78 crore)
- Short-term leases - ₹ 4009.84 crore (previous year: ₹ 3690.36 crore)

iii. Total cash out flow for leases amounts to ₹ 4099.20 crore during the year (previous year: ₹ 3067.64 crore) including cash outflow of short-term and low value leases.

iv. Gain arising from sale and lease back transaction ₹ Nil (Previous year ₹ 23.47 crore)

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [55]

The Company has amounts due to suppliers under The Micro, Small and Medium Enterprises Development Act, 2006, [MSMED Act] as at March 31, 2024. The disclosure pursuant to the said Act is as under:

₹ crore

Particulars	2024-25	2023-24
Principle amount due to suppliers under MSMED Act, 2006	152.19	23.42
Interest accrued, due to suppliers under MSMED Act on the above amount, and unpaid	4.91	1.72
Payment made to suppliers (other than interest) beyond the appointed day during the year	1190.63	633.97
Interest paid to suppliers under MSMED Act (Section 16)	0.87	0.79
Interest due and payable towards suppliers under MSMED Act for payments already made	21.11	15.19
Interest accrued and remaining unpaid at the end of the year to suppliers under MSMED Act	38.37	25.78
Amount of further interest remaining due and payable even in the succeeding years	0.67	0.41

NOTE [56]

There are no amounts due and outstanding to be credited to Investor Education & Protection Fund as at March 31, 2025.

NOTE [57]

Disclosure pursuant to regulation 34 (3) of Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulation, 2015 and Section 186 of the Companies Act, 2013.

Sr. No.	Nature of the transaction (loans given)	Purpose for which the loan is proposed to be utilised by the recipient	Rate of Interest for loan outstanding as at 31-3-2025	Balance as at		Maximum outstanding during	
				31-3-2025	31-3-2024	2024-2025	2023-2024
(a)	L&T Special Steels & Heavy Forgings Private Limited [1]	Working Capital and Project funding	7.00%	1905.16	1730.38	1905.16	1730.38
(b)	Nabha Power Limited	FGD Project Funding	10.50%	495.22	383.75	495.22	383.75
(c)	L&T Geostructure Private Limited	Project funding	7.00%	13.26	17.77	18.90	23.04
(d)	L&T Sapura Shipping Private Limited Bridge Loan	Working Capital and Support for refinancing of loan taken for vessel	5.50%	218.12	204.05	218.12	347.47
(e)	L&T Heavy Engineering LLC	Working Capital	–	–	–	–	82.37
(f)	L&T Energy Green Tech Limited	Working Capital and Project Funding	–	–	18.16	28.23	18.16
(g)	Business Park (Powai) Private Limited	Working Capital	–	–	17.92	19.03	17.92
	Total			2631.76	2372.03		

[1] Excluding impairment of ₹ 1270.45 crore (previous year: ₹ 1730.38 crore)

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [57] ***(contd.)***

Notes:

I. Above loans are unsecured

II. Above figures include interest accrued

III. Loans to employees (including directors) under various schemes of the company (such as housing loan, furniture loan, education loan, etc.) have been considered to be outside the purview of disclosure requirements.

IV. Subsidiary classification is in accordance with the Companies Act, 2013

Sr. No.	Nature of the transaction (investment made/guarantee given/security provided)	Purpose for which the loan/guarantee/security is proposed to be utilised by the recipient	Balance as at 31-3-2025	Balance as at 31-3-2024
(A)	**Guarantees given to Subsidiary & Joint venture Companies:**			
(i)	L&T - MHI Power Turbine Generators Private Limited	Corporate Guarantee given for subsidiary's financial obligations	211.67	210.56
(ii)	L&T Metro Rail (Hyderabad) Limited	Corporate Guarantee given for subsidiary's financial obligations	8616.00	8616.00
(iii)	Larsen & Toubro Arabia LLC	Corporate Guarantee given for subsidiary's performance obligations	16840.10	18587.34
(iv)	L&T Technology Services Limited	Corporate Guarantee given for subsidiary's performance obligations	503.19	491.09
(v)	L&T Technology Services LLC	Corporate Guarantee given for subsidiary's performance obligations	170.95	166.81
(vi)	Larsen & Toubro (Saudi Arabia) LLC	Corporate Guarantee given for subsidiary's performance obligations	19216.49	18946.29
(vii)	LTIMindtree Limited	Corporate Guarantee given for subsidiary's performance obligations	552.54	539.27
(viii)	L&T Hydrocarbon Saudi Company LLC	Corporate Guarantee given for subsidiary's performance obligations	54257.11	60762.23
(ix)	L&T - MHI Power Boilers Private Limited	Guarantees issued by bank out of the Company's sanctioned limits for subsidiary's performance obligations	19.41	19.39
(x)	Nabha Power Limited	Guarantees issued by bank out of the Company's sanctioned limit for subsidiary's financial obligations	216.00	216.00
(xi)	L&T Special Steel & Heavy Forgings Private Limited	Guarantees issued by bank out of the Company's sanctioned limits for performance obligations	13.27	13.27
(xii)	L&T Realty Properties Limited	Guarantees issued by bank out of the Company's sanctioned limits for CTO and CTE compliances to Maharashtra Pollution Control Board and for performance obligations	4.00	3.75
(xiii)	L&T Geostructure Private Limited	Guarantees issued by bank out of the Company's sanctioned limits for performance obligations	559.00	–
(xiv)	Larsen & Toubro International FZE	Corporate Guarantee given for subsidiary's performance obligations	21679.07	21154.05
(xv)	LTH Milcom Private Limited	Corporate Guarantee given for subsidiary's performance obligations	4.09	4.09
(xvi)	L&T Electrolysers Limited	Guarantees issued by bank for-Solar Energy Corporation of India Ltd., New Delhi-SIGHT scheme (PLI) for performance obligation	44.40	44.40
(xvii)	L&T Energy Green Tech Limited	Guarantees issued by bank for -Deendayal Port Authority, Solar Energy Corporation of India Ltd., IOCL, BPCL & HPCL for performance obligation	173.24	–
	Total		123080.53	129774.54
(B)	**Investments in fully paid equity instruments and Current Investments**		[Note 5 and Note 10]	

Note: Subsidiary classification is in accordance with Companies Act, 2013

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [58]

Following are the analytical ratios for the year ended March 31, 2025, and March 31, 2024

₹ crore

Ratio	Numerator	Denominator	As at 31-3-2025	As at 31-3-2024	Variance %
Current Ratio (times)	Current Assets	Current Liabilities	1.27	1.26	1.0%
Debt Equity Ratio (times)	Total debt	Shareholder's Equity	0.31	0.35	-12.7%
Debt Service Coverage Ratio (times)	Earnings available for debt service[1]	Debt Service[2]	2.14	1.84	16.6%
Return on Equity Ratio (%)	Profit for the year after tax	Average Shareholders Equity	15.94%	13.71%	16.2%
Inventory Turnover Ratio	Cost of goods sold	Average Inventory	NA[7]	NA[7]	NA
Trade Receivables Turnover Ratio	Revenue from operations	Average Gross Trade Receivables	3.39	3.23	5.2%
Trade Payables Turnover Ratio	Purchases [3]	Average Trade Payables	2.93	2.52	16.3%
Net Capital Turnover Ratio	Revenue from operations	Average Working Capital	5.29	4.35	21.8%
Net Profit Ratio (%)	Profit for the year after tax	Revenue from Operations	7.63%	7.39	3.2%
Return on Capital Employed (%)	Profit after tax + Finance Cost (net off tax on Finance Cost)	Average Capital Employed [4]	13.45%	12.25%	9.8%
Return on Investment (%)	Treasury Income [5]	Average investment [6]	11.25%	9.23%	21.9%

[1] Profit before interest, tax and exceptional items

[2] Finance cost + Principal repayments (net of refinancing) made during the year for long term borrowings

[3] Includes Manufacturing, construction, and operating expenses

[4] Includes average equity and average loan funds (including interest bearing advances)

[5] Includes profit/loss on sale and fair valuation of current investments, dividend on current investment and interest income

[6] Includes current investment, Inter corporate deposits, Fixed deposits and Collaterised Borrowing and Lending Obligation

[7] Not material considering the size and the nature of operations of the Company.

[8] There are no variances exceeding 25% over previous year.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [59]

Exceptional items (net of tax) for 2024-25 is on account of the following:

(i) The Company entered into a Joint Venture Termination Agreement with Nuclear Power Corporation of India Limited (NPCIL) on February 18, 2025, for purchase of NPCIL's 26% equity and preference shareholdings in L&T Special Steel and Heavy Forgings Private Limited (LTSSHF) and assignment of NPCIL loan to LTSSHF for a consideration of ₹ 170 crore. Pursuant to this, LTSSHF has become a wholly owned subsidiary of the Company with effect from February 18, 2025. The exceptional item during the year ended March 31, 2025, represents (a) partial reversal of funded resources impaired in earlier years: ₹ 459.94 crore and (b) reversal of provision towards constructive obligation: ₹ 14.84 crore.

Exceptional items (net of tax) for 2023-24 includes the following:

(i) Gain of ₹ 397.97 crore on transfer of Carved-out Business of Smart World and Communication (SWC) Business unit of the Company to L&T Technology Services Limited (LTTS), a listed subsidiary with effect from April 1, 2023.

(i) Gain on divestment of stake in L&T Transportation Infrastructure Limited, a subsidiary of EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) [L&T IDPL]: ₹ 97.05 crore.

(ii) Reduction in the carrying value of investment in L&T IDPL to its net realisable value after considering customary closing adjustments: ₹ 47.03 crore.

NOTE [60]

Disclosure related to Corporate Social Responsibility (CSR):

₹ crore

Sr. No.	Particulars	2024-25	2023-24
(i)	Required to be spent	164.61	150.98
(ii)	Excess spend of previous year utilised	12.66	8.80
(iii)= (i)-(ii)	Spend obligation	151.95	142.18
(iv)	Actual spent	163.65	154.84
	Of which amount recognised in:		
(a)	Balance sheet	11.70	12.66
(b)	Statement of Profit and Loss	151.95	142.18
(v)	Excess spend shown as asset in previous year charged to Statement of Profit and Loss on its utilisation	12.66	8.80
(iv b)+(v)	Total amount shown in Statement of Profit and Loss	164.61	150.98

i. Refer Annexure C to the Board Report for the nature of CSR activities of the Company.

NOTE [61]

Auditors' remuneration (excluding GST):

₹ crore

Sr. No.	Particulars	2024-25	2023-24
a)	Paid as Auditor		
	(i) Statutory audit fees	4.68	*3.60*
	(ii) Limited review of standalone and consolidated financial statements on a quarterly basis	3.02	2.60
b)	For Taxation matters	0.50	0.80
c)	For other services including certification work	2.02	1.46
d)	For reimbursement of expenses	0.61	0.24

NOTE [62]

Recent pronouncements:

There are no standards of accounting or any addendum thereto, prescribed by Ministry of Corporate Affairs under section 133 of the Companies Act, 2013, which are issued but are not yet effective as at March 31, 2025.

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

a) Notes with respect to remarks in CARO Report:

(i) L&T Special Steels and Heavy Forgings Private Limited (LTSSHF), a wholly owned subsidiary, has not repaid the loan and net interest thereon aggregating to ₹ 2,308.63 crore (amount due for more than 90 days is ₹ 2,290.14 crore) to the Parent Company due to insufficient funds. During the year, the Company has acquired the balance 26% stake in LTSSHF from the JV partner. Pursuant to this, LTSSHF has become a wholly owned subsidiary of the Company with effect from February 18, 2025. This acquisition of stake is a part of its strategic plan to restructure and improve financial & operational efficiency of LTSSHF. (Refer note 59)

(ii) During the year, the Company renewed the loan of ₹ 182.06 crore to L&T Sapura Shipping Private Limited (LTSSPL), a subsidiary [1] on account of shortfall in operational cashflows of the subsidiary. The management is deliberating various options for repayment of loan.

[1] Subsidiary classification is in accordance with the Companies Act, 2013.

(b) Balances with Struck off Companies

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
1	AT and LS Private Limited	Accounts Payables	NA	0.05	0.05
2	Terra Firma Promoters and Developers Private Limited	Accounts Payables	NA	0.13	0.13
3	Genesis Infosolutions Private Limited	Accounts Payables	NA	0.05	0.05
4	Wipo Teleservices Private Limited	Accounts Payables	NA	0.07	0.07
5	P S Steel Tubes Limited	Accounts Payables	NA	–	–
6	Century Cement Limited	Accounts Payables	NA	– [1]	– [1]
7	Diamond Cements Private Limited	Accounts Payables	NA	–	0.05
8	Tropical Granites India Private Limited	Accounts Payables	NA	– [1]	– [1]
9	P S Steel Tubes Private Limited	Accounts Payables	NA	0.49	0.03
10	Planet Hard Consultancy Private Limited	Accounts Payables	NA	0.01	0.01
11	Payal Synthetics Private Limited	Accounts Payables	NA	– [1]	– [1]
12	RK Gautam Construction Private Limited	Accounts Payables	NA	0.01	0.01
13	Ethos Coatings and Engineers Private Limited	Accounts Payables	NA	0.38	0.53
14	Probus Infratech Private Limited	Accounts Payables	NA	0.01	0.01
15	Unique Fabricators andErectors Private Limited	Accounts Payables	NA	–	0.03
16	Varad Infra Projects (P) Limited	Accounts Payables	NA	0.01	0.02
17	SI Mallik Infrastructure Private Limited	Accounts Payables	NA	–	0.05
18	Profusion Engineering Private Limited	Accounts Payables	NA	–	– [1]
19	Bently Nevada India Private Limited	Accounts Payables	NA	– [1]	0.33
20	Ye Power Transmission Private Limited	Accounts Payables	NA	– [1]	– [1]
21	Aarib Constructions Private Limited	Accounts Payables	NA	0.02	0.02
22	Sriya Tunnel Construction Private Limited	Accounts Payables	NA	0.02	0.02
23	Onella Visions Private Limited	Accounts Payables	NA	0.01	0.01
24	Sheoveena Construction Private Limited	Accounts Payables	NA	0.01	0.01
25	Jatra Services India Private Limited	Accounts Payables	NA	0.01	0.01

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
26	Shri Vedika Engineering Private Limited	Accounts Payables	NA	0.06	0.09
27	Arj Infra Private Limited	Accounts Payables	NA	– [1]	– [1]
28	Om Pranav Infrastructure Engineering Private Limited	Accounts Payables	NA	0.02	0.02
29	Balaji Infrastructure Td Private Limited	Accounts Payables	NA	0.01	0.01
30	Manish Duggal Telecom Private Limited	Accounts Payables	NA	– [1]	0.01
31	Torobuild Constructions Opc Private Limited	Accounts Payables	NA	– [1]	– [1]
32	Zaaharveer Projects Private Limited	Accounts Payables	NA	0.13	0.13
33	Real Construction Private Limited	Accounts Payables	NA	0.02	0.02
34	Shrishti Technologies Private Limited	Accounts Payables	NA	0.04	0.04
35	Yira Tranmission Private Limited	Accounts Payables	NA	– [1]	– [1]
36	Raas Infratech Private Limited	Accounts Payables	NA	– [1]	– [1]
37	Marine Outfitting Private Limited	Accounts Payables	NA	0.04	0.04
38	Advance Mep Solutions Private Limited	Accounts Payables	NA	– [1]	– [1]
39	Aerocon Hyderabad Infraprojects Private Limited	Accounts Payables	NA	0.01	0.02
40	Maxtel Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
41	Complete Health And Enviro Solutions Private Limited	Accounts Payables	NA	– [1]	0.01
42	S K Modern Construction andEngineering Private Limited	Accounts Payables	NA	0.10	0.10
43	Presstech Engineering And Technologies (Chennai) Private Limited	Accounts Payables	NA	0.03	0.06
44	Q-Tec Management Services India Private Limited	Accounts Payables	NA	– [1]	– [1]
45	Domya Contracts Private Limited	Accounts Payables	NA	– [1]	0.02
46	R K Cranes Private Limited	Accounts Payables	NA	– [1]	– [1]
47	Rdengicon Private Limited	Accounts Payables	NA	0.06	0.06
48	N T Enterprise Private Limited	Accounts Payables	NA	0.03	0.03
49	Vk Management Services Private. Limited	Accounts Payables	NA	– [1]	– [1]
50	Rani Aishwarya Infracon Private Limited	Accounts Payables	NA	0.01	0.01
51	Gulba Topographical Surveyors Private Limited	Accounts Payables	NA	– [1]	– [1]
52	JD Safety Efficency Bureau Guarding Experts Private Limited	Accounts Payables	NA	– [1]	– [1]
53	Ace Industrial Electrical And Engineering Private Limited	Accounts Payables	NA	– [1]	– [1]
54	Swift Equipments Private Limited	Accounts Payables	NA	0.01	0.01
55	Sieat Consultancy Private Limited	Accounts Payables	NA	0.06	0.06

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
56	Brightom Hospitality andEvents Private Limited	Accounts Payables	NA	– [1]	– [1]
57	Escalador Geo-Systems And Engineering Survey Private Limited	Accounts Payables	NA	0.01	0.01
58	Priyanka Managment Solution (India) Private Limited	Accounts Payables	NA	0.48	0.50
59	Dream Shine Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
60	Thought Zone Consulting Private Limited	Accounts Payables	NA	– [1]	– [1]
61	Rockhard Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
62	Stellent Engineering Solutions Private Limited	Accounts Payables	NA	– [1]	– [1]
63	Saj Infratech Private Limited	Accounts Payables	NA	0.01	0.01
64	Kegan Constructions Private Limited	Accounts Payables	NA	0.03	0.03
65	Kiswa Engineering Private Limited	Accounts Payables	NA	0.04	0.04
66	Kilimanjaro Energy Resurgence Private Limited	Accounts Payables	NA	– [1]	– [1]
67	Aircon System Engineers Private Limited (Agartala)	Accounts Payables	NA	– [1]	– [1]
68	UKR Infra Private Limited	Accounts Payables	NA	0.02	0.02
69	Jodhpur Infra-Con Private Limited	Accounts Payables	NA	– [1]	– [1]
70	Mohapatra Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
71	Artisans Design andBuild Private. Limited	Accounts Payables	NA	– [1]	– [1]
72	Ham Constructions andEngineering Works Private Limited	Accounts Payables	NA	0.01	0.01
73	Elemech Buildcon Private Limited	Accounts Payables	NA	0.01	0.01
74	Safety And Environment Education For Development Private Limited	Accounts Payables	NA	– [1]	– [1]
75	Hi-Volt Engineering Private Limited	Accounts Payables	NA	0.01	0.01
76	Chaudhary Om Parkash Earth Movers Private Limited	Accounts Payables	NA	0.04	0.04
77	Amritlaxmi Properties Private Limited	Accounts Payables	NA	0.02	0.02
78	Float Italino Private Limited	Accounts Payables	NA	– [1]	– [1]
79	Vishnuvedanga Infra-Tech Private Limited	Accounts Payables	NA	– [1]	– [1]
80	Rattiputra Construction Private Limited	Accounts Payables	NA	0.01	0.01
81	JRK Infra Projects (India) Private Limited	Accounts Payables	NA	– [1]	– [1]
82	Friends Civil Works Private Limited	Accounts Payables	NA	0.01	0.01
83	Z Rose Constructions andInteriors Private Limited	Accounts Payables	NA	– [1]	– [1]
84	Vishwa Infratech andProjects Private Limited	Accounts Payables	NA	0.01	0.01

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
85	Mei Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
86	Chandrawati Power Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
87	Utech Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
88	Silk Route Infrastructure Private Limited	Accounts Payables	NA	0.05	0.05
89	Jrc Biuildcon Private Limited	Accounts Payables	NA	– [1]	– [1]
90	Brahmaputra Engitech Private Limited	Accounts Payables	NA	0.01	0.01
91	Nevil Consultancy Services Private. Limited	Accounts Payables	NA	– [1]	– [1]
92	Timely Developers Consultants Private Limited	Accounts Payables	NA	0.02	0.02
93	Dwarkesh Buildcom Private Limited	Accounts Payables	NA	0.05	0.06
94	Neon Elecon Services Private Limited	Accounts Payables	NA	– [1]	– [1]
95	Ampere Engineering And Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
96	Vertex Realtech Infra Private. Limited	Accounts Payables	NA	0.49	0.50
97	Janakraj Infraservices Private Limited	Accounts Payables	NA	0.01	0.01
98	Mordengreen Biotech Private Limited	Accounts Payables	NA	0.03	0.03
99	Brjs Contractors Private Limited	Accounts Payables	NA	0.24	0.24
100	Sri Ajant Marketing Private Limited	Accounts Payables	NA	– [1]	– [1]
101	Matrrix Fabs Private Limited	Accounts Payables	NA	– [1]	– [1]
102	Knight Engineers Contractors andConsultants Private Limited	Accounts Payables	NA	0.01	0.02
103	Sharma Infrabuild Private Limited	Accounts Payables	NA	0.05	0.05
104	Banjara Buildtech Private Limited	Accounts Payables	NA	– [1]	– [1]
105	R Square E Service Private Limited	Accounts Payables	NA	– [1]	– [1]
106	Deepak Singh Chouhan Construction Private Limited	Accounts Payables	NA	0.01	0.01
107	Rgk Infracon Private Limited	Accounts Payables	NA	0.05	0.05
108	Paf Infrastructure Private Limited	Accounts Payables	NA	0.04	0.04
109	CSP Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
110	Touch Globe Electrical Consortium Private Limited	Accounts Payables	NA	0.02	0.02
111	JBS Estcon Private Limited	Accounts Payables	NA	0.13	0.13
112	Toptech Engineering Company Private Limited	Accounts Payables	NA	0.01	0.01
113	Soul And Mind Concrete System Private Limited	Accounts Payables	NA	0.06	0.07
114	Sunil Sagar Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
115	S V Infraproperties Private Limited	Accounts Payables	NA	0.04	0.04
116	Kissan Land Promoters Private Limited	Accounts Payables	NA	0.01	0.01
117	Samrat Fabrication And Construction Private Limited	Accounts Payables	NA	– [1]	– [1]

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
118	Hoover Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
119	Triplex Builders Private Limited	Accounts Payables	NA	0.04	0.04
120	Dynastyraj Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
121	Shree Kranti Infracon Private Limited	Accounts Payables	NA	0.22	0.23
122	Hudor Projects India Private Limited	Accounts Payables	NA	0.04	0.04
123	Akashdeep Infratech Private Limited	Accounts Payables	NA	– [1]	0.01
124	Vidhatri Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
125	Shahid Engineers andContractors Private Limited	Accounts Payables	NA	0.02	0.02
126	Zain Thermal Solutions Private Limited	Accounts Payables	NA	– [1]	– [1]
127	Basebuild Developer Private Limited	Accounts Payables	NA	– [1]	– [1]
128	ER Infra Innovative Private Limited	Accounts Payables	NA	0.01	0.01
129	Ayurda Millennium Ventures Private. Limited	Accounts Payables	NA	0.04	0.04
130	Essa Infrabuild Private Limited	Accounts Payables	NA	0.02	0.02
131	North India Infradevelopers andConsultants Private Limited	Accounts Payables	NA	– [1]	– [1]
132	Paradisegarden Infraproject Private Limited	Accounts Payables	NA	– [1]	0.01
133	Sbh Shoring Systems Private Limited	Accounts Payables	NA	– [1]	– [1]
134	HSB Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
135	G NXT Energy Private Limited	Accounts Payables	NA	0.01	0.01
136	Sristi Ventures Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
137	Muskan Techno Engineering Construction Private Limited	Accounts Payables	NA	0.07	0.07
138	ADM Infracon India Private Limited	Accounts Payables	NA	0.01	0.01
139	RK Build Solutions Private Limited	Accounts Payables	NA	– [1]	– [1]
140	Lanster Developer Private Limited	Accounts Payables	NA	– [1]	– [1]
141	HP Design Private Limited	Accounts Payables	NA	0.07	0.07
142	Akonn Infra Tech (India) Private Limited	Accounts Payables	NA	0.03	0.03
143	Set Sanayi Elektrik-Tesisat Taahhut Ve Ticaret India Private Limited	Accounts Payables	NA	0.02	0.02
144	SCE Global Steel And Facade Private Limited	Accounts Payables	NA	0.01	0.01
145	Alufascia Private.Limited	Accounts Payables	NA	– [1]	– [1]
146	Suhashini Infra Engineering Private Limited	Accounts Payables	NA	– [1]	– [1]
147	Gogreen Facility Management Private Limited	Accounts Payables	NA	0.07	0.07
148	Antilia Facility Management Private Limited	Accounts Payables	NA	0.15	0.15

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
149	A K Infrasolutions Private Limited	Accounts Payables	NA	0.02	0.02
150	Active Brain Infra Engg Private Limited	Accounts Payables	NA	– [1]	– [1]
151	Sahu Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
152	M D House Keeping Services Private Limited	Accounts Payables	NA	– [1]	– [1]
153	Sumera Builders andDevelopers Private Limited	Accounts Payables	NA	– [1]	– [1]
154	Avn Green Technologies Private Limited	Accounts Payables	NA	– [1]	– [1]
155	Sampada Infratech Private Limited	Accounts Payables	NA	– [1]	– [1]
156	Shreeji Home Infra Private Limited	Accounts Payables	NA	0.03	0.03
157	A 4 Infra Private Limited	Accounts Payables	NA	0.02	0.02
158	Sublime Contractors Private Limited	Accounts Payables	NA	– [1]	– [1]
159	Auskini Infraqp Private Limited	Accounts Payables	NA	0.11	0.12
160	Umansh Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
161	Galaxy India Realtech Advisory Private Limited	Accounts Payables	NA	0.01	0.01
162	Vissa Engineering Private Limited	Accounts Payables	NA	0.01	0.02
163	Real Tech Engineering And Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
164	Spectro Testing And Research Centre Private Limited	Accounts Payables	NA	– [1]	– [1]
165	Supreme Housekeeping Services Private Limited	Accounts Payables	NA	0.04	0.10
166	Fairmans Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
167	Alakshya Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
168	Divaah Adya Facility Solutions (P) Limited	Accounts Payables	NA	– [1]	– [1]
169	SV Engineering And Contracting Services Private Limited	Accounts Payables	NA	0.03	0.03
170	Roy Management And Information Technology Private Limited	Accounts Payables	NA	0.01	0.01
171	Nexgen Transcom Private Limited	Accounts Payables	NA	0.04	0.04
172	Care Infra Engineers Limited	Accounts Payables	NA	– [1]	– [1]
173	Nova Tools andTechnologies Private Limited	Accounts Payables	NA	0.13	0.13
174	White Vibes Private Limited	Accounts Payables	NA	– [1]	0.19
175	Shravani Environment Technology Private Limited	Accounts Payables	NA	0.03	0.03
176	Global Engineering andMarketing Services Private Limited	Accounts Payables	NA	0.05	0.05
177	Infinitypmc Private Limited	Accounts Payables	NA	0.01	0.01
178	Aayansh Securities Systems Private Limited	Accounts Payables	NA	0.15	0.15

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
179	Telmax Construction Private Limited	Accounts Payables	NA	0.02	0.02
180	Posorbis Infrastucture Private Limited	Accounts Payables	NA	0.01	0.02
181	Nirmal Aircon Private Limited	Accounts Payables	NA	0.01	0.01
182	Victra Constructions Private Limited	Accounts Payables	NA	0.01	0.01
183	Maurya Devbuild Private Limited	Accounts Payables	NA	– [1]	– [1]
184	S S D N Infratech Private Limited	Accounts Payables	NA	– [1]	– [1]
185	Innovations Events And Entertainment Private Limited	Accounts Payables	NA	– [1]	– [1]
186	G-5 Construction Private Limited	Accounts Payables	NA	0.02	0.02
187	Nirmal Sai Construction Private.Limited	Accounts Payables	NA	– [1]	– [1]
188	DNE Infra Private Limited	Accounts Payables	NA	– [1]	– [1]
189	Cheyuta Infrasturcture Private Limited	Accounts Payables	NA	0.03	0.03
190	Mecvil Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
191	Edgecon Engineering Projects Private Limited	Accounts Payables	NA	0.09	0.13
192	Kazmi And Sons Builders Private Limited	Accounts Payables	NA	0.07	0.07
193	Bramhands Infrastructure Private Limited	Accounts Payables	NA	0.01	0.01
194	Om Sai Project Developers And Engineers Private Limited	Accounts Payables	NA	0.05	0.05
195	Zafcon Engineering Private Limited	Accounts Payables	NA	0.03	0.03
196	Alias Management Marketing Private. Limited	Accounts Payables	NA	– [1]	– [1]
197	Bindra Evolutiion Enterprises Private Limited	Accounts Payables	NA	– [1]	– [1]
198	Sikar Trading And Contracting Private Limited	Accounts Payables	NA	0.04	0.04
199	Alpana Buildtech Private Limited	Accounts Payables	NA	– [1]	– [1]
200	Sudha Rehabs And Hospitality Private Limited	Accounts Payables	NA	0.01	0.01
201	Vams Construction Private Limited	Accounts Payables	NA	0.13	0.13
202	Paramshiv Infra Private Limited	Accounts Payables	NA	– [1]	– [1]
203	Thakurai Engineering Private Limited	Accounts Payables	NA	0.15	0.15
204	Fundamental Infratech Private Limited	Accounts Payables	NA	0.01	0.01
205	New Proponent Security Services Private Limited	Accounts Payables	NA	– [1]	– [1]
206	Honeyed Engineering Private Limited Opc	Accounts Payables	NA	0.04	0.04
207	Kiwi Projects Private Limited	Accounts Payables	NA	0.01	0.03
208	Kishley Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
209	Csk Engineering And Construction Private Limited	Accounts Payables	NA	0.02	0.02

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
210	Ramakrishna Power Tech Private Limited	Accounts Payables	NA	0.29	0.33
211	Siyaram Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
212	Ifensys Software Solutions Private Limited	Accounts Payables	NA	0.01	0.01
213	Narshimha Buildtech Private Limited	Accounts Payables	NA	0.03	0.03
214	Parim Infocomm Private.Limited	Accounts Payables	NA	– [1]	– [1]
215	Scotnix Solution Private Limited	Accounts Payables	NA	– [1]	– [1]
216	Msp Develco Private Limited	Accounts Payables	NA	– [1]	0.01
217	Harhar Mahadev Infra Developer Private Limited	Accounts Payables	NA	– [1]	– [1]
218	Expeditive Infotech Private Limited	Accounts Payables	NA	– [1]	– [1]
219	Aahsin India Private Limited	Accounts Payables	NA	– [1]	0.02
220	Sukita Security And Services Private Limited	Accounts Payables	NA	0.01	0.01
221	Dv Procon Private Limited	Accounts Payables	NA	0.01	0.01
222	Indco Engineers andContractors Private Limited	Accounts Payables	NA	– [1]	– [1]
223	Leadleap Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
224	Creo Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
225	Abhiraksha Constructions Private Limited	Accounts Payables	NA	0.03	0.03
226	Filtm Online Services Private.Limited	Accounts Payables	NA	– [1]	– [1]
227	Sri Abs Lakshn Projects Private Limited	Accounts Payables	NA	0.03	0.03
228	Veekay Engineering India Private Limited	Accounts Payables	NA	– [1]	– [1]
229	Dhanamjay Infra Private Limited	Accounts Payables	NA	0.01	0.01
230	Blueman Construction Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
231	Opti Tech Infra Projects India Opc Private Limited	Accounts Payables	NA	– [1]	– [1]
232	Nap Energy And Infratech Private Limited	Accounts Payables	NA	– [1]	– [1]
233	Jps Engineering Private Limited	Accounts Payables	NA	0.04	0.06
234	M/S Ganga Mechanical Works Private Limited	Accounts Payables	NA	– [1]	– [1]
235	Savitri Infrastrcuture Private Limited	Accounts Payables	NA	0.02	0.02
236	Trunk Facility Management Services Private Limited	Accounts Payables	NA	– [1]	– [1]
237	Riccardo Readymixs And Infra Projects Private Limited	Accounts Payables	NA	0.01	0.01
238	Shreya Infra Venture Private Limited	Accounts Payables	NA	– [1]	– [1]
239	Faithful Creator Infra Private Limited	Accounts Payables	NA	0.01	0.01

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
240	Lakshman Singh Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
241	Realsharp Infraatech Services Private Limited	Accounts Payables	NA	0.01	0.01
242	Ashok Balyan Infra Project Private Limited	Accounts Payables	NA	0.01	0.01
243	Pinak Security andManagement Private Limited	Accounts Payables	NA	– [1]	– [1]
244	Infisoft India Technology Private Limited	Accounts Payables	NA	– [1]	– [1]
245	Ace Offshore And Engineering Private Limited	Accounts Payables	NA	0.01	0.01
246	Farhad Interior And Exterior Private Limited	Accounts Payables	NA	– [1]	– [1]
247	Dipl Construction Private Limited	Accounts Payables	NA	0.10	0.10
248	Aadhiraj Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
249	Manha Earthcon Private Limited	Accounts Payables	NA	– [1]	– [1]
250	Bulsar Construction And Consulting Opc Private Limited	Accounts Payables	NA	0.07	0.07
251	Acrp Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
252	Devine Devbuild Private Limited	Accounts Payables	NA	– [1]	– [1]
253	Maxx Ultra Conchem Opc Private Limited	Accounts Payables	NA	– [1]	– [1]
254	Tmmindustries Private Limited	Accounts Payables	NA	– [1]	– [1]
255	Vee Gee Yem Engineers India Private Limited	Accounts Payables	NA	– [1]	– [1]
256	Mudra Security Services Private Limited	Accounts Payables	NA	0.03	0.03
257	Dynamic Enpro Limited	Accounts Payables	NA	0.01	0.01
258	Star Wire (India) Limited	Accounts Payables	NA	– [1]	0.02
259	Lcz Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
260	D.B.Constructions Private Limited	Accounts Payables	NA	0.28	0.28
261	Genius Security Services P Limited	Accounts Payables	NA	0.01	0.01
262	Maa Shakti Power Transmission Private Limited	Accounts Payables	NA	– [1]	– [1]
263	Geo Engineering India Private Limited	Accounts Payables	NA	0.33	0.30
264	Shakthi Marketing Private Limited	Accounts Payables	NA	0.01	0.01
265	Mangalam Consultancy Private Limited	Accounts Payables	NA	– [1]	– [1]
266	Pioneer Tech Engineering Services Private Limited	Accounts Payables	NA	– [1]	– [1]
267	Atlantic Works Private Limited	Accounts Payables	NA	– [1]	– [1]
268	Kripa S&S Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
269	Ultra-Tech Concretes Works Private. Limited	Accounts Payables	NA	– [1]	– [1]

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
270	Compro Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
271	Winco Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
272	Imperium Infratech Private Limited	Accounts Payables	NA	– [1]	0.05
273	Aura Metlab Private Limited	Accounts Payables	NA	– [1]	– [1]
274	Netcomonline Solutions India Private Limited	Accounts Payables	NA	– [1]	– [1]
275	Ms Metallization Private Limited	Accounts Payables	NA	– [1]	– [1]
276	Mecavo (R&D) Private Limited	Accounts Payables	NA	– [1]	–
277	Peass Infra Private Limited	Accounts Payables	NA	– [1]	– [1]
278	Swadeshi Buildtrade Private Limited	Accounts Payables	NA	– [1]	– [1]
279	Swadesh Energy Private Limited	Accounts Payables	NA	– [1]	– [1]
280	Amaravati Rcc Pipes India Private Limited	Accounts Payables	NA	0.01	0.02
281	Elena Management andServices Private Limited	Accounts Payables	NA	– [1]	– [1]
282	Stock And Flow Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
283	Techcon Chemicals Private Limited	Accounts Payables	NA	0.36	0.08
284	Walls Infra Solution Private Limited	Accounts Payables	NA	0.01	0.01
285	Geo Engineering Company Private Limited	Accounts Payables	NA	– [1]	– [1]
286	INL Intech India Automation (P) Limited	Accounts Payables	NA	– [1]	– [1]
287	Inox India Private Limited	Accounts Payables	NA	– [1]	– [1]
288	P S Steel Tubes Private Limited	Accounts Payables	NA	0.03	0.41
289	Rbc Bearings Private Limited	Accounts Payables	NA	0.02	– [1]
290	Vankeshwar Hydro Expressways Laines Private Limited	Accounts Payables	NA	–	– [1]
291	Siddhu Shubham Infra Developer Private Limited	Accounts Payables	NA	–	– [1]
292	Earth Paradise Infratech Private Limited	Accounts Payables	NA	–	– [1]
293	Handa Infrastructure Private Limited	Accounts Payables	NA	–	– [1]
294	CMCS Collaboration Management And Control Solutions India Private Limited	Accounts Payables	NA	–	– [1]
295	Celem Constructions Private Limited	Accounts Payables	NA	–	– [1]
296	Sssc Projects Private Limited	Accounts Payables	NA	–	– [1]
297	Vitika Global Enterprises Private Limited	Accounts Payables	NA	–	0.05
298	Archsys Consultancy Services Private Limited	Accounts Payables	NA	–	– [1]
299	Singham Contractors Private Limited	Accounts Payables	NA	–	– [1]
300	Mepson Engitech Private Limited	Accounts Payables	NA	–	0.01
301	Garren Labs Private Limited	Accounts Payables	NA	–	0.01
302	Dynamic Eltech Private Limited	Accounts Payables	NA	–	0.02

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
303	Sahi Builders And Promoters Private Limited	Accounts Payables	NA	–	0.01
304	Z Plus Builders And Developers Private Limited	Accounts Payables	NA	–	– [1]
305	Jangra Supertech Construction (Opc) Private Limited	Accounts Payables	NA	–	– [1]
306	Per Square Feet Technocrats Private Limited	Accounts Payables	NA	–	– [1]
307	Devnandhini Construction Private Limited	Accounts Payables	NA	–	–
308	Brahmos Infrastructure Private Limited	Accounts Payables	NA	–	0.02
309	Johny Infrastructure Private Limited	Accounts Payables	NA	–	– [1]
310	Chitransh Solution Services Private Limited	Accounts Payables	NA	–	– [1]
311	Fabhomz Interiors Private Limited	Accounts Payables	NA	–	0.03
312	Ravi Murthy Interiors Private Limited	Accounts Payables	NA	–	– [1]
313	Mass Ventures Limited	Accounts Payables	NA	–	– [1]
314	Svardhan Engineering And Construction Private Limited	Accounts Payables	NA	–	– [1]
315	Quansys Tech Private Limited	Accounts Payables	NA	–	– [1]
316	Mandaxa Resources Management Private Limited	Accounts Payables	NA	–	– [1]
317	Orsang Infotech Private Limited	Accounts Payables	NA	–	– [1]
318	Zippy Facility Management and Services Private Limited	Accounts Payables	NA	–	0.01
319	Perfect Office Systems Private Limited	Accounts Payables	NA	– [1]	– [1]
320	Lucky Marketing Company Private Limited	Accounts Payables	NA	–	0.01
321	Ocean King Construction Private Limited	Accounts Payables	NA	–	0.04
322	Jain Suppliers Private Limited	Accounts Payables	NA	– [1]	– [1]
323	Purma Plast Private Limited	Accounts Payables	NA	–	–
324	CMI Limited	Accounts Payables	NA	–	–
325	Trimaax Technologies Private Limited	Accounts Payables	NA	–	– [1]
326	Powerline Product Private Limited	Accounts Payables	NA	– [1]	– [1]
	Total Accounts Payable (A)			8.03	9.16
1	NCR Aggregate Solutions Private Limited	Advance Given to	NA	1.79	1.79
	Total Advance Given (B)			1.79	1.79
1	Icon Engineers Private Limited	Accounts Receivables	NA	–	–
2	Great Eastern Trading Co Limited	Accounts Receivables	NA	– [1]	– [1]
3	Star Wire (India) Limited	Accounts Receivables	NA	–	–

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
4	Pranavam Constructions Private Limited	Accounts Receivables	NA	– [1]	– [1]
5	The Rubber Products Limited	Accounts Receivables	NA	– [1]	– [1]
6	Gen Contours Private Limited	Accounts Receivables	NA	– [1]	– [1]
7	Abc Fire Security Systems Private Limited	Accounts Receivables	NA	– [1]	– [1]
8	Vankeshwar Hydro Expressways Laines Private Limited	Accounts Receivables	NA	– [1]	–
9	Unique Fabricators and Erectors Private Limited	Accounts Receivables	NA	– [1]	– [1]
10	Si Mallik Infrastructure Private Limited	Accounts Receivables	NA	– [1]	– [1]
11	Siddhu Shubham Infra Developer Private Limited	Accounts Receivables	NA	– [1]	–
12	Dimensions India Private Limited	Accounts Receivables	NA	0.02	0.02
13	Lavendon Access Services India Private Limited	Accounts Receivables	NA	0.01	0.01
14	Firewall Security Solutions Private Limited	Accounts Receivables	NA	– [1]	– [1]
15	Raxxmo Networks Private Limited	Accounts Receivables	NA	– [1]	– [1]
16	Laxmi Infra Eng Private Limited	Accounts Receivables	NA	– [1]	– [1]
17	Pravalika Infra Private Limited	Accounts Receivables	NA	– [1]	– [1]
18	Earth Paradise Infratech Private Limited	Accounts Receivables	NA	– [1]	–
19	Sai Ashray Infratech Private Limited	Accounts Receivables	NA	0.01	0.01
20	Angelina Infratech Private Limited	Accounts Receivables	NA	0.01	0.01
21	Aargee Contracts Private Limited	Accounts Receivables	NA	– [1]	– [1]
22	Bhagwati Prasad Agarwalla Engineering Works Private Limited	Accounts Receivables	NA	0.18	–
23	Handa Infrastructure Private Limited	Accounts Receivables	NA	– [1]	–
24	Rpnr Concrete Solutions Private Limited	Accounts Receivables	NA	– [1]	– [1]
25	Cmcs Collaboration Management And Control Solutions India Private Limited	Accounts Receivables	NA	– [1]	–
26	Mas Teltech Solutions Private Limited	Accounts Receivables	NA	– [1]	– [1]
27	Calorifique Renewable Energie India Private Limited	Accounts Receivables	NA	– [1]	– [1]
28	Igniva Engineering Private Limited	Accounts Receivables	NA	– [1]	– [1]
29	Prameela Granites And Marbles Private Limited	Accounts Receivables	NA	– [1]	– [1]
30	Marvel Technicals Sales And Service Privte Limited	Accounts Receivables	NA	– [1]	– [1]
31	Ktek Level Engg Private Limited	Accounts Receivables	NA	– [1]	– [1]
32	Janatha Readymix Concrete India Private Limited	Accounts Receivables	NA	– [1]	– [1]

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
33	Venus Fittings And Valves Private Limited	Accounts Receivables	NA	– [1]	– [1]
34	Texsa India Limited	Accounts Receivables	NA	– [1]	– [1]
35	Tumbi Office Systems Private Limited	Accounts Receivables	NA	– [1]	– [1]
36	Threess Innovative Tech India Private. Limited	Accounts Receivables	NA	– [1]	– [1]
37	Mars Dsp Waves Private Limited	Accounts Receivables	NA	– [1]	– [1]
	Total Accounts Receivables (C)			0.23	0.05
1	Akarsh Portfolio Services Limited	L&T 's shareholder	NA	– [1]	– [1]
2	Alley Fisheries Private Limited	L&T 's shareholder	NA	– [1]	– [1]
3	Dr Sabharwals Manufacturing Labs Private Limited	L&T 's shareholder	NA	– [1]	– [1]
4	Demuric Holdings Private Limited	L&T 's shareholder	NA	–	– [1]
5	Dhamankar Investments Private Limited	L&T 's shareholder	NA	– [1]	– [1]
6	Exponential Financial Services Private Limited	L&T 's shareholder	NA	– [1]	– [1]
7	Meenakshi (India) Limited	L&T 's shareholder	NA	– [1]	–
8	Siddha Papers Private Limited	L&T 's shareholder	NA	– [1]	– [1]
9	Shivalik Kinema Private Limited	L&T 's shareholder	NA	– [1]	– [1]
10	Satidham Industries Private.Limited	L&T 's shareholder	NA	– [1]	–
11	Upgrade Management Ser Private Limited	L&T 's shareholder	NA	–	– [1]
12	Vms Consultants Private Limited	L&T 's shareholder	NA	– [1]	– [1]
13	Wizard Insurance Services Private Limited	L&T 's shareholder	NA	– [1]	– [1]
14	Yogesh Investment Private.Limited	L&T 's shareholder	NA	– [1]	– [1]
15	Aloke Speciality Machines And Components Private Limited	L&T 's shareholder	NA	– [1]	– [1]
16	Agencies Rajasthan Private Limited	L&T 's shareholder	NA	– [1]	–
17	Amersey Brothers Private Limited	L&T 's shareholder	NA	– [1]	– [1]
18	Haji Malang Baba Infrastructure Limited	L&T 's shareholder	NA	–	– [1]
19	Jivdani Infrastructure Limited	L&T 's shareholder	NA	–	– [1]
20	Omni Market Research Services Private Limited	L&T 's shareholder	NA	– [1]	– [1]
21	Thakorlal Hiralal Exports Private Limited	L&T 's shareholder	NA	– [1]	–
22	Victor Properties Private Limited	L&T 's shareholder	NA	– [1]	– [1]
23	Voyager 2 Infotech Private Limited	L&T 's shareholder	NA	– [1]	– [1]
24	Ayesha Investments Private Limited	L&T 's shareholder	NA	– [1]	– [1]
25	Fairtrade Securities Limited	L&T 's shareholder	NA	– [1]	– [1]
26	Good Team Investment And Trading Co Private Limited	L&T 's shareholder	NA	– [1]	–

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
27	J M Lifestyle Interior Projects Private Limited	L&T 's shareholder	NA	– [1]	–
28	Kothari Intergroup Limited	L&T 's shareholder	NA	– [1]	– [1]
29	Jabac Consultancies Private Limited	L&T 's shareholder	NA	– [1]	– [1]
30	Alike Trading Private. Limited	L&T 's shareholder	NA	– [1]	– [1]
31	Avni Financial Advisors Private Limited	L&T 's shareholder	NA	– [1]	– [1]
32	Nide India Private Limited	L&T 's shareholder	NA	– [1]	– [1]
33	Satvik Financial Services Limited	L&T 's shareholder	NA	–	– [1]
34	Safna Consultancy Private Limited	L&T 's shareholder	NA	–	– [1]
	Total equity shares held (D)			– [1]	– [1]
1	Akarsh Portfolio Services Limited	Dividend Payable	NA	– [1]	– [1]
2	Alley Fisheries Private Limited	Dividend Payable	NA	– [1]	– [1]
3	Dr Sabharwals Manufacturing Labs Private Limited	Dividend Payable	NA	– [1]	–
4	Demuric Holdings Private Limited	Dividend Payable	NA	– [1]	– [1]
5	Dhamankar Investments Private Limited	Dividend Payable	NA	– [1]	– [1]
6	Exponential Financial Services Private Limited	Dividend Payable	NA	– [1]	– [1]
7	Meenakshi (India) Limited	Dividend Payable	NA	–	–
8	Siddha Papers Private Limited	Dividend Payable	NA	– [1]	– [1]
9	Shivalik Kinema Private Limited	Dividend Payable	NA	– [1]	– [1]
10	Satidham Industries Private.Limited	Dividend Payable	NA	– [1]	–
11	Upgrade Management Ser Private Limited	Dividend Payable	NA	– [1]	– [1]
12	Vms Consultants Private Limited	Dividend Payable	NA	– [1]	– [1]
13	Wizard Insurance Services Private Limited	Dividend Payable	NA	– [1]	– [1]
14	Yogesh Investment Private.Limited	Dividend Payable	NA	– [1]	– [1]
15	Aloke Speciality Machines And Components Private Limited	Dividend Payable	NA	– [1]	– [1]
16	Agencies Rajasthan Private Limited	Dividend Payable	NA	– [1]	– [1]
17	Amersey Brothers Private Limited	Dividend Payable	NA	– [1]	– [1]
18	Haji Malang Baba Infrastructure Limited	Dividend Payable	NA	– [1]	– [1]
19	Jivdani Infrastructure Limited	Dividend Payable	NA	– [1]	– [1]
20	Omni Market Research Services Private Limited	Dividend Payable	NA	– [1]	– [1]
21	Thakorlal Hiralal Exports Private Limited	Dividend Payable	NA	–	–
22	Victor Properties Private Limited	Dividend Payable	NA	0.02	0.02
23	Voyager 2 Infotech Private Limited	Dividend Payable	NA	– [1]	– [1]
24	Ayesha Investments Private Limited	Dividend Payable	NA	– [1]	– [1]

Notes forming part of the Standalone Financial Statements (contd.)

NOTE [63]

(b) Balances with Struck off Companies *(contd.)*

₹ crore

S. No.	Name of the Struck off Company	Nature of Transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
25	Fairtrade Securities Limited	Dividend Payable	NA	– [1]	– [1]
26	Good Team Investment And Trading Co Private Limited	Dividend Payable	NA	–	–
27	J M Lifestyle Interior Projects Private Limited	Dividend Payable	NA	– [1]	–
28	Kothari Intergroup Limited	Dividend Payable	NA	– [1]	– [1]
29	Jabac Consultancies Private Limited	Dividend Payable	NA	– [1]	– [1]
30	Alike Trading Private. Limited	Dividend Payable	NA	– [1]	– [1]
31	Avni Financial Advisors Private Limited	Dividend Payable	NA	– [1]	– [1]
32	Nide India Private Limited	Dividend Payable	NA	– [1]	– [1]
33	Satvik Financial Services Limited	Dividend Payable	NA	– [1]	– [1]
34	Safna Consultancy Private Limited	Dividend Payable	NA	–	– [1]
	Total dividend payable (E)			0.02	0.02
	Grand Total (A+B+C+D+E)			10.07	11.02

[1] Less than ₹ 1 Lakhs.

c) i. The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

A. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

B. provide any guarantee, security or the like on behalf of the ultimate beneficiaries.

ii. The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding (whether recorded in writing or otherwise) that the Intermediary shall:

A. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or

B. provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries.

NOTE [64]

Figures for the previous year have been regrouped/reclassified to conform to the figures of the current year.


LARSEN & TOUBRO
Saving for a better future, powers joy.
At L&T, our green energy solutions are helping clients, communities and the country access cleaner power with minimum wastage.
Helping build happier, brighter tomorrows.

Consolidated Financial Statements

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF LARSEN & TOUBRO LIMITED

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Larsen & Toubro Limited (the "Parent") and its subsidiaries, (the Parent and its subsidiaries together referred to as the "Group") which includes 33 joint operations of Group accounted on proportionate basis and Group's share of loss in its associates and joint ventures, which comprise the Consolidated Balance Sheet as at March 31, 2025, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity for the year ended on that date, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on separate financial statement of the joint operations, subsidiaries, associates and joint ventures referred to in the "Other Matters" section below, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with Companies (Indian Accounting Standards) Rules, 2015, as amended, and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group and its associates and joint ventures as at March 31, 2025, and their consolidated profit, their consolidated total comprehensive income, their consolidated cash flows and their consolidated changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing ("SA's") specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the consolidated financial statements section of our report. We are independent of the Group, its associates and joint ventures in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the consolidated financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us and the audit evidence obtained by the other auditors in terms of their reports referred to in the sub-paragraphs (a) and (b) of the 'Other Matters' section below, is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the year ended March 31, 2025. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matter	Principal Audit Procedures
1.	**Revenue recognition – accounting for construction contracts:** There are significant accounting judgements in estimating revenue to be recognised on contracts with customers, including estimation of costs to complete. The Group recognises revenue on the basis of stage of completion in proportion of the contract costs incurred at balance sheet date, relative to the total estimated costs of the contract at completion. The recognition of revenue is therefore dependent on estimates in relation to total estimated costs of each such contract. Significant judgements are involved in determining the expected losses, when such losses become probable based on the expected total contract cost. Cost contingencies are included in these estimates to take into account specific risks of uncertainties or disputed claims against the Group, arising within each contract. These contingencies are reviewed by the Group's Management on a regular basis throughout the life of the contract and adjusted where appropriate. The revenue on contracts may also include variable consideration (change orders and claims). Variable consideration is recognised when the recovery of such consideration is highly probable based on company's contractual rights and /or a legal assessment.	Our audit procedures related to the (1) identification of distinct performance obligations, (2) evaluation of the process for estimation of costs to complete, (3) evaluation of implications of change orders on costs estimates of costs to complete and revenue and (4) evaluation of any variable consideration, included the following, amongst others: We tested the design, implementation and operating effectiveness of internal financial controls relating to the: (a) evaluation of performance obligations and identification of those that are distinct. (b) estimation of costs to complete each of the performance obligations including the cost contingencies in respect thereof, as work progresses and the impact thereon as a consequence of change orders. (c) the impact of change orders on the transaction price of the related contracts; and (d) evaluation of the impact of variable consideration on the transaction price.

Sr. No.	Key Audit Matter	Principal Audit Procedures
	Refer to Note No. [1](II)(i) and 34 to the Consolidated Financial Statements	We selected a sample of contracts with customers and performed the following procedures: a. Obtained and read contract documents for each selection, change orders, and other documents that were part of the agreement. b. Identified significant terms and deliverables in the contract to assess management's conclusions regarding the (i) identification of distinct performance obligations. (ii) changes to costs to complete as work progresses and as a consequence of change orders. (iii) the impact of change orders on the transaction price; and (iv) the evaluation of the adjustment to the transaction price on account of variable consideration. c. Compared costs incurred with group's estimates of costs incurred to date to identify significant variations and evaluated whether those variations have been considered appropriately in estimating the remaining costs to complete the contract. d. Tested the estimate for consistency with the status of delivery of milestones and customer acceptance to identify possible delays in achieving milestones, which require changes in estimated costs or efforts to complete the remaining performance obligation. We read and verified the presentation and disclosure in the financial statements are in accordance with applicable accounting standards.
2.	**Measurement of contract assets in respect of overdue milestones and receivables in respect of overdue invoices:** The Group, in its contract with customers, promises to transfer distinct services to its customers, which may be rendered in the form of engineering, procurement, and construction ("EPC") services through design-build contracts, and other forms of construction contracts. The recognition of revenue is based on contractual terms, which could be based on agreed unit price or lump-sum revenue arrangements. At each reporting date, revenue is accrued for costs incurred against work performed that may not have been invoiced. Identifying whether the Group's performance has resulted in a service that would be billable and collectable where the works carried out have not been acknowledged by customers as of the reporting date, including in the case of certain Defence contracts, where the audit evidences of customer contracts, work carried out and cost incurred are restricted due to confidentiality arrangements and secrecy commitments made to the Ministry of Defence under the Official Secrets Act, 1923, involves a significant judgement. Assessing the recoverability of contract assets related to overdue milestones and amounts overdue against invoices raised which have remained unsettled for a significantly long period after the end of the contractual credit period and the recognition of provision for expected credit loss involves a significant judgment. Refer to Note No. [1](II)(i), [1](II)(r), 13 and 19 to the Consolidated Financial Statements.	Our audit procedures related to the (1) evaluation of evidence supporting the execution of work; (2) evaluation of recoverability of the overdue amounts including the impact on the expected credit loss allowance; and (3) assessment of adjusting events after the reporting date i.e. March 31, 2025, and the date when the financial statements are approved by the Parent's Board of Directors, included the following, amongst others: • We tested the design, implementation and operating effectiveness of internal financial controls relating to the: (a) gathering and evaluation of evidence supporting the execution of work. (b) evaluation of recoverability of the overdue amounts including the impact on the expected credit loss allowance; and (c) assessment of adjusting events after the reporting date i.e. March 31, 2025, and the date when the financial statements are approved by the Parent's Board of Directors and the impact thereof on the carrying amount of the related contract assets, measurement of contract assets in respect of overdue milestones and receivables in respect of overdue invoices. • We selected a sample of contracts for testing contract asset balances and overdue trade receivables and evaluated the basis for management's conclusions regarding the (1) evidence supporting the execution of work for which the contract assets were recognised. (2) reasons for the delays in recovery of invoices and the basis on which recoverability of the contract assets was assessed;

Sr. No.	Key Audit Matter	Principal Audit Procedures
		(3) impact on the allowance for expected credit losses; and (4) adjusting events after the reporting date i.e. March 31, 2025, and the date when the financial statements are approved by the Parent's Board of Directors and the impact thereof on the carrying amount of the related contract assets. • In respect of the sample contracts, we compared previous estimates relating to billing of contract assets and recoverability of overdue trade receivable with actual billing and collections during the year. • In case of certain Defence contracts, (a) performed alternative procedures over progressive billing and collections from customer and (b) obtained specific management representation and also direct confirmation from the customer with respect to confidentiality restrictions. • Read and tested the presentation and disclosure in the financial statements are in accordance with applicable accounting standards.
3.	**Impairment on Assets – Metro Rail Cash Generating Unit :** As per the requirements of Ind AS 36, the Group assesses at the end of every reporting period, whether there is any indication that cash generating unit (CGU) may be impaired. If any such indication exists, the Group estimates the recoverable amount of the CGU. The determination of recoverable amount being value-in-use involves significant estimates, assumptions and judgements of the long-term financial projections. The Group is carrying Intangible asset, Property Plant & Equipment and Investment property relating to Metro Rail CGU (comprising of Hyderabad Metro operations). During the year, as the indication exists, the Group has reassessed its impairment assessment with respect to the above CGU. Impairment of assets is a key audit matter considering the significance of the carrying value, estimations and the significant judgement involved in impairment assessment. Refer to Note [1](II)(o), 2 and 5 to the Consolidated Financial Statements	Our audit procedures related to forecasts of future traffic, revenue, free cash flows generated, selection of the method for estimating recoverable value and discount rate for the entity: • We tested the effectiveness of controls over forecasts of future traffic, revenue, free cash flows and selection of the discount rate; • We evaluated the reasons for variation between the Management's previous estimate of traffic, revenue and cash flow forecasts and obtained our understanding of the manner in which revised forecasts were obtained; • With the assistance of our valuation specialists who have necessary skill and knowledge, we evaluated the reasonableness of the methodology and assumptions used by testing the source information underlying the determination of the such assumptions and mathematical accuracy of the calculations; and • We performed sensitivity analysis of the discount rate to assess the extent of change in discount rate that would be required for the investment to be impaired.
4.	**Revenue recognition - Fixed price contracts using the percentage of completion method in respect of IT Segment – LTIMindtree Limited ("the Company")** Revenue from fixed price contracts including software development and system integration contracts is recognized using a percentage of completion method. Use of the percentage of completion method requires the Company to determine the actual costs expended to date as a proportion of the estimated total costs to be incurred. Costs expended have been used to measure progress towards completion as there is a direct relationship between input and productivity.	The components' auditors (being other firms of chartered accountants) have performed the following audit procedures: • Tested the effectiveness of controls relating to: i. recording of costs incurred and estimation of efforts or costs required to complete the remaining contract performance obligations; and ii. access and application controls pertaining to time recording, allocation and budgeting systems which prevents unauthorized changes to recording of efforts incurred.

<table>
<tr><th>Sr. No.</th><th>Key Audit Matter</th><th>Principal Audit Procedures</th></tr>
<tr><td></td><td>Revenue recognition of fixed price contracts where the percentage of completion is identified as Key Audit Matter since –
• High inherent risk around accuracy of revenue, given the customized and complex nature of these contracts.
• High inherent uncertainty and requires consideration of progress of the contract, costs incurred to-date and estimates of costs required to complete the remaining contract performance obligations over the term of the contract.
• At year-end, significant amount of work in progress (Unbilled revenue), related to these contracts is recognized on the balance sheet.
This required a high degree of auditor judgment in evaluating the audit evidence and a higher extent of audit effort to evaluate the reasonableness of the total estimated amount of revenue and unbilled revenue recognized on these fixed-price contracts.
Refer to Note No. [1](II)(i) and 34 to the Consolidated Financial Statements</td><td>• Selected a sample of fixed price contracts with customers measured using the percentage-of-completion method and performed the following:
i. Read the contract and based on the terms and conditions evaluated whether recognizing revenue over time using percentage of completion method was appropriate, and the contract was included in Management's calculation of revenue over time;
ii. Compared costs incurred with Company's estimate of efforts or costs incurred to date to identify significant variations and evaluate whether those variations have been considered appropriately in estimating the remaining costs or efforts to complete the contract.
iii. Tested the estimate for consistency with the status of delivery of milestones and customer acceptances and sign off from customers to identify possible delays in achieving milestones, which require changes in estimated costs or efforts to complete the remaining performance obligations.</td></tr>
<tr><td>5.</td><td>Revenue recognition- Fixed price contracts in respect of technology services segment – L&T Technology Services Limited ("the Company")
The Company engages in fixed price contracts with its customers wherein revenue from such contracts are recognized over time. The Company uses input method to recognise revenue, as it represents efforts expended towards satisfying a performance obligation relative to the total expected efforts or inputs to satisfy the performance obligation.
This involves computation of actual cost incurred and estimation of total cost on each contract to measure progress towards completion.
Amount of revenue recognition in respect of fixed price contracts has been identified as a Key Audit Matter considering that:
• these contracts involve identification of actual cost incurred on each contract;
• these contracts require estimation of future cost for completion of each contract; and
• at the period end a significant amount of contract assets (unbilled revenue) or contract liabilities (unearned revenue) related to each contract is to be identified.
Refer to Note [1](II)(i) and 34 to the Consolidated Financial Statements.</td><td>The component's auditors have performed the following audit procedures:
• Obtained an understanding of the systems, processes and controls implemented by the Company with respect to recognition of actual cost incurred on each contract, estimation of future cost to completion, measurement of unbilled revenue, unearned revenue and the total contract revenue on its completion;
• Involved Information technology ('IT') specialists to assess the design and operating effectiveness of the key IT controls relating to revenue recognition and in particular;
i. Assessed the IT environment in which the business systems operate and tested system controls over computation of revenue recognised;
ii. Tested the IT controls over appropriateness of cost and revenue reports generated by the system;
iii. Assessed the appropriateness of actual cost incurred on contracts including the testing of the IT general controls and specific IT application controls over information systems used for capturing these costs; and
iv. Tested the controls pertaining to allocation of resources and budgeting systems which prevent the unauthorized recording/changes to costs incurred on sample basis.
• Verified on test check basis that the revenue recognized is in accordance with the applicable Indian Accounting Standard, including:
i. Verification of the underlying agreements and other forms of supporting documentation to ensure that each party's rights and obligations regarding the goods or services to be transferred and payment terms are identified and contracts have commercial substance;</td></tr>
</table>

Sr. No.	Key Audit Matter	Principal Audit Procedures
		ii. Inspection of the underlying agreements and other forms of supporting documentation to ensure that various performance obligations within a contract have been properly identified by Management; iii. Inspection of the underlying agreements and other forms of supporting documentation to ensure that transaction price has been properly determined and allocated to relevant performance obligations on an appropriate basis; and iv. Verification of the Company's computation of revenue to be recognized over a period of time on a sample basis, where the component's auditors have performed the following; a) Verified Management's process relating to the estimation of contract costs required to complete the respective projects and assessed that the estimates of costs to complete were reviewed and approved by appropriate designated Management personnel and are appropriate; b) Verified the reasonableness of Management's estimation of cost projections by comparing actual cost incurred with Management initial/updated estimation of total cost for that project; c) Recomputed the amount of revenue recognised on these contracts and compared the same with the actual revenue recorded; d) Assessed the appropriateness of work in progress (contract assets and contract liabilities) as at the balance sheet date by evaluating the underlying documentation to identify possible delays in achieving milestones which require changes in estimated costs to complete the remaining performance obligations; and • Assessed the adequacy and appropriateness of disclosures made in the financial statements in compliance with applicable Indian Accounting Standards and applicable financial reporting framework.
6.	**Allowance for Expected Credit Loss on Retail Loan Assets in respect of Financial Services segment – L&T Finance Limited ("the Company")** Significant judgement is used in classifying these loan assets and applying appropriate measurement principles. ECL on such loans carried at amortized cost is a critical estimate involving greater level of management judgement. As part of their risk assessment, the component auditors (being other firm of Chartered Accountants) determined that the ECL on such loan assets has a high degree of estimation uncertainty, with a potential range of reasonable outcomes for the standalone financial statements. The significant assumptions that they focused in their audit included those with greater levels of management judgement and for which variations had the most significant impact on ECL.	The component's auditors (being other firm of chartered accountants) have performed the following audit procedures: • Reviewed the Board Approved Policy and procedures & associates design/controls and expected credit loss memo concerning the assessment of credit and other risks. • Obtained an understanding of the modelling techniques adopted by the Company including the key inputs and assumptions. • Assessing the design, implementation and operating effectiveness of key internal financial controls including monitoring process of overdue loans (including those which became overdue after the reporting date), measurement of provision, stage-wise classification of loans, identification of NPA accounts, assessing the reliability of management information.

Sr. No.	Key Audit Matter	Principal Audit Procedures
	The key areas where they identified greater levels of management judgement and therefore increased levels of audit focus in the Company's estimation of ECLs are: Each borrower is classified into Stage 1, 2, 3 based on the objective criteria of Day Past Due (DPD) status as of the reporting date and other loss indicators, as applicable. Such classification by borrower is done across all facilities provided to the borrower, i.e., maximum of the DPDs from among the different facilities ["Max DPD"] provided to that borrower. Inherently, significant judgment is involved in the use of models to estimate ECL which includes determining Exposures at Default ("EAD"), Probabilities of Default ("PD") and Loss Given Default ("LGD"). The PD and the LGD are the key drivers of estimation complexity and as a result are considered the most significant judgments in the Company's modelling approach. The modelling methodologies used to estimate ECL are developed using historical experience. The impact of the prevailing macroeconomic conditions has also resulted in certain limitations in the reliability of these methodologies to forecast the extent and timing of future customer defaults or potential credit risks and therefore in estimates of ECL. In addition, modelling methodologies do not necessarily incorporate all factors that are relevant to estimating ECL, such as differentiating the impact on industry sectors and economic conditions. These limitations are attempted to be addressed with management overlay, the measurement of which is inherently judgemental and subject to a high level of estimation uncertainty. Accordingly, the Allowance for Expected Credit Loss on Retail Loan Assets has been determined as Key Audit Matter because it requires a high degree of judgement and estimation uncertainty, with a potential range of reasonable outcomes for the financial statements. Refer to Note [1](II)(r)(i)(D) and 7 to the Consolidated Financial Statements	• Evaluated the appropriateness of the Company's determination of Significant Increase in Credit Risk ("SICR") in accordance with the applicable accounting standard and the basis for classification of various exposures into various stages. Testing key controls relating to selection and implementation of material macro-economic variables and the controls over the scenario selection and application of probability weights and computation of probability of default and loss given default percentages. • Reviewed the critical assumptions and input data used in the estimation of expected credit loss for specific key credit risk parameters, such as the movement between stages, Exposure at default, (EAD), probability of default (PD) or loss given default (LGD). • Involved Information system resource to obtain comfort over data integrity and process of report generation through interface of various information systems. • Tested controls placed over key inputs, data and assumptions impacting ECL calculations to assess the completeness, accuracy and relevance of data and reasonableness of economic forecasts, weights, and model assumptions applied as detailed below: i. verified the completeness and accuracy of the Exposure at Default ("EAD") and the classification thereof into stages consistent with the definitions applied in accordance with the policy approved by the Board of Directors. ii. checked the appropriateness of information used in the estimation of the Probability of Default ("PD") and Loss given Default ("LGD") for the different stages depending on the nature of the portfolio reconciled the total retail considered for ECL assessment with the books of accounts to ensure the completeness. iii. performed test of details over model calculations testing through re-performance, where possible. iv. tested appropriateness of staging of borrowers based on DPD and other loss indicators. v. tested the factual accuracy of information such as period of default and other related information used in estimating the PD. vi. evaluated the reasonableness of applicable assumptions included in LGD computation. vii. evaluated the methodology used to determine macroeconomic overlays and adjustments to the output of the ECL model. • Assessed whether the disclosures on key judgements, assumptions and quantitative data with respect to impairment of loans (including restructuring related disclosures) in the Financial Statements are appropriate and sufficient. • Verified the manner of preparation of information w.r.t. to provisions and disclosures in the Financial Statements. • Obtained written representations from management and those charged with governance on whether they believe significant assumptions used in calculation of expected credit losses are reasonable.

Sr. No.	Key Audit Matter	Principal Audit Procedures
7.	**Information Technology ("IT") Systems and Controls in respect of Financial Services segment – L&T Finance Limited ("the Company")** The Company has a complex IT architecture to support its day-to-day business operations. High volume of transactions are processed and recorded on single or multiple applications. The reliability and security of IT systems plays a key role in the business operations of the Company. Since large volume of transactions are processed daily, IT controls are required to ensure that applications process data as expected and that changes are made in an appropriate manner. Appropriate IT general controls and application controls are required to ensure that such IT systems are able to process the data, as required, completely, accurately and consistently for reliable financial reporting. Component auditor identified 'IT systems and controls' as a key audit matter because of the high-level automation, significant number of systems being used by the Management and the complexity of the IT architecture and its impact on the financial reporting system.	The component's auditors (being other firms of chartered accountants) have performed the following audit procedures: • Involved IT specialists as part of the audit for the purpose of testing the IT general controls and application controls (automated and semi-automated controls) to determine the accuracy of the information produced by the Company's IT systems; • With respect to the "In-scope IT systems" identified as relevant to the audit of the financial statements and financial reporting process of the Company, evaluated and tested relevant IT general controls; On such "In-scope IT systems" performed the following procedures: i. Obtained an understanding of IT applications landscape implemented by the Company, including an understanding of the process, mapping of applications and understanding financial risks posed by people-process and technology; ii. Tested design and operating effectiveness of key controls over user access Management (including user access provisioning, de-provisioning, user access review, password configuration review and privilege access), change Management (including compliance of change release in production environment to the defined procedures), program development (including review of data migration activity), computer operations (including testing of key controls pertaining to, backup, batch processing, incident. Management and data centre security. Also tested entity level controls pertaining to IT policy and procedure and business continuity plan assessment; and iii. Tested the design and operating effectiveness of certain automated controls that were considered as key internal controls over the financial reporting system.

Information Other than the Financial Statements and Auditor's Report Thereon

- The Parent's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility and Sustainability Report, Corporate Governance and Shareholder's Information, but does not include the consolidated financial statements, standalone financial statements and our auditor's report thereon.
- Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the consolidated financial statements, our responsibility is to read the other information, compare with the financial statements of the joint operations, subsidiaries, joint ventures and associates audited by the other auditors, to the extent it relates to these entities and, in doing so, place reliance on the work of the other auditors and consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated. Other information so far as it relates to the joint operations, subsidiaries, joint ventures and associates, is traced from their financial statements audited by the other auditors.
- If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

The Parent's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated changes in equity of the Group including its Associates and joint ventures in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act.

The respective Management and Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and its associates and its joint ventures and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Parent, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for assessing the ability of the respective entities to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Management and Board of Directors either intend to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

The respective Management and Board of Directors of the companies included in the Group and of its associates and joint ventures are also responsible for overseeing the financial reporting process of the Group and of its associates and joint ventures of each Company.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Parent has adequate internal financial controls with reference to consolidated financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management and Board of Directors.
- Conclude on the appropriateness of management use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates and joint ventures to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint ventures to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial statement of the entities or business activities within the Group and its associates and joint ventures to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities or business activities included in the consolidated financial statements of which we are the independent auditors. For the other entities or business activities included in the consolidated financial statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the consolidated financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the consolidated financial statements.

We communicate with those charged with governance of the Parent and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements for the year ended March 31, 2025 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

(a) We did not audit the financial information of 31 joint operations included in the standalone financial statements of the companies included in the Group whose financial information reflect total assets of ₹ 3,906.01 crore as at March 31, 2025, total revenue of ₹ 3,440.77 crore and net cash flow amounting to ₹ 134.81 crore for the year ended March 31, 2025, as considered in the respective standalone financial information of the companies included in the Group. The financial information of these joint operations have been audited by the other auditors whose reports have been furnished to us by the Parent management, and our opinion in so far as it relates to the amounts and disclosures included in respect of these joint operations and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid joint operations is based solely on the report of such other auditors.

(b) We did not audit the financial information of 54 subsidiaries, whose financial information reflect total assets of ₹ 1,95,580.97 crore as at March 31, 2025, total revenues of ₹ 74,309.97 crore and net cash flows amounting to ₹ 24.37 crore for the year ended March 31, 2025, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net profit after tax of ₹ 7.15 crore for the year ended March 31, 2025, and total comprehensive income (net) of ₹ 7.25 crore for the year ended March 31, 2025, as considered in the consolidated financial statements, in respect of 2 associates and 6 joint ventures, whose financial information have not been audited by us. These financial information have been audited by other auditors whose reports have been furnished to us by the Parent's Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, joint ventures and associates, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, joint ventures and associates is based solely on the reports of the other auditors.

(c) The audited consolidated financial information of a subsidiary included in the consolidated audited financial Statement of the Group, whose audited consolidated financial information reflects total assets of ₹ 32,301.40 crore as at March 31, 2025, total revenues of ₹ 40,640.60 crore and net cash flows of ₹ 240.32 crore for the year ended March 31, 2025, as considered in the consolidated financial statement, has been audited by one of the joint auditors, whose report has been furnished to us by the Parent's Management and our conclusion on the consolidated financial statement, in so far as it relates to the amounts and disclosures included in respect of this subsidiary, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiary is based solely on the report of the other Joint auditor.

(d) The audited financial information of 2 subsidiaries included in the consolidated audited financial statement of the Group, whose audited financial information reflects total assets of ₹ 8,961.06 crore as at March 31, 2025, total revenues of ₹ 9,580.69 crore and net cashflow of ₹ 179.33 crore for the year ended March 31, 2025, as considered in the consolidated financial statement, has been audited by one of the joint auditors, whose report has been furnished to us by the Parent's Management and our conclusion on the consolidated financial statement, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the report of the other Joint auditor.

(e) We did not audit the financial information of 16 subsidiaries, whose financial information reflects total assets of ₹ 356.25 crore as at March 31, 2025, total revenues of ₹ 294.67 crore and net cash flows amounting to ₹ 140.12 crore for the year March 31, 2025, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of loss after tax of ₹ (28.54) crore and total comprehensive loss (net) of ₹ (27.08) crore for the year ended March 31, 2025, as considered in the consolidated financial statements, in respect of 4 associates and 3 joint ventures, whose financial information has not been audited by their respective auditors. These aforesaid financial information is unaudited and has been furnished to us by the Parent's Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, joint ventures and associates, is based solely on such unaudited financial information. In our opinion and according to the information and explanations given to us by the Management, the aforesaid financial information are not material to the Group.

Our opinion on the consolidated financial statements above and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements / financial information certified by the Management.

(f) The consolidated audited financial Statement of the Company for the year ended March 31, 2024, were audited by Deloitte Haskins & Sells LLP, one of the joint auditors of the Parent, whose report dated May 8, 2024, expressed an unmodified opinion on those consolidated audited financial Statement.

Our opinion on the consolidated financial statements above is not modified in respect of the above matter.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on the separate financial information of the joint operations, subsidiaries, associates and joint ventures referred to in the "Other Matters" section above we report, to the extent applicable that:

   a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

   b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors.

   c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

   d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

   e) On the basis of the written representations received from the directors of the Parent as on 31st March, 2025 taken on record by the Management and Board of Directors of the Parent and the reports of the statutory auditors of its joint operation companies, subsidiary companies, associate companies and joint venture companies incorporated in India, none of the directors of the Group companies, its associate companies and joint venture companies incorporated in India are disqualified as on 31st March, 2025 from being appointed as a director in terms of Section 164 (2) of the Act.

   f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements of the Group, its associate companies and joint ventures and the operating effectiveness of such controls, refer to our separate Report in "Annexure A" which is based on the auditors' reports of the Parent, subsidiary companies, associate companies and joint venture companies incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls with reference to consolidated financial statements of those companies.

   g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us and based on the auditor's reports of subsidiary companies, associate companies and joint venture companies incorporated in India, the remuneration paid by the Parent and such subsidiary companies, associate companies and joint venture companies to their respective directors during the year is in accordance with the provisions of section 197 of the Act read with Schedule V of the Act and the rules thereunder.

   h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

      i) The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group, its associates and joint ventures - Refer Note 32 to the Consolidated Financial Statements;

      ii) Provision has been made in the consolidated financial statements, as required under the applicable law or Indian accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts;

      iii) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Parent and its subsidiary companies, associate companies and joint venture companies incorporated in India except in case of a subsidiary (Intelliswift Software (India) Private Limited acquired on January 03, 2025) there is an outstanding balance of ₹ 0.004 crore which is required to be transferred to the Investor Education and Protection Fund and the same remains unpaid as at the date of the report. This subsidiary is considered not material to the consolidated financial statements of the Group

      iv) (a) The respective Managements of the Parent and its subsidiaries, associates and joint ventures which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries, associates and joint ventures respectively that, to the best of their knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Parent or any of such subsidiaries, associates and joint ventures to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Parent or any of such subsidiaries, associates and joint ventures ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(b) The respective Managements of the Parent and its subsidiaries, associates and joint ventures which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries, associates and joint ventures respectively that, to the best of their knowledge and belief, no funds have been received by the Parent or any of such subsidiaries, associates and joint ventures from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Parent or any of such subsidiaries, associates and joint ventures shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries, associates and joint ventures which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

v) a) The final dividend proposed in the previous year, declared and paid by the Parent, subsidiaries and joint ventures which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable, during the year is in accordance with section 123 of the Act, as applicable.

b) The interim dividend declared and paid by the subsidiaries and joint ventures which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable, during the year and until the date of this report is in compliance with section 123 of the Act, as applicable.

c) The Board of Directors of the Parent, subsidiaries, associate and joint ventures which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable, have proposed final dividend for the year which is subject to the approval of the members of the Parent, subsidiaries, associate and joint ventures at the ensuing respective Annual General Meetings. Such dividend proposed is in accordance with section 123 of the Act, as applicable.

vi) Based on our examination which included test checks and based on the other auditor's reports of its subsidiary companies, associate companies joint venture companies incorporated in India whose financial statements have been audited under the Act, except for instances mentioned below, the Parent, its subsidiary companies, associate companies and joint venture companies incorporated in India have used accounting software systems for maintaining their respective books of account for the financial year ended 31st March 2025 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of audit, we and respective other auditors, whose reports have been furnished to us by the Management of the Parent, have not come across any instance of the audit trail feature being tampered with. Additionally, the audit trail of prior year has been preserved by the Parent and above referred subsidiary companies, associate companies and joint venture companies incorporated in India as per the statutory requirements for record retention.

- In respect of one subsidiary the component auditor was unable to comment whether the accounting software has a feature of recording audit trail (edit log) facility and whether the same has operated throughout the year for all relevant transactions recorded in the software or whether there is any instance of audit trail feature being tampered with. Additionally, the auditor was unable to comment whether the audit trail of prior year has been preserved by the Company as per the statutory requirements for record retention. This subsidiary was acquired during the year and is considered not material to the consolidated financial statements of the Group.
- In respect of one subsidiary, audit trail (edit logs) for direct changes made at the database level, if any, were not enabled. Management has informed the component auditor that an alternate tool is being used to monitor such database-level changes, however the log of same is not preserved in accordance with statutory requirements for record retention.

2. With respect to the matters specified in clause (xxi) of paragraph 3 and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("CARO"/ "the Order") issued by the Central Government in terms of Section 143(11) of the Act, according to the information and explanations given to us, and based on the CARO reports issued by us and the auditors of respective companies included in the

consolidated financial statements to which reporting under CARO is applicable, as provided to us by the Management of the Parent, we report that in respect of those companies where audits have been completed under section 143 of the Act, there are no qualifications or adverse remarks by the respective auditors in the CARO reports of the said companies included in the consolidated financial statements except for the following

Name of the Company	CIN	Nature of relationship	Clause number of the CARO report which is qualified or adverse*
Larsen and Toubro Limited	L99999MH1946PLC004768	Parent	Clause iii (c) and (e)
L&T Special Steels and Heavy Forgings Private Limited	U27109MH2009PTC193699	Subsidiary	Clause ix(a)
Intelliswift Software (India) Private Limited	U72200GJ2002PTC041725	Subsidiary	Clause ii (b) and iv

*Refer to Note No. 63(a) to the Consolidated Financial Statements

For M S K A & Associates
Chartered Accountants
(Firm's Regn. No -105047W)

Vishal Vilas Divadkar
Partner
(Membership No. 118247)
UDIN 25118247BMOXWN2732

Place: Mumbai
Date: May 8, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Regn. No -117366W/W - 100018)

Rupen K Bhatt
Partner
(Membership No. 046930)
UDIN 25046930BMODQV5268

Place: Mumbai
Date: May 8, 2025

ANNEXURE "A" TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph "(f)" under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Report on the Internal Financial Controls with reference to Consolidated Financial Statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

In conjunction with our audit of the consolidated financial statements of the Group as of and for the year ended March 31, 2025, we have audited the internal financial controls with reference to consolidated financial statements of LARSEN & TOUBRO LIMITED (hereinafter referred to as "Parent") and its subsidiary companies which includes one of the Group's 33 joint operations which is a company incorporated in India, its associate companies and joint ventures, which are companies incorporated in India, as of that date.

Management's Responsibility for Internal Financial Controls

The respective Board of Directors of the Parent, its subsidiary companies, associate companies and joint ventures, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on the internal control with reference to consolidated financial statements criteria established by the respective Companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements of the Parent, its subsidiary companies, its associate companies and its joint ventures, which are companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing ("SA"), prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to consolidated financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by other auditors of the subsidiary companies, joint operation, associate companies and joint ventures, which are companies incorporated in India, in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements of the Parent, its subsidiary companies, its joint operation, its associate companies and its joint ventures, which are companies incorporated in India.

Meaning of Internal Financial Controls with reference to Consolidated Financial Statements

A company's internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of Management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to Consolidated Financial Statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper Management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors referred to in the Other Matters paragraph below, the Parent, its subsidiary companies, its joint operation, its associate companies and joint ventures, which are companies incorporated in India, have, in all material respects, an adequate internal financial controls system with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31, 2025, based on the criteria for internal financial controls with reference to consolidated financial statements established by the respective companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements in so far as it relates to 34 subsidiary companies, 1 joint operation company, 6 joint ventures and 2 associates, which are companies incorporated in India, is based solely on the corresponding reports of the auditors of such companies incorporated in India.

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements in so far as it relates to 1 subsidiary company, 1 joint venture company and 1 associate company, which are companies incorporated in India, whose financial information is unaudited and whose efficacy of internal financial controls with reference to consolidated financial statements is based solely on the Management's certification provided to us and our opinion on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements of the Group is not affected as the financial information of such entities is not material to the Group.

Our opinion is not modified in respect of the above matters.

For M S K A & Associates
Chartered Accountants
(Firm's Regn. No -105047W)

Vishal Vilas Divadkar
Partner
(Membership No. 118247)
UDIN 25118247BMOXWN2732

Place: Mumbai
Date: May 8, 2025

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Regn. No -117366W/W - 100018)

Rupen K Bhatt
Partner
(Membership No. 046930)
UDIN 25046930BMODQV5268

Place: Mumbai
Date: May 8, 2025

Consolidated Balance Sheet as at March 31, 2025

₹ crore

Particulars	Note	As at 31-3-2025		As at 31-3-2024	
ASSETS:					
Non-current assets					
Property, plant and equipment	2		14128.56		13297.64
Capital work-in-progress	2		2390.86		2897.04
Investment property	3		1157.33		1936.44
Investment property under construction	3		501.30		254.93
Goodwill	4		8348.48		7800.88
Other intangible assets	5		17050.76		17384.52
Intangible assets under development	5		197.82		147.97
Right-of-use assets	61(b)(iii)		2869.02		2289.41
Financial assets					
Investments in joint ventures and associates	43(e)	2318.42		1264.25	
Other investments	6	9126.23		9425.94	
Loans towards financing activities	7	62847.35		52154.76	
Other loans	8	348.96		475.46	
Other financial assets	9	1863.04		1952.08	
			76504.00		65272.49
Deferred tax assets (net)	51(d)		3792.88		3863.72
Current Tax Assets (net)			4581.60		4245.78
Other non-current assets	10		2659.78		2156.55
Sub-total - Non-current assets			134182.39		121547.37
Current assets					
Inventories	11		7670.55		6620.19
Financial assets					
Investments	12	43360.62		34957.63	
Trade receivables	13	53713.68		48770.95	
Cash and cash equivalents	14	12187.00		11958.50	
Other bank balances	15	10778.34		3399.89	
Loans towards financing activities	16	36077.51		34814.59	
Other loans	17	416.85		106.54	
Other financial assets	18	5419.89		5563.92	
			161953.89		139572.02
Other current assets	19		75559.83		71391.03
Sub-total - Current assets			245184.27		217583.24
Group(s) of assets classified as held for sale	45		157.44		1005.36
TOTAL ASSETS			379524.10		340135.97

Consolidated Balance Sheet as at March 31, 2025 (contd.)

₹ crore

Particulars	Note	As at 31-3-2025		As at 31-3-2024	
EQUITY AND LIABILITIES:					
Equity					
Equity share capital	20	275.04		274.93	
Other equity	21	97380.56		86084.31	
Equity attributable to owners of the Company			97655.60		86359.24
Non-controlling interests			17748.08		16190.42
TOTAL EQUITY			115403.68		102549.66
Liabilities					
Non-current liabilities					
Financial liabilities					
Borrowings	22	57503.34		56506.97	
Lease liabilities		2265.24		1734.78	
Other financial liabilities	23	252.18		96.07	
			60020.76		58337.82
Provisions	24		1124.01		987.38
Deferred tax liabilities (net)	51(d)		410.01		533.63
Other non-current liabilities	25		594.74		618.02
Sub-total - Non-current liabilities			62149.52		60476.85
Current liabilities					
Financial liabilities					
Borrowings	26	35861.30		27834.27	
Current maturities of long term borrowings	27	36194.70		29698.53	
Lease liabilities		584.34		547.67	
Trade payables:					
Due to micro enterprises and small enterprises		1417.65		1018.71	
Due to others	28	51041.69		52274.17	
Other financial liabilities	29	6273.37		7575.67	
			131373.05		118949.02
Other current liabilities	30		63326.97		52184.08
Provisions	31		4691.67		4115.89
Current tax liabilities (net)			2579.21		1860.47
Sub-total - Current liabilities			201970.90		177109.46
TOTAL LIABILITIES			264120.42		237586.31
TOTAL EQUITY AND LIABILITIES			379524.10		340135.97
CONTINGENT LIABILITIES	32				
COMMITMENTS (capital and others)	33				
NOTES FORMING PART OF THE FINANCIAL STATEMENTS	1 to 65				

In terms of our report attached

For M S K A & ASSOCIATES
Chartered Accountants
Firm's Registration No. 105047W
by the hand of

VISHAL VILAS DIVADKAR
Partner
Membership No. 118247

For DELOITTE HASKINS & SELLS LLP
Chartered Accountants
Firm's Registration No.117366W/W-100018
by the hand of

RUPEN K. BHATT
Partner
Membership No. 046930

For and on behalf of the Board of Directors of Larsen & Toubro Limited

S. N. SUBRAHMANYAN
Chairman & Managing Director
(DIN 02255382)

R. SHANKAR RAMAN
President, Whole-time Director &
Chief Financial Officer
(DIN 00019798)

P. R. RAMESH
Independent Director
(DIN 01915274)

SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Mumbai, May 8, 2025

Consolidated Statement of Profit and Loss for the year ended March 31, 2025

₹ crore

Particulars	Note	2024-25		2023-24	
INCOME:					
Revenue from operations	34		255734.45		221112.91
Other income (net)	35		4124.82		4158.03
Total Income			259859.27		225270.94
EXPENSES:					
Manufacturing, construction and operating expenses:	36				
Cost of raw materials and components consumed		27655.02		19442.25	
Construction materials consumed		63526.44		54813.97	
Purchase of stock-in-trade		1402.14		1063.77	
Stores, spares and loose tools consumed		4393.39		4432.02	
Sub-contracting charges		40570.92		35054.35	
Changes in inventories of finished goods, work-in-progress, stock-in-trade and property development		(410.79)		1021.07	
Other manufacturing, construction and operating expenses		27533.55		24486.49	
Finance cost of financial services business and finance lease activity		6302.23		5714.90	
			170972.90		146028.82
Employee benefits expense	37		46768.68		41171.02
Sales, administration and other expenses	38		11558.13		10419.42
Finance costs	39		3334.37		3545.85
Depreciation, amortisation, impairment and obsolescence	40		4121.18		3682.33
Total Expenses			236755.26		204847.44
Profit before exceptional items and tax			23104.01		20423.50
Exceptional items before tax (net) [gain/(loss)]			474.78		114.44
Tax expense on exceptional items:	51(a)				
Current tax		–		20.83	
Deferred tax		–		–	
			–		20.83
Exceptional items (net of tax)	48		474.78		93.61
Profit before tax			23578.79		20517.11
Tax expense:	51(a)				
Current tax		6100.82		5127.70	
Deferred tax		(209.42)		(180.31)	
			5891.40		4947.39
Profit after tax			17687.39		15569.72
Share in profit/(loss) after tax of joint ventures/associates (net)	43(f)		(14.06)		(22.62)
Profit for the period			17673.33		15547.10
Other comprehensive income					
A Items that will not be reclassified to profit or loss:					
Gain/(loss) on remeasurements of the net defined benefit plans		(307.75)		28.82	
Income tax (expenses)/income on remeasurements of the net defined benefit plans		69.24		(8.61)	
			(238.51)		20.21
Share in Other comprehensive income of joint ventures/associates (net)			(0.99)		0.27
B Items that will be reclassified to profit or loss:					
Debt instruments through Other comprehensive income		311.42		126.80	
Income tax (expenses)/income on debt instruments through Other comprehensive income		(55.38)		(26.97)	
			256.04		99.83
Carried forward - Other comprehensive income			16.54		120.31

Consolidated Statement of Profit and Loss for the year ended March 31, 2025 (contd.)

₹ crore

Particulars	Note	2024-25	2024-25	2023-24	2023-24
Brought forward - Other comprehensive income			16.54		120.31
Exchange differences in translating the financial statements of foreign operations		44.21		13.81	
Income tax (expenses)/income on exchange differences in translating the financial statements of foreign operations		3.92		1.74	
			48.13		15.55
Effective portion of gains/(losses) on hedging instruments in a cash flow hedge		(193.21)		388.41	
Income tax (expenses)/income on effective portion of gains/(losses) on hedging instruments in a cash flow hedge		(6.38)		(121.36)	
			(199.59)		267.05
Cost of hedging reserve		191.13		0.12	
Income tax (expenses)/income on cost of hedging reserve		(48.10)		(0.03)	
			143.03		0.09
Share in Other comprehensive income of joint ventures/associates (net)			3.18		4.41
Other comprehensive income for the period (net of tax)			11.29		407.41
Total comprehensive income for the period			17684.62		15954.51
Profit for the period attributable to:					
Owners of the Company			15037.11		13059.11
Non-controlling interests			2636.22		2487.99
			17673.33		15547.10
Other comprehensive income for the period attributable to:					
Owners of the Company			37.35		235.70
Non-controlling interests			(26.06)		171.71
			11.29		407.41
Total comprehensive income for the period attributable to:					
Owners of the Company			15074.46		13294.81
Non-controlling interests			2610.16		2659.70
			17684.62		15954.51
Earnings per share (EPS) of ₹ 2 each					
Basic earnings per equity share (₹)	55		109.36		93.96
Diluted earnings per equity share (₹)	55		109.28		93.88
Face value per equity share (₹)			2.00		2.00
NOTES FORMING PART OF THE FINANCIAL STATEMENTS	1 to 65				

In terms of our report attached

For M S K A & ASSOCIATES
Chartered Accountants
Firm's Registration No. 105047W
by the hand of

VISHAL VILAS DIVADKAR
Partner
Membership No. 118247

For DELOITTE HASKINS & SELLS LLP
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RUPEN K. BHATT
Partner
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For and on behalf of the Board of Directors of Larsen & Toubro Limited

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Independent Director
(DIN 01915274)

SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Mumbai, May 8, 2025

Consolidated Statement of Changes in Equity for the year ended March 31, 2025

A. Equity share capital

Particulars	2024-25		2023-24	
	Number of shares	₹ crore	Number of shares	₹ crore
Issued, subscribed and fully paid up equity shares outstanding at the beginning of the year	1,37,46,68,619	274.93	1,40,54,82,190	281.10
Add: Shares issued on exercise of employee stock options during the year	5,23,546	0.11	4,36,429	0.08
Less: Shares extinguished on buy-back	–	–	3,12,50,000	6.25
Issued, subscribed and fully paid up equity shares outstanding at the end of the year	1,37,51,92,165	275.04	1,37,46,68,619	274.93

B. Other equity

₹ crore

Particulars	Reserves and surplus						Items of Other comprehensive income				Total other equity	Non-controlling interests	Total
	Capital reserve	Capital redemption reserve	Securities premium	Employee share options (net)	Statutory reserves	Retained earnings	Foreign currency translation reserve	Hedging reserve	Debt instruments through Other comprehensive income	Equity instruments through Other comprehensive income			
Balance as at 1-4-2023	282.44	328.86	8770.19	467.09	3775.58	74519.94	777.53	141.76	(89.82)	71.28	89044.85	14241.27	103286.12
Profit for the year (a)	–	–	–	–	–	13059.11	–	–	–	–	13059.11	2487.99	15547.10
Other comprehensive income for the year (b)	–	–	–	–	–	14.28	13.14	110.34	97.94	–	235.70	171.71	407.41
Total comprehensive income for the year (a+b)	–	–	–	–	–	13073.39	13.14	110.34	97.94	–	13294.81	2659.70	15954.51
Buyback of equity shares	–	–	(8770.19)	–	–	(1223.56)	–	–	–	–	(9993.75)	–	(9993.75)
Tax on buyback of equity shares	–	–	–	–	–	(2253.33)	–	–	–	–	(2253.33)	–	(2253.33)
Expenses for buyback of equity shares (net of tax)	–	–	–	–	–	(26.55)	–	–	–	–	(26.55)	–	(26.55)
Amount transferred to capital redemption reserve upon buyback	–	6.25	–	–	–	(6.25)	–	–	–	–	–	–	–
Issue of equity shares on exercise of employee share options	–	–	9.56	–	–	–	–	–	–	–	9.56	–	9.56
Transfer on account of exercise of employee share options	–	–	41.00	(41.00)	–	–	–	–	–	–	–	–	–
Transfer to non-financial assets/liabilities	–	–	–	–	–	–	–	22.24	–	–	22.24	–	22.24
Transfer from/(to) retained earnings	–	–	–	(12.17)	455.98	(443.81)	–	–	–	–	–	–	–
Employee share options (net)	–	–	–	136.62	–	–	–	–	–	–	136.62	137.15	273.77
Dividend paid (including special dividend)	–	–	–	–	–	(4216.95)	–	–	–	–	(4216.95)	(855.16)	(5072.11)
Increase in non-controlling interest due to dilution/divestment/acquisition	–	–	–	–	–	66.81	–	–	–	–	66.81	7.46	74.27
Balance as at 31-3-2024	282.44	335.11	50.56	550.54	4231.56	79489.69	790.67	274.34	8.12	71.28	86084.31	16190.42	102274.73

Consolidated Statement of Changes in Equity for the year ended March 31, 2025 (contd.)

₹ crore

Particulars	Reserves and surplus						Items of Other comprehensive income						
	Capital reserve	Capital redemption reserve	Securities premium	Employee share options (net)	Statutory reserves	Retained earnings	Foreign currency translation reserve	Hedging reserve	Debt instruments through Other comprehensive income	Equity instruments through Other comprehensive income	Total other equity	Non-controlling interests	Total
Balance as at 1-4-2024	282.44	335.11	50.56	550.54	4231.56	79489.69	790.67	274.34	8.12	71.28	86084.31	16190.42	102274.73
Profit for the period(c)	–	–	–	–	–	15037.11	–	–	–	–	15037.11	2636.22	17673.33
Other comprehensive income for the period (d)	–	–	–	–	–	(237.09)	62.08	(24.05)	236.42	–	37.36	(26.06)	11.30
Total comprehensive income for the period (c+d)	–	–	–	–	–	14800.02	62.08	(24.05)	236.42	–	15074.47	2610.16	17684.63
Issue of equity shares on exercise of employee share options	–	–	9.22	–	–	–	–	–	–	–	9.22	–	9.22
Transfer on account of exercise of employee share options			78.65	(78.65)	–	–	–	–	–	–	–	–	–
Transfer to non-financial assets/liabilities	–	–	–	–	–	–	–	0.13	–	–	0.13	–	0.13
Transfer from/(to) retained earning	–	–	–	15.80	533.56	(478.08)	–	–	–	(71.28)	–	–	–
Employee share options (net)	–	–	–	11.67	–	–	–	–	–	–	11.67	131.00	142.67
Dividend paid (including special dividend)	–	–	–	–	–	(3849.57)	–	–	–	–	(3849.57)	(963.85)	(4813.42)
Net gain/(loss) on transactions with non-controlling interests	–	–	–	–	–	(94.36)	37.23	0.91	–	–	(56.22)	56.22	–
Increase in non-controlling interest due to dilution/divestment/acquisition/redemption	–	–	–	–	–	106.55	–	–	–	–	106.55	(275.87)	(169.32)
Balance as at 31-3-2025	282.44	335.11	138.43	499.36	4765.12	89974.25	889.99	251.34	244.54	–	97380.56	17748.08	115128.64

In terms of our report attached

For M S K A & ASSOCIATES
Chartered Accountants
Firm's Registration No. 105047W
by the hand of

VISHAL VILAS DIVADKAR
Partner
Membership No. 118247

For DELOITTE HASKINS & SELLS LLP
Chartered Accountants
Firm's Registration No.117366W/W-100018
by the hand of

RUPEN K. BHATT
Partner
Membership No. 046930

Mumbai, May 8, 2025

For and on behalf of the Board of Directors of Larsen & Toubro Limited

S. N. SUBRAHMANYAN
Chairman & Managing Director
(DIN 02255382)

R. SHANKAR RAMAN
President, Whole-time Director &
Chief Financial Officer
(DIN 00019798)

P. R. RAMESH
Independent Director
(DIN 01915274)

SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Consolidated Statement of Cash Flows for the year ended March 31, 2025

₹ crore

Particulars	2024-25	2023-24
A. Cash flow from operating activities:		
Profit before exceptional items and tax	23104.01	20423.50
Adjustments for:		
Dividend received	(117.05)	(208.49)
Depreciation, amortisation, impairment and obsolescence	4121.18	3682.33
Exchange difference on items grouped under financing/investing activities	(5.91)	(20.53)
Effect of exchange rate changes on cash and cash equivalents	(2.17)	(2.37)
Finance costs	3334.37	3545.85
Interest income	(2449.87)	(2447.07)
(Profit)/loss on sale of property, plant and equipment, investment property and intangible assets (net)	(187.64)	(95.44)
(Profit)/loss on sale/fair valuation of investments (net)	(1133.12)	(734.20)
Employee stock option-discount	222.60	297.63
(Gain)/loss on disposal of subsidiary	–	(2.65)
Loss on sale/fair valuation of investments towards financing activity (net)	148.52	1055.47
Profit on transfer of business undertaking in Development Projects business	(187.44)	(511.73)
(Gain)/loss on de-recognition of lease liability/right-of-use assets	(33.29)	(52.27)
Others	11.57	1.38
Operating profit before working capital changes	26825.76	24931.41
Adjustments for :		
(Increase)/decrease in trade and other receivables	(9252.32)	(10642.89)
(Increase)/decrease in inventories	(539.52)	244.68
Increase/(decrease) in trade and other payables	9683.41	14601.02
Cash generated from operations before financing activities	26717.33	29134.22
(Increase)/decrease in loans and advances towards financing activities	(11955.52)	(5587.89)
Cash generated from operations	14761.81	23546.33
Direct taxes paid [net]	(5601.10)	(5280.05)
Net cash generated from/(used in) operating activities	9160.71	18266.28
B. Cash flow from investing activities:		
Purchase of property, plant and equipment, investment property and intangible assets	(4418.83)	(4516.53)
Sale of property, plant and equipment, investment property and intangible assets	878.17	306.06
Purchase of non-current investments	(2284.26)	(4889.46)
Sale of non-current investments	1726.33	2127.87
(Purchase)/sale of current investments (net)	(5950.82)	2803.49
. Change in other bank balance and cash not available for immediate use	(7201.57)	2697.75
Deposits/loans given to associates, joint ventures and third parties	(448.54)	–
Deposits/loans repaid by associates, joint ventures and third parties	318.77	151.72
Interest received	2083.51	2408.16
Dividend received from joint ventures/associates	27.27	129.83
Dividend received from other investments	117.05	96.25
Consideration received on transfer of other business undertaking	52.54	–
Consideration received on disposal of subsidiaries/joint venture	1065.37	214.67
Consideration received on transfer of business undertaking in Development Projects business	634.20	651.33
Consideration paid on acquisition of Subsidiaries (including contingent consideration)	(1049.85)	(13.14)
Cash and cash equivalents acquired pursuant to acquisition of subsidiaries	29.71	0.01
Cash and cash equivalents of subsidiaries discharged pursuant to divestment/classification to held for sale	–	(4.97)
Consideration paid on acquisition of stake in an associate/joint venture	(1096.56)	–
Net cash generated from/(used in) investing activities	(15517.51)	2163.04

Consolidated Statement of Cash Flows for the year ended March 31, 2025 (contd.)

₹ crore

Particulars	2024-25	2023-24
C. Cash flow from financing activities:		
Proceeds from issue of share capital (including share application money) [net]	9.32	9.65
Buy-back of equity shares	–	(10000.00)
Tax on buy-back of equity shares	–	(2253.33)
Expenses on buy-back of equity shares	–	(26.55)
Proceeds from non-current borrowings	38199.71	23125.43
Repayment of non-current borrowings	(30782.41)	(24356.65)
Proceeds from/ (repayment of) other borrowings (net)	8297.30	(2871.15)
Payment (to)/from non-controlling interest (net)	(1196.18)	(808.09)
Settlement of derivative contracts related to borrowings	50.24	49.65
Dividends paid	(3849.57)	(4216.95)
Repayment of lease liability	(562.30)	(459.89)
Interest paid on lease liability	(193.84)	(167.21)
Interest paid (including cash flows on account of interest rate swaps)	(3415.65)	(3438.27)
Net cash generated from/(used in) financing activities	6556.62	(25413.36)
Net increase/(decrease) in cash and cash equivalents (A + B + C)	199.82	(4984.04)
Cash and cash equivalents at beginning of the year	11958.50	16926.69
Effect of exchange rate changes on cash and cash equivalents	28.68	15.85
Cash and cash equivalents at end of the year	12187.00	11958.50

Notes:

1. Statement of Cash Flows has been prepared under the indirect method as set out in the Indian Accounting Standard (Ind AS) 7 "Statement of Cash Flows" as specified in the Companies (Indian Accounting Standards) Rules, 2015.
2. Property, plant and equipment, investment property and intangible assets are adjusted for movement of (a) capital work-in-progress for property, plant and equipment and investment property and (b) intangible assets under development during the year.
3. Previous year's figures have been regrouped/reclassified wherever applicable.

In terms of our report attached
For M S K A & ASSOCIATES
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Firm's Registration No. 105047W
by the hand of

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SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Notes forming part of the Consolidated Financial Statements

NOTE [1](I)

Company Overview

The Consolidated Financial Statements comprise financial statements of "Larsen & Toubro Limited" ("L&T", the "Parent Company" or the "Company") and its subsidiaries (collectively referred to as "the Group") for the year ended March 31, 2025. The Company is a public limited company incorporated and domiciled in India and has its registered office at L&T House, Ballard Estate, Mumbai – 400001. The Company's share is listed on National Stock Exchange of India Limited (NSE) and BSE Limited.

The Group is an Indian multinational engaged in EPC Projects, Hi-Tech Manufacturing and Services, operating across multiple geographies. Further details of the business operations of the Group are mentioned in Note [46] Segment Information.

NOTE [1](II)

Material Accounting Policy Information

(a) Statement of compliance

The consolidated financial statements have been prepared in accordance with the provisions of the Companies Act, 2013 and the Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 and amendments thereto issued by the Ministry of Corporate Affairs under section 133 of the Companies Act, 2013. In addition, the guidance notes/announcements issued by the Institute of Chartered Accountants of India (ICAI) are also applied except where compliance with other statutory promulgations require a different treatment. These consolidated financial statements have been approved for issue by the Board of Directors at its meeting held on May 8, 2025.

(b) Basis of accounting and measurement

The Group maintains its accounts on accrual basis following historical cost convention, except for certain assets and liabilities that are measured at fair value in accordance with Ind AS.

Fair value measurements are categorised as below based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety:

(i) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at measurement date;

(ii) Level 2 inputs are inputs, other than quoted prices included in level 1, that are observable for the assets or liabilities, either directly or indirectly; and

(iii) Level 3 inputs are unobservable inputs for the valuation of assets or liabilities.

Above levels of fair value hierarchy are applied consistently and generally, there are no transfers between the levels of the fair value hierarchy unless the circumstances change warranting such transfer.

(c) Presentation of consolidated financial statements

The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss and the Consolidated Statement of Changes in Equity are prepared and presented in the format prescribed in the Schedule III to the Companies Act, 2013 (the Act). The Consolidated Statement of Cash Flows has been prepared and presented in accordance with Ind AS 7 "Statement of Cash Flows". The disclosures with respect to items in the Balance Sheet and Statement of Profit and Loss, as prescribed in the Schedule III to the Act, are presented by way of notes forming part of the consolidated financial statements along with the other notes required to be disclosed under Ind AS and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended.

Amounts in the consolidated financial statements are presented in Indian Rupees in crore [1 crore = 10 million] rounded off up to two decimal places as permitted by Schedule III to the Act. Per share data are presented in Indian Rupees up to two decimal places.

(d) Basis of consolidation

(i) The consolidated financial statements incorporate the financial statements of the Parent Company and its subsidiaries. For this purpose, an entity which is, directly or indirectly, controlled by the Parent Company is treated as subsidiary. The Parent Company together with its subsidiaries constitute the Group. Control exists when the Parent Company, directly or indirectly, has power over the investee, is exposed to variable returns from its involvement with the investee and has the ability to use its power to affect its returns.

(ii) Consolidation of a subsidiary begins when the Parent Company, directly or indirectly, obtains control over the subsidiary and ceases when the Parent Company, directly or indirectly, loses control of the subsidiary. Income and expenses of a subsidiary acquired are included in the Consolidated Statement of Profit and Loss from the date the Parent Company, directly or indirectly, gains control until the date when the Parent Company, directly or indirectly, ceases to control the subsidiary.

(iii) The consolidated financial statements of the Group combine financial statements of the Parent Company and its subsidiaries line-by-line by adding together the like items of assets, liabilities, income and expenses. All intra-group assets, liabilities, income,

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

expenses and unrealised profits/losses on intra-group transactions are eliminated on consolidation. The accounting policies of subsidiaries are harmonised to ensure the consistency with the policies adopted by the Parent Company. The consolidated financial statements are presented to the extent possible, in the same manner as Parent Company's standalone financial statements.

Profit or loss and other comprehensive income are attributed to the owners of the Parent Company and to the non-controlling interests, shown separately in the consolidated financial statements.

(iv) Non-controlling interests represent that part of the total comprehensive income and net assets of subsidiaries attributable to the interest which is not owned, directly or indirectly, by the Parent Company.

(v) The gains/losses in respect of part divestment/dilution of stake in subsidiary companies not resulting in ceding of control, are recognised directly in other equity attributable to the owners of the Parent Company in the consolidated financial statements of the Group.

(vi) The gains/losses in respect of divestment of stake resulting in ceding of control in subsidiary companies are recognised in the Statement of Profit and Loss. The investment representing the interest retained in a former subsidiary, if any, is initially recognised at its fair value with the corresponding effect recognised in the Statement of Profit and Loss as on the date the control is ceded. Such retained interest is subsequently accounted as investment in an associate or a joint venture or as a financial asset.

(e) Investments in joint ventures and associates

When the Group has with other entities joint control of the arrangement and rights to the net assets of the joint arrangement, it recognises its interest as joint ventures. Joint control exists when the decisions about the relevant activities (i.e. activities that significantly affects the investee's returns) require unanimous consent of the parties sharing the control. When the Group has significant influence over the other entity, it recognises such interest as investment in associates. Significant influence is the power to participate in the financial and operating policy decisions of the entity but is not control or joint control over the entity.

The results, assets and liabilities of joint ventures and associates are incorporated in the consolidated financial statements using equity method of accounting after making necessary adjustments to achieve uniformity in application of accounting policies, wherever required.

An investment in joint ventures or associates is initially recognised at cost and adjusted thereafter to recognise the Group's share of profit or loss and other comprehensive income of the joint ventures or associates. Gain or loss in respect of changes in Other Equity of joint ventures or associates resulting from divestment or dilution of stake in the joint ventures and associates is recognised in the Statement of Profit and Loss. On acquisition of investment in a joint venture or associate, any excess of cost of investment over the fair value of the assets and liabilities of the joint venture and associate, is recognised as goodwill and is included in the carrying value of the investment in the joint venture and associate. The excess of fair value of assets and liabilities over the investment is recognised directly in equity as capital reserve.

The unrealised profits/losses on transactions with joint ventures and associates are eliminated by reducing the carrying amount of investment.

The carrying amount of investment in joint ventures and associates is reduced to recognise impairment, if any, when there is evidence of impairment.

When the Group's share of losses of a joint venture or an associate exceeds the Group's interest in that joint venture or the associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint venture or the associate), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the joint venture or the associate.

Upon classification of investment in joint ventures and/or associates as held for sale, equity accounting is discontinued in respect to that interest.

(f) Interests in joint operations

When the Group has joint control of the arrangement based on contractually determined right to the assets and obligations for liabilities, it recognises such interests as joint operations. Joint control exists when the decisions about the relevant activities (i.e. activities that significantly affects the investee's returns) require unanimous consent of the parties sharing the control. In respect of its interests in joint operations, the Group recognises its share in assets, liabilities, income and expenses line-by-line in the standalone financial statements of the entity which is party to such joint arrangement, thereby forms part of the consolidated financial statements. Interests in joint operations are included in the segments to which they relate.

(g) Business combination/Goodwill on consolidation

The Group accounts for business combinations under acquisition method of accounting. Acquisition-related costs are recognised in the Statement of Profit and Loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the condition

Notes forming part of the Consolidated Financial Statements (contd.)

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for recognition are recognised at their fair values at the acquisition date. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments, are adjusted retrospectively with corresponding adjustments to goodwill or capital reserve as the case maybe, else recognised in the Statement of Profit and Loss.

Goodwill arising on consolidation, of acquisitions represents the excess of (a) consideration paid for acquiring control and (b) acquisition date fair value of previously held ownership interest, if any, in a subsidiary over the Group's share in the fair value of the net assets (including identifiable intangibles) of the subsidiary as on the date of acquisition of control. Where the fair value of the identifiable assets and liabilities exceed the cost of acquisition, the excess is recognised as Capital Reserve.

Goodwill on consolidation is allocated to cash generating units or group of cash generating units that are expected to benefit from the acquisition.

After initial recognition, goodwill arising on consolidation is tested for impairment annually and measured at cost less accumulated impairment losses, if any. In the event of cessation of operations of a subsidiary, the unimpaired goodwill is written off fully.

Business combinations arising from transfers of interests in entities that are under common control are accounted using pooling of interest method. The difference between consideration given and the aggregate historical carrying amounts of assets and liabilities of the acquired entity are recorded in equity.

(h) Operating cycle for current and non-current classification

Operating cycle for the business activities of the Group covers the duration of the specific project or contract or product line or service including the defect liability period wherever applicable and extends up to the realisation of receivables (including retention monies) within the agreed credit period normally applicable to the respective lines of business.

(i) Revenue recognition

Revenue from contracts with customers is recognised when a performance obligation is satisfied by transfer of promised goods or services to a customer.

For performance obligation satisfied over time, the revenue recognition is done using input method by measuring the progress towards complete satisfaction of performance obligation. The progress is measured in terms of a proportion of actual cost incurred to date, to the total estimated cost attributable to the performance obligation as it best depicts the transfer of control that occurs as costs are incurred.

The Group transfers control of a good or service over time and therefore satisfies a performance obligation and recognises revenue over a period of time if one of the following criteria is met:

(a) the customer simultaneously consumes the benefit of the company's performance or

(b) the customer controls the asset as it is being created/enhanced by the company's performance or

(c) there is no alternative use of the asset and the company has either explicit or implicit right of payment considering legal precedents.

In all other cases, performance obligation is considered as satisfied at a point in time.

The revenue is recognised to the extent of transaction price allocated to the performance obligation satisfied. Transaction price is the amount of consideration to which the Group expects it to be entitled in exchange for transferring goods or services to a customer excluding amounts collected on behalf of a third party. The Group includes variable consideration as part of transaction price when there is a basis to reasonably estimate the amount of the variable consideration and when it is probable that a significant reversal of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is resolved.

Variable consideration is estimated using the expected value method or most likely amount as appropriate in a given circumstance. Payment terms agreed with a customer are as per business practice and the financing component, if significant, is separated from the transaction price and accounted as interest income.

Costs to obtain a contract which are incurred regardless of whether the contract was obtained are charged off in profit & loss immediately in the period in which such costs are incurred. Incremental costs of obtaining a contract, if any, and costs incurred to fulfill a contract are amortised over the period of execution of the contract in proportion to the progress measured in terms of a proportion of actual cost incurred to date, to the total estimated cost attributable to the performance obligation.

Significant judgments are used in:

a. Determining the revenue to be recognised in case of performance obligation satisfied over a period of time. Revenue recognition is done by measuring the progress towards complete satisfaction of performance obligation.

b. Determining the expected losses, which are recognised in the period in which such losses become probable based on the expected total contract cost as at the reporting date.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

c. Determining the method to be applied to arrive at the variable consideration including variations and claims requiring an adjustment to the transaction price. Variable consideration is recognised when the recovery of such consideration is highly probable.

Revenue includes adjustments made towards liquidated damages and variation wherever applicable. Escalation and other claims, which are not ascertainable/acknowledged by customers are not taken into account.

A. Revenue from sale of manufactured and traded goods including contracts for supply/commissioning of complex plant and equipment is recognised as follows:

Revenue is recognised when the control of the same is transferred to the customer and it is probable that the Group will collect the consideration to which it is entitled for the exchanged goods. Revenue from commissioning of complex plant and equipment is recognised either 'over time' or 'in time' based on assessment of the transfer of control as per the terms of the contract.

B. Revenue from construction/project related activity is recognised as follows:

- Cost plus contracts: Revenue from cost plus contracts is recognised over time and is determined with reference to the extent performance obligations have been satisfied. The amount of transaction price allocated to the performance obligations satisfied represents the recoverable costs incurred during the period plus the margin as agreed with the customer.
- Fixed price contracts: Contract revenue is recognised over time to the extent of performance obligation satisfied and control is transferred to the customer. Contract revenue is recognised at allocable transaction price which represents the cost of work performed on the contract plus proportionate margin, using the percentage of completion method. Percentage of completion is the proportion of cost of work performed to date, to the total estimated contract costs. With respect to contracts, where the outcome of the performance obligation cannot be reasonably measured, but the costs incurred towards satisfaction of performance obligation are expected to be recovered, the revenue is recognised only to the extent of costs incurred.

For contracts where the aggregate of contract cost incurred to date plus recognised profits (or minus recognised losses as the case may be) exceeds the progress billing, the surplus is shown as contract asset and termed as "Unbilled revenue". For contracts where progress billing exceeds the aggregate of contract costs incurred to date plus recognised profits (or minus recognised losses, as the case may be), the surplus is shown as contract liability and termed as "Excess of billing over revenue". Amounts received before the related work is performed are disclosed in the Balance Sheet as contract liability and termed as "Advances from customer". The amounts billed on customer for work performed and are unconditionally due for payment i.e. only passage of time is required before payment falls due, are disclosed in the Balance Sheet as trade receivables. The amount of retention money held by the customers pending completion of performance milestone is disclosed as part of contract asset and is reclassified as trade receivables when it becomes due for payment.

The Group recognises impairment loss (termed as provision for expected credit loss in the consolidated financial statements) on account of credit risk in respect of a contract asset using expected credit loss model on similar basis as applicable to trade receivables.

C. Revenue from property development activities is recognised when performance obligation is satisfied, customer obtains control of the property transferred and a reasonable expectation of collection of the sale consideration from the customer exists.

D. In the case of the development project business and the realty business, revenue includes profit on sale of investment properties or sale of business undertaking/stake in the subsidiary and/or joint venture companies as the sale/divestments are inherent in the business model.

E. Rendering of services

Revenue from rendering of services is recognised over time as the customer receives the benefit of the company's performance and the company has an enforceable right to payment for services transferred.

In respect of information technology business and technology services business, revenue from contracts awarded on time and material basis is recognised over a period of time when relevant services are rendered and related costs are incurred. Revenue from fixed price contracts is recognised over a period of time using the proportionate completion method.

Revenue from contracts for rendering of engineering design services and other services which are directly related to the construction of an asset is recognised on the same basis as stated in (i) B above.

G. In respect of financial services business and finance lease activity, income from interest-bearing loans/lease is recognised on accrual basis over the life of the loans/lease based on the effective yield. Income from bill discounting, advisory and syndication services and other financing activities is accounted on accrual basis.

H. Revenue on account of construction services rendered in connection with Build-Operate-Transfer (BOT) projects undertaken by the Group is recognised during the period of construction using percentage of completion method. After the completion of

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

construction period, revenue from fare collection is recognised based on use of tokens, money value of the actual usage in case of smart cards and other direct fare collection.

I. Commission income is recognised when the terms of the contract are fulfilled.

J. Course fees/subscription income is recognised over time as per the course/subscription duration and agreed terms.

K. Revenue from charter hire is recognised as per the terms of the time charter agreement.

L. Revenue from operation and maintenance services of power plant receivable under the Power Purchase Agreement is recognised on accrual basis.

M. Other operational revenue represents income earned from the activities incidental to the business and is recognised when the performance obligation is satisfied and the right to receive the income is established as per the terms of the contract.

N. Warranty and other related obligation

The Group accounts for provision of warranty, return, refund and other similar obligations in accordance with Ind AS 37 “Provisions, Contingent Liabilities and Contingent Assets”. Refer Note [1(II)(ab)] below for policy on provisions, contingent liabilities and contingent assets.

(j) Other income

A. Interest income on investments and loans is accrued on a time basis by reference to the principal outstanding and the effective interest rate including interest on investments classified as fair value through profit or loss or fair value through other comprehensive income. Interest receivable on customer dues is recognised as income in the Statement of Profit and Loss on accrual basis provided there is no uncertainty of realisation.

B. Dividend income is accounted in the period in which the right to receive the same is established.

C. Government grants, which are revenue in nature and are towards compensation for the qualifying costs incurred by the Group, are recognised as other income/reduced from underlying expenses in profit or loss in the period in which such costs are incurred. Government grants related to an asset are reduced from the cost of an asset until the asset is ready to use and the grant post that is presented as deferred income. Subsequently the grant is recognised as income in profit or loss on a systematic basis over the expected useful life of the related asset. Government grant receivable in the form of duty credit scrips is recognised as other income in the Statement of Profit and Loss in the period in which the export is done or the application is made to the government authorities and to the extent there is no uncertainty towards its receipt.

D. Other items of income are accounted as and when the right to receive such income arises and it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably.

(k) Exceptional items

An item of income or expense which by its size, type or incidence requires disclosure in order to improve an understanding of the performance of the Group is treated as an exceptional item and the same is disclosed in Statement of Profit and Loss and in the notes forming part of the consolidated financial statements.

(l) Property, Plant and Equipment (PPE)

PPE is recognised when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. PPE is stated at original cost net of tax/duty credits availed, if any, less accumulated depreciation and cumulative impairment, if any.

All directly attributable costs related to the acquisition of PPE and borrowing costs in case of qualifying assets are capitalised in accordance with the Group’s accounting policy.

Own manufactured PPE is capitalised at cost including an appropriate share of overheads. All direct cost that are specifically attributable to construction or acquisition of PPE or bringing the PPE to working condition are allocated and capitalised as a part of the cost of the PPE.

Subsequent costs are included in the asset’s carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the entity and the cost can be measured reliably.

PPE not ready for the intended use on the date of the Balance Sheet are disclosed as “capital work-in-progress”. (Also refer to the policies on leases, borrowing costs, impairment of assets and foreign currency transactions below).

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

Depreciation is recognised using straight-line method so as to write off the cost of the assets (other than freehold land and capital work-in-progress) less their residual values over their useful life specified in Schedule II to the Act, or in case of assets where the useful life was determined by technical evaluation, over the useful life so determined. Depreciation method is reviewed at each financial year end to reflect the expected pattern of consumption of the future economic benefits embodied in the asset. The estimated useful life and residual values are also reviewed at each financial year end and the effect of any change in the estimates of useful life/residual value is accounted on prospective basis.

Depreciation charge for impaired assets is adjusted in future periods in such a manner that the revised carrying amount of the asset is allocated over its remaining useful life.

Where cost of a part of the asset ("asset component") is significant to total cost of the asset and useful life of that part is different from the useful life of the remaining asset then useful life of that significant part is determined separately and such asset component is depreciated over its separate useful life.

Depreciation on additions to owned assets is calculated pro rata from the date it is ready for use.

PPE is derecognised upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising on derecognition is recognised in the Statement of Profit and Loss in the same period.

(m) Investment property

Properties (including those under construction) held to earn rentals and/or capital appreciation are classified as investment property and are measured and reported at cost, including transaction costs and borrowing cost capitalised for qualifying assets, in accordance with the Group's accounting policy. Policies with respect to depreciation, useful life and derecognition are on the same basis as stated in PPE above.

(n) Intangible assets

Intangible assets are recognised when it is probable that the future economic benefits that are attributable to the asset will flow to the Group and the cost of the asset can be measured reliably. Intangible assets are stated at original cost net of tax/duty credits availed, if any, including borrowing costs capitalised for qualifying assets and reduced by accumulated amortisation and cumulative impairment, if any. All directly attributable costs and other administrative and other general overhead expenses that are specifically attributable to acquisition of intangible assets are allocated and capitalised as a part of the cost of the intangible assets.

Research and development expenditure on new products:

(i) Expenditure on research is expensed under respective heads of account in the period in which it is incurred

(ii) Development expenditure on new products is capitalised as intangible asset, if all of the following can be demonstrated:

A. the technical feasibility of completing the intangible asset so that it will be available for use or sale;

B. the Group has intention to complete the intangible asset and use or sell it;

C. the Group has ability to use or sell the intangible asset;

D. the manner in which the probable future economic benefits will be generated including the existence of a market for output of the intangible asset or intangible asset itself or if it is to be used internally, the usefulness of intangible assets;

E. the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and

F. the Group has ability to reliably measure the expenditure attributable to the intangible asset during its development.

Development expenditure that does not meet the above criteria is expensed in the period in which it is incurred.

Fare collection rights obtained in consideration for rendering construction services represent the right to collect fare during the concession period in respect of Build-Operate-Transfer (BOT) projects undertaken by the Group. Fare collection rights are capitalised as intangible asset upon completion of the project at the cumulative construction costs including related margins.

Intangible assets not ready for the intended use on the date of the Balance Sheet are disclosed as "intangible assets under development".

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

Intangible assets are amortised on straight-line basis over the estimated useful life. The method of amortisation and useful life are reviewed at the end of each accounting year and the effect of any changes in the estimate being accounted for on a prospective basis. The estimated useful life for major categories of the intangible assets are as follows:

(i) Specialised software: over a period of two to ten years;

(ii) Technical know-how: over a period of three to eight years;

(iii) New product design and development: over a period of five years;

(iv) Customer contracts and relationship: over a period of the contract which generally is over three to ten years;

(v) Trade name: over a period of three months to six years;

(vi) Platforms and courses: over a period of five years;

(vii) Rights under licensing agreement: over a period of six years;

(viii) Fare collection rights are amortised using the straight-line method over the period of concession; and

(ix) Amortisation on impaired assets is provided by adjusting the amortisation charge in the remaining periods so as to allocate the asset's revised carrying amount over its remaining useful life.

(o) Impairment of assets

As at the end of each financial year, the carrying amounts of PPE, investment property, intangible assets and investments in joint ventures and associates are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If such indication exists, the PPE, investment property, intangible assets and investments in joint ventures and associates are tested for impairment so as to determine the impairment loss, if any. Goodwill and intangible assets not available for use are tested for impairment each year.

Impairment loss is recognised when the carrying amount of an asset exceeds its recoverable amount. Recoverable amount is determined:

(i) in the case of an individual asset, at the higher of fair value less costs of disposal and the value-in-use; and

(ii) in the case of a cash generating unit (the smallest identifiable group of assets that generates independent cash flows), at the higher of the cash generating unit's fair value less costs of disposal and the value-in-use.

(The amount of value-in-use is determined as the present value of estimated future cash flows from the continuing use of an asset, which may vary based on the future performance of the entity and from its disposal at the end of its useful life. For this purpose, the discount rate (post-tax) is determined based on the weighted average cost of capital of the company suitably adjusted for risks specified to the estimated cash flows of the asset).

If recoverable amount of an asset (or cash generating unit) is estimated to be less than its carrying amount, such deficit is recognised immediately in the Statement of Profit and Loss as impairment loss and the carrying amount of the asset (or cash generating unit) is reduced to its recoverable amount. For this purpose, the impairment loss recognised in respect of a cash generating unit is allocated first to reduce the carrying amount of any goodwill allocated to such cash generating unit and then to reduce the carrying amount of the other assets of the cash generating unit on a pro-rata basis.

When an impairment loss recognised earlier is subject to full or partial reversal, the carrying amount of the asset (or cash generating unit), except impairment loss allocated to goodwill, is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss is recognised for the asset (or cash generating unit) in prior years. A reversal of an impairment loss (other than impairment loss allocated to goodwill) is recognised immediately in the Statement of Profit and Loss.

(p) Employee benefits

(i) Short-term employee benefits:

Employee benefits such as salaries, wages, short term compensated absences, bonus, ex-gratia, and performance-linked rewards falling due wholly within twelve months of rendering the service are classified as short-term employee benefits and are expensed in the period in which the employee renders the service.

(ii) Post-employment benefits:

A. Defined contribution plans: The Group's superannuation scheme, state governed provident fund scheme, employee state insurance scheme, social security contributions and employee pension scheme are defined contribution plans. The contribution paid/payable under the schemes is recognised during the period in which the employee renders the service.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

B. Defined benefit plans: The employees' gratuity fund schemes and employee provident fund schemes managed by board of trustees established by the Group, the post-retirement medical care plan and the Parent Company pension plan represent defined benefit plans. The present value of the obligation under defined benefit plans is determined based on actuarial valuation using the Projected Unit Credit Method.

The obligation towards defined benefit plans is measured at the present value of the estimated future cash flows using a discount rate based on the market yield on government securities of a maturity period equivalent to the weighted average maturity profile of the defined benefit obligations at the Balance Sheet date.

Re-measurement, comprising actuarial gains and losses, the return on plan assets (excluding amounts included in net interest on the net defined benefit liability or asset) and any change in the effect of asset ceiling (if applicable) is recognised in other comprehensive income and is reflected in retained earnings and the same is not eligible to be reclassified to profit or loss.

Defined benefit costs comprising current service cost, past service cost and gains or losses on settlements are recognised in the Statement of Profit and Loss as employee benefits expense. Interest cost implicit in defined benefit employee cost is recognised in the Statement of Profit and Loss under finance costs. Gains or losses on settlement of any defined benefit plan are recognised when the settlement occurs. Past service cost is recognised as expense at the earlier of the plan amendment or curtailment and when the Group recognises related restructuring costs or termination benefits.

In case of funded plans, the fair value of the plan assets is reduced from the gross obligation under the defined benefit plans to recognise the obligation on a net basis.

(iii) Other long-term employee benefits:

The obligation recognised in respect of other long-term benefits is measured at present value of estimated future cash flows expected to be made by the Group and is recognised in a similar manner as in the case of defined benefit plans vide (ii) B above.

Long term employee benefit costs comprising current service cost and gains or losses on curtailments and settlements, re-measurements including actuarial gains and losses are recognised in the Statement of Profit and Loss as employee benefits expenses. Interest cost implicit in long term employee benefit cost is recognised in the Statement of Profit and Loss under finance cost.

(iv) Termination benefits:

Termination benefits such as compensation under employee separation schemes are recognised as expense when the Group's offer of the termination benefit can no longer be withdrawn or when the Group recognises the related restructuring costs, whichever is earlier.

(q) Leases

Assets taken on lease are accounted as right-of-use assets and the corresponding lease liability is recognised at the lease commencement date.

Initially the right-of-use asset is measured at cost which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, as reduced by any lease incentives received.

The lease liability is initially measured at the present value of the lease payments, discounted using the Group's incremental borrowing rate. It is remeasured when there is a change in future lease payments arising from a change in an index or a rate, or a change in the estimate of the guaranteed residual value, or a change in the assessment of purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The right-of-use asset is measured by applying cost model i.e. right-of-use asset at cost less accumulated depreciation and impairment losses, if any. The right-of-use asset is depreciated using the straight-line method from the commencement date to the end of the lease term or useful life of the underlying asset whichever is earlier. Carrying amount of lease liability is increased by interest on lease liability and reduced by lease payments made.

Lease payments associated with following leases are recognised as expense on straight-line basis:

(i) Low value leases; and

(ii) Leases which are short term.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

Assets given on lease are classified either as operating lease or as finance lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset. Asset held under finance lease is initially recognised in balance sheet and presented as a receivable at an amount equal to the net investment in the lease. Finance income is recognised over the lease term, based on a pattern reflecting a constant periodic rate of return on Groups' net investment in the lease. A lease which is not classified as a finance lease is an operating lease.

The Group recognises lease payments in case of assets given on operating leases as income on a straight-line basis. The Group presents underlying assets subject to operating lease in its balance sheet under the respective class of asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

In case of sale and leaseback transactions, the Group first considers whether the initial transfer of the underlying asset to the buyer-lessor is a sale by applying the requirements of Ind AS 115. If the transfer qualifies as a sale and the transaction is at market terms, the Group effectively derecognises the asset, recognises a ROU asset (and lease liability) and recognises in Statement of Profit and Loss, the gain or loss relating to the buyer-lessor's rights in the underlying asset.

(Also refer to policy on Property, Plant and Equipment above)

(r) Financial instruments

Financial assets and/or financial liabilities are recognised when the Group becomes party to a contract embodying the related financial instruments. All financial assets, financial liabilities and financial guarantee contracts are initially measured at fair value except for trade receivables not containing a significant financing component are initially measured at transaction price. Transaction costs that are attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from, as the case may be, the fair value of such financial assets or liabilities on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised in profit or loss.

A financial asset and a financial liability is offset and presented on net basis in the balance sheet when there is a current legally enforceable right to set-off the recognised amounts and it is intended to either settle on net basis or to realise the asset and settle the liability simultaneously.

(i) Financial assets

A. All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, as follows:

1. Investments in debt instruments that are designated as fair value through profit or loss (FVTPL) - at fair value

2. Other investments in debt instruments – at amortised cost (unless the same are designated as fair value through profit or loss), subject to following conditions:

   - The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and

   - The contractual terms of instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

3. Debt instruments that meet the following conditions are subsequently measured at fair value through other comprehensive income [FVTOCI] (unless the same are designated as fair value through profit or loss)

   - The asset is held within a business model whose objective is achieved both by collecting contractual cash flows and selling financial assets; and

   - The contractual terms of instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

4. Debt instruments at FVTPL is a residual category for debt instruments, if any, and all changes are recognised in profit or loss.

5. Investments in equity instruments are classified as FVTPL, unless the related instruments are not held for trading and the Group irrevocably elects on initial recognition to present subsequent changes in fair value in other comprehensive income.

6. Trade receivables, security deposits, cash and cash equivalents, employee and other advances – at amortised cost.

7. The Group has elected to measure the investments in associates and joint ventures held through unit trusts at FVTPL.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

B. For financial assets that are measured at FVTOCI, income by way of interest and dividend, provision for impairment and exchange difference, if any, (on debt instrument) are recognised in profit or loss and changes in fair value (other than on account of above income or expense) are recognised in other comprehensive income and accumulated in other equity. On disposal of debt instruments at FVTOCI, the cumulative gain or loss previously accumulated in other equity is reclassified to profit or loss. In case of equity instruments at FVTOCI, such cumulative gain or loss is not reclassified to profit or loss on disposal of investments.

C. A financial asset is primarily derecognised when:

1. the right to receive cash flows from the asset has expired, or

2. the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a pass-through arrangement; and a) the group has transferred substantially all the risks and rewards of the asset, or b) the group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

On derecognition of a financial asset in its entirety, the difference between the carrying amount at the date of derecognition and the consideration received is recognised in profit or loss.

D. Impairment of financial assets: For trade receivable, the Group applies the simplified approach of Ind AS 109, which require measurement of loss allowance at an amount equal to lifetime expected credit losses. The Group recognises impairment loss using expected credit loss model which involves use of a provision matrix constructed on the basis of historical credit loss experience as permitted under Ind AS 109 and is adjusted for forward looking information.

For all other financial assets, expected credit losses (ECL) are recognised based on the difference between the contractual cashflows and all the expected cash flows, discounted at the original effective interest rate. ECLs are measured at an amount equal to 12-month expected credit losses or at an amount equal to lifetime expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition.

In respect of financial services business, the Group applies a separate model of the expected credit loss for recognising impairment loss on financial assets measured at amortised cost, debt instruments at FVTOCI, lease receivables, trade receivables and other contractual rights to receive cash or other financial asset and financial guarantees not designated as at FVTPL as follows:

- Expected credit losses are the weighted average of credit losses with the respective risks of default occurring as the weights. Credit loss is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive (i.e. all cash shortfalls), discounted at the original effective interest rate (or credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets). The Group estimates cash flows by considering all contractual terms of the financial instrument (for e.g. prepayment, extension, call and similar options) through the expected life of that financial instrument.

- The loss allowance for a financial instrument is measured at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. If the credit risk on a financial instrument has not increased significantly since initial recognition, the loss allowance for that financial instrument is measured at an amount equal to 12-month expected credit losses. 12-month expected credit losses are portion of the lifetime expected credit losses and represent the lifetime cash shortfalls that will result if default occurs within the 12 months weighted by the probability of default after the reporting date and thus, are not cash shortfalls that are predicted over the next 12 months.

- When making the assessment of whether there has been a significant increase in credit risk since initial recognition, the change in the risk of a default occurring over the expected life of the financial instrument is used instead of the change in the amount of expected credit losses. To make that assessment, the risk of a default occurring on the financial instrument as at the reporting date is compared with the risk of a default occurring on the financial instrument as at the date of initial recognition using reasonable and supportable information, that is available without undue cost or effort.

(ii) Financial liabilities

A. Financial liabilities, including derivatives and embedded derivatives, which are designated for measurement at FVTPL are subsequently measured at fair value. Financial guarantee contracts are subsequently measured at the amount of impairment loss allowance or the amount recognised at inception net of cumulative amortisation, whichever is higher. All other financial liabilities including loans and borrowings, trade and other payables are initially recognised at fair value and subsequently measured at amortised cost using Effective Interest Rate (EIR) method.

B. A financial liability is derecognised when the related obligation expires or is discharged or cancelled.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

(iii) The Group designates certain hedging instruments such as derivatives, embedded derivatives and in respect of foreign currency risk, certain non-derivatives as either fair value hedges, cash flow hedges, or hedges of net investments in foreign operations. Hedges of foreign exchange risk on firm commitments are accounted as cash flow hedges.

A. Fair value hedges: Changes in fair value of the designated portion of derivatives that qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk. Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting.

B. Cash flow hedges: In case of forward contracts, the forward element/foreign currency basis spread and the spot element are separated and only the change in the value of the spot element is designated as hedging instrument. In case of options, the intrinsic value and time value are separated and only the change in intrinsic value is designated as hedging instrument.

(i) Accounting of spot element/intrinsic value of options: The changes in the fair value of hedge instruments that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated in equity as 'hedging reserve'. Amounts previously recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss, in the same head as the hedged item.

(ii) Accounting of forward element/foreign currency basis spread/time value of options: The changes in fair value are recognised in other comprehensive income and accumulated in equity as "cost of hedging reserve". For a transaction related hedged item, the amounts accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss, in the same head as the hedged item. For a time related hedged item, the time value on the date on which the hedged item affects profit or loss are reclassified to profit or loss as a reclassification adjustment on a straight-line basis over the period of the hedging instrument.

The cash flow hedges are allocated to the forecast transactions on gross exposure basis. Where the hedged forecast transaction results in the recognition of a non-financial asset, such gains/losses are transferred from hedge reserve (but not as reclassification adjustment) and included in the initial measurement cost of the non-financial asset.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. Any gain or loss recognised in other comprehensive income and accumulated in equity at that time remains in equity and is recognised in profit or loss when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised in profit or loss.

(iv) Compound financial instruments issued by the Group which can be converted into fixed number of equity shares at the option of the holders irrespective of changes in the fair value of the instrument are accounted by recognising the liability and the equity components separately. The liability component is initially recognised at the fair value of a comparable liability that does not have an equity conversion option. The equity component is initially recognised at the difference between the fair value of the compound financial instrument as a whole and the fair value of the liability component. The directly attributable transaction costs are allocated to the liability and the equity components in proportion to their initial carrying amounts.

Subsequent to initial recognition, the liability component of the compound financial instrument is measured at amortised cost using the effective interest method. The equity component of a compound financial instrument is not remeasured subsequently.

(s) Inventories

Inventories are valued after providing for obsolescence, as under:

(i) Raw materials, components, construction materials, stores, spares and loose tools at lower of weighted average cost or net realisable value. However, these items are considered to be realisable at cost if the finished products in which they will be used, are expected to be sold at or above cost.

(ii) Manufacturing work-in-progress at lower of weighted average cost including related overheads or net realisable value. In some cases, manufacturing work-in-progress are valued at lower of specifically identifiable cost or net realisable value. In the case of qualifying assets, cost also includes applicable borrowing costs vide policy relating to borrowing costs.

(iii) Finished goods and stock-in-trade (in respect of goods acquired for trading) at lower of weighted average cost or net realisable value. Cost includes costs of purchases, costs of conversion and other costs incurred in bringing the inventories to their present location. Taxes which are subsequently recoverable from taxation authorities are not included in the cost.

(iv) Completed property/work-in-progress (including land) in respect of property development activity at lower of specifically identifiable cost or net realisable value.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

Assessment of net realisable value is made at each reporting period end and when the circumstances that previously caused inventories to be written-down below cost no longer exist or when there is clear evidence of an increase in net realisable value because of changed economic circumstances, the write-down, if any, in the past period is reversed to the extent of the original amount written-down so that the resultant carrying amount is the lower of the cost and the revised net realisable value.

(t) Cash and bank balances

Cash and bank balances include fixed deposits, margin money deposits, earmarked balances with banks and other bank balances which have restrictions on repatriation. Short term and liquid investments being subject to more than insignificant risk of change in value, are not included as part of cash and bank balances.

(u) Securities premium

(i) Securities premium includes:

A. The difference between the face value of the equity shares and the consideration received in respect of shares issued.

B. The fair value of the stock options which are treated as expense, if any, in respect of shares allotted pursuant to Stock Options Scheme.

(ii) The issue expenses of securities which qualify as equity instruments are written off against securities premium.

(v) Earnings per share

Basic earnings per share is computed using the net profit or loss after tax for the year attributable to the equity shareholders and weighted average number of shares outstanding during the year.

Diluted earnings per share is computed using the net profit or loss after tax for the year attributable to the shareholders and weighted average number of equity and potential equity shares outstanding during the year, except where the result would be anti-dilutive.

(w) Borrowing Costs

Borrowing costs include finance costs calculated using the effective interest method, finance charges in respect of assets acquired on lease and exchange differences arising on foreign currency borrowings, to the extent they are regarded as an adjustment to finance costs. In cases where hedging instruments are acquired for protection against exchange rate risk related to borrowings and are accounted as hedging a time-period related hedge item, the borrowing costs also include the amortisation of premium element of the forward contract and foreign currency basis spread as applicable, over the period of the hedging instrument.

Borrowing costs net of any investment income from the temporary investment of related borrowings that are attributable to the acquisition, construction or production of a qualifying asset are capitalised/inventorised as part of cost of such asset till such time the asset is ready for its intended use or sale. A qualifying asset is an asset that necessarily requires a substantial period of time to get ready for its intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

(x) Share-based payment arrangements

The stock options granted to employees in terms of the Group’s Stock Options Schemes, are measured at the fair value of the options at the grant date. The fair value of the options is treated as discount and accounted as employee compensation cost over the vesting period on a straight-line basis. The amount recognised as expense in each year is arrived at based on the number of grants expected to vest. If a grant lapses after the vesting period, the cumulative discount recognised as expense in respect of such grant is transferred to the retained earnings. The share-based payment equivalent to the fair value as on the date of grant of employee stock options granted to key managerial personnel is disclosed as a related party transaction in the year of grant.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

(y) Foreign currencies

(i) The functional currency and presentation currency of the Group is Indian Rupee. Functional currency of the Group and foreign operations has been determined based on the primary economic environment in which the Group and its foreign operations operate considering the currency in which funds are generated, spent and retained.

(ii) Transactions in currencies other than the Group’s functional currency are recorded on initial recognition using the exchange rate at the transaction date or a rate that approximates with it at the transaction date. At each Balance Sheet date, foreign currency monetary items are reported at the closing spot rate. Non- monetary items that are measured in terms of historical cost in foreign currency are not translated. Exchange differences that arise on settlement of monetary items or on reporting of monetary items at each Balance Sheet date at the closing spot rate are recognised in the Statement of Profit and Loss in the period in which they arise except for:

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

A. exchange differences on foreign currency borrowings relating to assets under construction for future productive use, are included in the cost of those assets when such exchange differences are regarded as an adjustment to finance costs on those foreign currency borrowings;

B. exchange differences on transactions entered into to hedge certain foreign currency risks; and

C. exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur or included in the net investment in foreign operation and are recognised initially in other comprehensive income and reclassified from equity to profit or loss on repayment of the monetary items.

(iii) Exchange rate as of the date on which the non-monetary asset or non-monetary liability is recognised on payment or receipt of advance consideration is used for initial recognition of related asset, liability, expense or income.

(iv) Financial statements of foreign operations whose functional currency is different than Indian Rupee are translated into Indian Rupee as follows:

A. assets and liabilities are translated at the closing rate at the date of that Balance Sheet;

B. income and expenses are translated at average exchange rate for the reporting period; and

C. all resulting exchange differences are recognised in other comprehensive income and accumulated in equity as foreign currency translation reserve for subsequent reclassification to profit or loss on disposal of such foreign operations. The portion of foreign currency translation reserve attributed to non-controlling interests is reflected as part of non-controlling interests.

(z) Accounting and reporting of information for Operating Segments

Operating segments are those components of the business whose operating results are regularly reviewed by the chief operating decision making body in the Group to make decisions for performance assessment and resource allocation. The reporting of segment information is the same as provided to the management for the purpose of the performance assessment and resource allocation to the segments.

Segment accounting policies are in line with the accounting policies of the Group. In addition, the following specific accounting policies have been followed for segment reporting:

(i) Segment revenue includes sales and other operational revenue directly identifiable with/allocable to the segment including (a) inter- segment revenue and (b) profit on sale of business undertaking/stake in the subsidiary and/or joint venture companies under development projects segment and realty business grouped under "Others" segment.

(ii) Expenses that are directly identifiable with/allocable to segments are considered for determining the segment result. In respect of (a) Financial Services segment and (b) Development Projects segment relating to power generation asset given on finance lease, the finance costs on borrowings are accounted as segment expenses.

(iii) Most of the common costs are allocated to segments mainly on the basis of the respective segment revenue estimated at the beginning of the reporting period.

(iv) Income not allocable to segments is included in "Unallocable corporate income net of expenditure".

(v) Segment result represents profit before interest and tax and includes margins on inter-segment capital jobs, which are reduced in arriving at the profit before tax of the Group. It also includes the finance costs incurred on interest bearing advances with corresponding credit included in "Unallocable corporate income net of expenditure". Segment result are not adjusted for any exceptional item.

(vi) Segment assets and liabilities include those directly identifiable with the respective segments. In respect of (a) Financial Services segment, and (b) Development Projects segment relating to power generation asset given on finance lease, segment liabilities include borrowings as the finance costs on the borrowings are accounted as segment expenses. Investment in joint ventures and associates identified with a particular segment are reported as part of the segment assets of those respective segments.

Unallocable corporate assets and liabilities represent the assets and liabilities that relate to the Group as a whole.

(vii) Segment non-cash expenses forming part of segment expenses also includes the fair value of the employee stock options which is accounted as employee compensation cost [Note 1(II)(x) above] and is allocated to the segment.

(viii) Segment revenue resulting from transactions with other business segments is accounted on the basis of transfer price which are either determined to yield a desired margin or agreed on a negotiated basis

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

(aa) Taxes on income

Tax on income for the current period is determined on the basis of taxable income (or on the basis of book profits wherever minimum alternate tax is applicable) and tax credits computed in accordance with the provisions of the applicable tax laws, and using estimates and judgments based on the expected outcome of assessments/appeals and the relevant rulings in the areas of allowances and disallowances. The computation reflects the effect of uncertainty for each item of allowance and disallowance as appropriate either by i). expected value method which sums the probability-weighted amounts in a range of possible outcomes or ii). the most likely amount in a range of possible outcomes.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the Group's financial statements and the corresponding tax bases used in computation of taxable profit and quantified using the tax rates and laws enacted or substantively enacted as on the Balance Sheet date.

Deferred tax liabilities are generally recognised for all taxable temporary differences including the temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets relating to unabsorbed depreciation/business losses/losses under the head "capital gains"/other temporary differences are recognised and carried forward to the extent of available taxable temporary differences or where there is convincing other evidence that sufficient future taxable income will be available against which such deferred tax assets can be realised. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets in respect of unutilised tax credits which mainly relate to minimum alternate tax are recognised, to the extent it is probable that such unutilised tax credits will get realised, in the period in which such determination is made.

Transaction or event which is recognised outside profit or loss, either in Other comprehensive income or in equity or in case of business combination, is recorded along with the tax as applicable.

(ab) Provisions, contingent liabilities and contingent assets

Provisions are recognised only when:

(i) the Group has a present obligation (legal or constructive) as a result of a past event; and

(ii) it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and

(iii) a reliable estimate can be made of the amount of the obligation.

Provision is measured using the cash flows estimated to settle the present obligation and when the effect of time value of money is material, the carrying amount of the provision is the present value of those cash flows. Reimbursement expected in respect of expenditure required to settle a provision is recognised only when it is virtually certain that the reimbursement will be received.

Contingent liability is disclosed in case of:

(i) a possible obligation arising from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or

(ii) a present obligation arising from past events where:

- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Contingent assets are disclosed where an inflow of economic benefits is probable.

Provisions, contingent liabilities and contingent assets are reviewed at each Balance Sheet date.

Where the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under such contract, the present obligation under the contract is recognised and measured as a provision for onerous contract/foreseeable losses.

(ac) Commitments

Commitments are future liabilities for contractual expenditure, classified and disclosed as follows:

a) estimated amount of contracts remaining to be executed on capital account and not provided for;

b) uncalled liability on shares and other investments partly paid;

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [1](II)

Material Accounting Policy Information (contd.)

c) funding related commitment to associate and joint venture companies; and

d) other non-cancellable commitments, if any, to the extent they are considered material and relevant in the opinion of management.

Other commitments related to sales/procurements made in the normal course of business are not disclosed to avoid excessive details.

(ad) Discontinued Operations and non-current assets held for sale

Discontinued operation is a component of the Group that has been disposed of or classified as held for sale and represents a major line of business.

Non-current assets and disposal groups are classified as held for sale if their carrying amount is intended to be recovered principally through a sale (rather than through continuing use) when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sale of such asset (or disposal group) and the sale is highly probable and is expected to qualify for recognition as a completed sale within one year from the date of classification.

Non-current assets and disposal groups classified as held for sale are measured at lower of their carrying amount and fair value less costs to sell.

(ae) Statement of Cash Flows

Statement of Cash Flows is prepared segregating the cash flows into operating, investing and financing activities. Cash flow from operating activities is reported using indirect method adjusting the profit before tax excluding exceptional items for the effects of:

i. changes during the period in inventories and operating receivables and payables, transactions of a non-cash nature;

ii. non-cash items such as depreciation, provisions, unrealised foreign currency gains and losses; and

iii. all other items for which the cash effects are investing or financing cash flows.

Cash and cash equivalents (including bank balances) shown in the Statement of Cash Flows exclude items which are not available for general use as at the date of Balance Sheet.

(af) Key sources of estimation

The preparation of consolidated financial statements in conformity with Ind AS requires that the management of the Group makes estimates and assumptions that affect the reported amounts of income and expenses of the period, the reported balances of assets and liabilities and the disclosures relating to contingent liabilities as of the date of the consolidated financial statements. The estimates and underlying assumptions made by the management are explained under respective policies. Revisions to accounting estimates include useful life of property, plant and equipment & intangible assets, allowance for expected credit loss, future obligations in respect of retirement benefit plans, expected cost of completion of contracts, provision for rectification costs, fair value/recoverable amount measurement, tax provisions etc. Difference, if any, between the actual results and estimates is recognised in the period in which the results are known.

NOTE [1](III)

Recent Pronouncement

There are no standards of accounting or any addendum thereto, prescribed by Ministry of Corporate Affairs under section 133 of the Companies Act, 2013, which are issued and not effective as at March 31, 2025.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [2]

Property, Plant and Equipment and Capital work-in-progress

₹ crore

Class of assets	Cost								Depreciation								Impairment	Book value
	As at 1-4-2024	Business combination	Additions	Transfer*	Foreign Currency Fluctuation	Classified as held for sale	Deductions	As at 31-3-2025	Up to 31-3-2024	Business combination	For the period	Transfer*	Foreign Currency Fluctuation	Classified as held for sale	Deductions	Up to 31-3-2025	Up to 31-3-2025	As at 31-3-2025
Land																		
Freehold	854.23	–	46.32	6.50	–	–	29.29	877.76	–	–	–	–	–	–	–	–	–	877.76
leasehold	145.63	–	–	–	–	–	–	145.63	16.11	–	1.60	–	–	–	–	17.71	–	127.92
Sub-total	999.86	–	46.32	6.50	–	–	29.29	1023.39	16.11	–	1.60	–	–	–	–	17.71	–	1,005.68
Buildings	5904.59	481.03	738.51	(9.10)	6.05	22.98	104.85	6993.25	1356.20	71.61	215.27	(2.14)	3.02	4.37	34.42	1605.17	530.09	4857.99
Plant & equipment								–								–		–
Owned	12422.98	907.58	1596.94	(2.88)	12.05	37.14	194.55	14704.98	6996.48	202.16	1565.28	–	8.93	18.70	187.60	8566.55	614.19	5524.24
Leased out	146.60	–	15.37	(0.32)	–	–	0.23	161.42	80.21	–	12.17	(0.32)	–	–	0.22	91.84	–	69.58
Sub-total	12569.58	907.58	1612.31	(3.20)	12.05	37.14	194.78	14866.40	7076.69	202.16	1577.45	(0.32)	8.93	18.70	187.82	8658.96	614.19	5593.82
Computers								–								–		–
Owned	2571.65	21.83	432.38	(0.02)	3.77	–	226.35	2803.26	1786.72	17.22	372.71	–	3.56	–	217.24	1,962.97	0.24	840.05
Leased out	6.27	–	–	–	–	–	6.27	–	6.27	–	–	–	–	–	6.27	–	–	–
Sub-total	2577.92	21.83	432.38	(0.02)	3.77	–	232.62	2803.26	1792.99	17.22	372.71	–	3.56	–	223.51	1,962.97	0.24	840.05
Office equipment								–								–		–
Owned	761.60	2.03	162.11	0.06	0.84	0.42	55.64	870.58	569.05	1.52	94.77	0.06	0.29	0.24	53.65	611.80	0.05	258.73
Leased out	0.02	–	–	–	–	–	0.02	–	–	–	–	–	–	–	–	–	–	–
Sub-total	761.62	2.03	162.11	0.06	0.84	0.42	55.66	870.58	569.05	1.52	94.77	0.06	0.29	0.24	53.65	611.80	0.05	258.73
Furniture and fixtures								–								–		–
Owned	618.20	6.75	110.44	–	1.99	0.23	65.85	671.30	374.69	4.86	71.30	–	1.77	0.02	56.46	396.14	1.60	273.56
Leased out	14.36	–	0.50	–	–	–	14.36	0.50	7.20	–	–	–	–	–	7.20	–	–	0.50
Sub-total	632.56	6.75	110.94	–	1.99	0.23	80.21	671.80	381.89	4.86	71.30	–	1.77	0.02	63.66	396.14	1.60	274.06
Vehicles	407.55	0.37	64.12	0.02	1.75	–	48.96	424.85	231.05	0.36	49.58	–	1.31	–	36.36	245.94	0.01	178.90
Other assets								–								–		–
Aircraft	249.92	–	–	–	–	–	–	249.92	100.34	–	14.80	–	–	–	–	115.14	–	134.78
Ships	323.51	–	17.98	–	–	–	–	341.49	113.43	–	20.95	–	–	–	–	134.38	–	207.11
Shiplift, marine structures and related assets	683.07	–	–	–	–	–	–	683.07	329.26	–	29.54	–	–	–	–	358.80	–	324.27
Breakwater structures	233.43	–	–	–	–	–	–	233.43	54.39	–	5.01	–	–	–	–	59.40	–	174.03
Leasehold Improvements	542.00	0.14	154.11	13.50	2.15	12.81	67.62	631.47	358.23	0.14	63.30	–	2.03	4.76	66.61	352.33	–	279.14
Sub-total	2031.93	0.14	172.09	13.50	2.15	12.81	67.62	2139.38	955.65	0.14	133.60	–	2.03	4.76	66.61	1020.05	–	1119.33
Total	25885.61	1419.73	3338.78	7.76	28.60	73.58	813.99	29792.91	12379.63	297.87	2516.28	(2.40)	20.91	28.09	666.03	14518.17	1146.18	14128.56
Add: Capital work-in-progress	2897.04	1.55	1087.20	(3.55)	5.00	–	1596.38	2390.86		–	–	–	–	–	–	–	–	2390.86
																		16519.42

* Transfer within property, plant and equipment and Transfer (to) / from investment property/inventories

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [2] (contd.)

₹ crore

Class of assets	Cost						Depreciation						Impairment	Book value
	As at 1-4-2023	Additions	Transfer*	Foreign currency fluctuation	Deductions	As at 31-3-2024	Up to 31-3-2023	For the year	Transfer*	Foreign currency fluctuation	Deductions	Up to 31-3-2024	Up to 31-3-2024	As at 31-3-2024
Land														
Freehold	855.27	0.71	(1.67)	–	0.08	854.23	–	–	–	–	–	–	–	854.23
leasehold	145.63	–	–	–	–	145.63	14.52	1.59	–	–	–	16.11	–	129.52
Sub-total	1000.90	0.71	(1.67)	–	0.08	999.86	14.52	1.59	–	–	–	16.11	–	983.75
Buildings	4623.52	1319.07	1.51	0.44	39.95	5904.59	1159.55	202.17	1.31	1.12	7.95	1356.20	185.64	4362.75
Plant & equipment														
Owned	10506.80	2169.12	8.96	6.11	268.01	12422.98	5833.36	1373.18	8.70	5.27	224.04	6996.48	22.64	5403.86
Leased out	324.22	–	–	–	177.62	146.60	221.58	13.38	–	–	154.75	80.21	–	66.39
Sub-total	10831.02	2169.12	8.96	6.11	445.63	12569.58	6054.94	1386.56	8.70	5.27	378.78	7076.69	22.64	5470.26
Computers						–						–	–	–
Owned	2447.28	291.97	–	1.55	169.15	2571.65	1614.29	338.20	–	1.09	166.86	1786.72	–	784.93
Leased out	6.27	–	–	–	–	6.27	6.27	–	–	–	–	6.27	–	–
Sub-total	2453.55	291.97	–	1.55	169.15	2577.92	1620.56	338.20	–	1.09	166.86	1792.99	–	784.93
Office equipment						–						–	–	–
Owned	715.61	105.76	(18.61)	1.05	42.21	761.60	544.28	76.37	(9.22)	0.85	43.23	569.05	–	192.55
Leased out	0.02	–	–	–	–	0.02	–	–	–	–	–	–	–	0.02
Sub-total	715.63	105.76	(18.61)	1.05	42.21	761.62	544.28	76.37	(9.22)	0.85	43.23	569.05	–	192.57
Furniture and fixtures						–						–	–	–
Owned	491.46	178.88		0.91	53.05	618.20	353.29	64.60	–	0.82	44.02	374.69	0.06	243.45
Leased out	14.36	–		–	–	14.36	7.20	–	–	–	–	7.20	–	7.16
Sub-total	505.82	178.88	–	0.91	53.05	632.56	360.49	64.60	–	0.82	44.02	381.89	0.06	250.61
Vehicles	402.54	72.74	–	1.27	69.00	407.55	244.30	45.11	–	1.06	59.42	231.05	–	176.50
Other assets						–						–	–	–
Aircraft	249.83	0.09	–	–	–	249.92	85.54	14.80	–	–	–	100.34	–	149.58
Ships	286.39	37.12	–	–	–	323.51	92.12	21.31	–	–	–	113.43	–	210.08
Shiplift, marine structures and related assets	683.07	–	–	–	–	683.07	299.72	29.54	–	–	–	329.26	–	353.81
Breakwater structures	233.43	–	–	–	–	233.43	49.38	5.01	–	–	–	54.39	–	179.04
Leasehold Improvements	469.52	125.28	–	1.96	54.76	542.00	351.32	56.69	–	0.13	49.91	358.23	–	183.77
Sub-total	1922.24	162.49	–	1.96	54.76	2031.93	878.08	127.35	–	0.13	49.91	955.65	–	1076.28
Total	22455.22	4300.74	(9.81)	13.29	873.83	25885.61	10876.72	2241.97	0.79	10.34	750.19	12379.63	208.34	13297.64
Add: Capital work-in-progress	2936.53	2476.91	(13.94)	3.10	2505.56	2897.04	–	–	–	–	–	–	–	2897.04
														16194.68

* Transfer within property, plant and equipment and Transfer (to) / from investment property / inventories

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [2] (contd.)

Notes:

(a) Carrying value of property, plant and equipment pledged as collateral for liabilities and/or commitments as at March 31, 2024 ₹ 40.20 crore (previous year: ₹ 37.43 crore)

(b) The movement in impairment is as below:

₹ crore

Particulars	2024-25	2023-24
Opening Balance	208.34	242.22
Foreign currency fluctuation	0.25	–
Addition/(reversal)	1.58	(1.94)
Business combination	936.01 [1]	–
Reduction on sale of assets	–	(31.94)
Closing Balance	1146.18	208.34

[1] on account of acquisition of L&T Special Steels and Heavy Forgings Private Limited

(c) Owned assets given on operating lease have been presented separately under respective class of assets as “Leased out” in accordance with Ind AS 116 “Leases”.

(d) Range of useful life of property, plant and equipment is as below:

Sr. no.	Class of assets	Minimum useful life (in years)	Maximum useful life (in years)
1	Leasehold land	15	99
2	Buildings	3	60
3	Plant and equipment	3	35
4	Computers	2	7
5	Office equipment	3	15
6	Furniture and fixtures	3	10
7	Vehicles	3	10
8	Aircraft	18	18
9	Ships	5	14
10	Shiplift, marine structures and related assets and Breakwater structures	20	50

(e) Ageing of Capital work-in-progress

₹ crore

Particulars	As at 31-3-2025					As at 31-3-2024				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	1778.80	454.08	51.52	106.46	2390.86	2209.22	572.91	96.01	18.90	2897.04

As on the date of balance sheet, there is no capital work-in-progress project(s) whose completion is overdue or has exceeded the cost, based on the approved plan.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [3]

Investment Property

₹ crore

Class of assets	Cost						Depreciation						Impairment	Book value
	As at 1-4-2024	Additions	Classified as Held for Sale	Transfer*	Deductions	As at 31-3-2025	Up to 31-3-2024	For the period	Classified as Held for Sale	Transfer*	Deductions	As at 31-3-2025	As at 31-3-2025	As at 31-3-2025
Land	799.47	1.21	0.22	(51.60)	290.35	458.51	57.77	7.81	–	–	35.16	30.42	–	428.09
Buildings	1392.40	121.46	117.91	12.38	498.44	909.89	197.66	62.56	22.28	2.28	59.57	180.65	–	729.24
Total	2191.87	122.67	118.13	(39.22)	788.79	1368.40	255.43	70.37	22.28	2.28	94.73	211.07	–	1157.33
Add: Investment property under construction	254.93	614.76	16.10	(281.95)	70.34	501.30	–	–	–	–	–	–	–	501.30
														1658.63

* Transfer (to) / from property, plant and equipment/inventories

₹ crore

Class of assets	Cost					Depreciation					Impairment	Book value
	As at 1-4-2023	Additions	Transfer*	Deductions	As at 31-3-2024	Up to 31-3-2023	For the period	Transfer*	Deductions	As at 31-3-2024	As at 31-3-2024	As at 31-3-2024
Land	1088.78	–	(15.84)	273.47	799.47	59.98	12.66	–	14.87	57.77	–	741.70
Buildings	1730.29	36.50	(1.51)	372.88	1392.40	199.74	28.04	(0.98)	29.14	197.66	–	1194.74
Total	2819.07	36.50	(17.35)	646.35	2191.87	259.72	40.70	(0.98)	44.01	255.43	–	1936.44
Add: Investment property under construction	804.54	28.67	(575.39)	2.89	254.93	–	–	–	–	–	–	254.93

* Transfer (to)/from Property plant & equipment / inventories

Notes:

(a) Carrying value of Investment property pledged as collateral for liabilities and/or commitments and having restriction on title as at March 31, 2025: Nil (previous year: Nil)

(b) Useful life of building included in investment property: 3 to 60 years

(c) Amounts recognised in the Statement of Profit and Loss in respect of investment property:

₹ crore

Sr. no.	Particulars	2024-25	2023-24
1	Rental income derived from investment property	143.61	144.64
2	Direct operating expenses arising from investment property that generated rental income	9.93	14.12

(d) Fair value of investment property as at March 31, 2025 is ₹ 3639.50 crore (previous year: ₹ 6024.49 crore).

(e) The fair values of investment property have been determined by internal architectural department or independent valuer, as appropriate. Fair value of property that are evaluated by registered independent valuers as defined under rule 2 of Companies (Registered Valuers and Valuation) Rules, 2017, amounted to ₹ 1803.57 crore. (previous year: ₹ 2855.87 crore). Valuation is based on government rates, market research, market trend and comparable values as considered appropriate.

(f) Impairment on Investment property under construction recognised in the Statement of Profit and Loss during the year is Nil (previous year: Nil).

(g) Ageing of Investment property under construction

₹ crore

Particulars	As at 31-3-2025					As at 31-3-2024				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	191.14	166.85	104.14	39.17	501.30	60.68	12.21	8.32	173.72	254.93

As on the date of balance sheet, there is no Investment property under construction whose completion is overdue or has exceeded the cost, based on the approved plan.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [4]
Goodwill

₹ crore

Class of assets	Cost					Impairment	Book value
	As at 1-4-2024	Business combination	Foreign currency fluctuation	Deductions	As at 31-3-2025	As at 31-3-2025	As at 31-3-2025
Goodwill on consolidation	7848.98	535.90	11.70	–	8396.58	48.10	8348.48

Note: Impairment recognised in the Statement of Profit and Loss during the year: Nil (previous year: Nil).

₹ crore

Class of assets	Cost				Impairment	Book value
	As at 1-4-2023	Foreign currency fluctuation	Deductions	As at 31-3-2024	As at 31-3-2024	As at 31-3-2024
Goodwill on consolidation	7848.57	6.05	5.64	7848.98	48.10	7800.88

Note: Impairment recognised in the Statement of Profit and Loss during the year: Nil (previous year: Nil).

Segment wise Goodwill

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Energy Projects	121.86	121.86
IT & Technology Services	7909.70	7362.10
Development Projects	208.19	208.19
Others	108.73	108.73
Total	8348.48	7800.88

The Goodwill impairment testing is performed at the level of the cash generating unit which represents the smallest identifiable group of assets that generates independent cash flows. The impairment testing is performed annually or whenever there is an indication that the cash generating unit to which the Goodwill has been allocated may be impaired. Refer Note 1[II](o) for policy on impairment of assets.

In determining the value-in-use, cash flow projections approved by appropriate level of management are considered. Key assumptions on which management has based its determination of value-in-use includes estimated growth rates (including terminal growth rates) and discount rates. In circumstances where a reliable value-in-use estimate is difficult to make and market value of the asset or the cash generating unit is readily available, the latter is used for the determination of recoverable amount with appropriate adjustments, as applicable. Cash flow projections are usually considered for next five years except in case of service concession arrangement covering the concession period. Cash flows projections beyond the five-year period are extrapolated using terminal growth rates.

NOTE [5]
Other Intangible assets and Intangible assets under development

₹ crore

Class of assets	Cost							Amortisation							Impairment **	Book value
	As at 1-4-2024	Business combination	Additions	Foreign currency fluctuation	Transfer *	Deductions	As at 31-3-2025	Up to 31-3-2024	Business combination	For the period	Foreign currency fluctuation	Transfer *	Deductions	Up to 31-3-2025	Up to 31-3-2025	As at 31-3-2025
Fare collection rights	16664.06	–	4.57	–	–	–	16668.63	1273.48	–	278.81	–	–	–	1552.29	–	15116.34
Specialised software	2148.55	36.84	173.07	(0.92)	(4.73)	94.41	2258.40	1829.84	19.18	222.52	(1.25)	(2.96)	96.39	1970.94	0.02	287.44
Technical know-how	174.33	25.19	9.54	–	–	4.72	204.34	126.45	24.90	27.17	–		–	178.52	0.29	25.53
Trade names	306.14	141.74	–	0.13	(5.42)	3.86	438.73	306.14	–	11.47	0.13	(5.42)	3.86	308.46	–	130.27
New Product Design and Development	7.45	–	–	–	–	0.82	6.63	6.70	–	0.09	–	–	0.45	6.34	–	0.29
Customer contracts and relationship	3394.62	234.64	–	1.05	10.15	35.52	3604.94	1905.27	–	305.02	0.90	8.38	35.51	2184.06	–	1420.88
Rights under licensing agreement	141.82	–	–	3.48	–	–	145.30	74.74	–	47.82	2.35	–	–	124.91	–	20.39
Platforms and Courses	122.81	–	12.81	–	–	3.18	132.44	52.65	–	31.34	–	–	1.17	82.82	–	49.62
Non-Compete agreement	–	1.59	–	–	–	0.01	1.58	–	1.38	–	–	–	0.01	1.37	0.21	–
Total	22959.78	440.00	199.99	3.74	–	142.52	23460.99	5575.26	45.46	924.24	2.13	–	137.39	6409.71	0.52	17050.76
Add: Intangible assets under development	147.97	–	90.54	(3.45)	–	37.24	197.82	–	–	–	–	–	–	–		197.82
																17248.58

* Transfer within other intangible assets

** on account of acquisition of L&T Special Steels and Heavy Forgings Private Limited

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [5] (contd.)

₹ crore

Class of assets	Cost					Amortisation					Book value
	As at 1-4-2023	Additions	Foreign currency fluctuation	Deductions	As at 31-3-2024	Up to 31-3-2023	For the period	Foreign currency fluctuation	Deductions	Up to 31-3-2024	As at 31-3-2024
Fare collection rights	16675.53	12.55	–	24.02	16664.06	994.53	278.95	–	–	1273.48	15390.58
Specialised software	1942.79	201.96	9.63	5.83	2148.55	1594.29	230.75	9.53	4.74	1829.84	318.71
Technical know-how	120.66	53.66	–	–	174.33	104.34	22.11	–	–	126.45	47.87
Trade names	306.06	–	0.08	–	306.14	305.86	–	0.28	–	306.14	–
New Product Design and Development	8.22	0.73	–	1.50	7.45	7.85	0.17	–	1.32	6.70	0.75
Customer contracts and relationship	3390.98	–	3.64	–	3394.62	1599.51	300.48	5.28	–	1905.27	1489.35
Rights under licensing agreement	139.70	–	2.12	–	141.82	50.34	23.46	0.94	–	74.74	67.08
Platforms and Courses	105.38	17.43	–	–	122.81	24.62	28.03	–	–	52.65	70.17
Total	22689.32	286.33	15.48	31.35	22959.78	4681.34	883.95	16.03	6.06	5575.26	17384.52
Add: Intangible assets under development	116.48	162.42	0.43	131.36	147.97	–	–	–	–	–	147.97
											17248.58

* Transfer within other intangible assets

Notes:

(a) **Details of addition in other intangible assets:**

₹ crore

Class of assets	2024-25			2023-24		
	Internal development	Acquired - external	Total	Internal development	Acquired - external	Total
Fare collecion Rights	–	4.57	4.57	–	12.55	12.55
Specialised Software	71.63	101.44	173.07	82.46	119.50	201.96
Technical Know-how	–	9.54	9.54	–	53.66	53.66
New Product Design and Development	–	–	–	–	0.73	0.73
Platforms and Courses	7.01	5.80	12.81	16.22	1.21	17.43
Total	78.64	121.35	199.99	98.68	187.65	286.33

(b) Ageing of Intangible assets under development

₹ crore

Particulars	As at 31-3-2025					As at 31-3-2024				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	117.89	31.15	41.26	7.52	197.82	98.24	22.65	19.28	7.80	147.97

As on the date of balance sheet, there is no Intangible assets under development whose completion is overdue or has exceeded the cost, based on the approved plan.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [5] (contd.)

Notes:

(1) Borrowing cost capitalised in accordance with Ind AS 23 "Borrowing Costs" is as follows:

₹ crore

Class of Assets	2024-25	2023-24
Capital work-in-progress		
Property, plant and equipment - building	55.23	52.30
Investment property under construction	10.15	–
Total	65.38	52.30

(2) The average borrowing cost used for capitalisation is 7.59% (previous year : 7.29%).

NOTE [6]

Non-current assets: Financial assets - Other investments

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Equity shares	211.23	124.31
Preference shares	150.75	165.24
Government and trust securities	2100.97	1761.71
Debentures and bonds	440.01	477.76
InvITs	150.00	–
Security receipts	5862.44	6769.51
Units of fund	22.23	27.37
Other investments [1]	188.60	100.04
	9126.23	9425.94

[1] Other investments comprises of Investment in Corporate deposits.

NOTE [7]

Non-current assets: Financial assets - Loans towards financing activities

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Considered good - secured	39050.58		28259.85	
Less : Allowance for expected credit loss	1107.03		46.82	
		37943.55		28213.03
Considered good - unsecured	26823.42		24369.91	
Less : Allowance for expected credit loss	378.91		518.06	
Less : Impairment	1932.39		1932.39	
		24512.12		21919.46
Having significant increase in credit risk	352.16		1870.76	
Less : Allowance for expected credit loss	100.31		327.40	
		251.85		1543.36
Credit impaired	1366.58		2270.91	
Less : Allowance for expected credit loss	1226.75		1792.00	
		139.83		478.91
		62847.35		52154.76

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [8]

Non-current assets: Financial assets - Other loans

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Loans and advances to related parties				
Joint ventures and associates, considered good - unsecured	219.21		1319.17	
Less: Allowance for expected credit loss	–		1139.08	
		219.21		180.09
Considered good - unsecured	304.98		511.75	
Less: Allowance for expected credit loss	175.23		216.38	
		129.75		295.37
		348.96		475.46

NOTE [9]

Non-current assets: Financial assets - Others

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Security deposits				
Considered good - unsecured	485.82		487.99	
Less: Allowance for expected credit loss	–		–	
		485.82		487.99
Considered doubtful	43.48		41.66	
Less: Allowance for expected credit loss	43.48		41.66	
		–		–
Cash and bank balances not available for immediate use		131.12		194.91
Fixed deposits with banks (maturity more than 12 months)		225.44		478.52
Forward contract receivables		469.18		757.59
Embedded derivative receivables		41.55		11.94
Other receivables [1]		509.93		21.13
		1863.04		1952.08

[1] Mainly includes receivables towards litigation matters

NOTE [10]

Other non-current assets

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Capital advances:				
Secured	4.75		4.21	
Unsecured	406.27		76.20	
		411.02		80.41
Advance recoverable other than in cash [1]		2248.76		2076.14
		2659.78		2156.55

[1] Mainly includes indirect tax balances

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [11]

Current assets: Inventories

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Raw materials [include goods-in-transit ₹ 34.65 crore (previous year: ₹ 65.39 crore)]	669.98	840.58
Components [include goods-in-transit ₹ 10.42 crore (previous year: ₹ 12.48 crore)]	434.63	466.95
Construction materials [include goods-in-transit ₹ 30.45 crore (previous year: ₹ 119.58 crore)]	240.56	409.75
Manufacturing work-in-progress	373.82	347.81
Finished goods	139.77	85.13
Stock-in-trade (in respect of goods acquired for trading) [include goods-in-transit ₹ 88.08 crore (previous year: ₹ 53.45 crore)]	470.16	228.30
Stores and spares [include goods-in-transit ₹ 6.90 crore (previous year: ₹ 2.56 crore)]	390.97	299.41
Loose tools [include goods-in-transit ₹ 0.02 crore (previous year: ₹ Nil)]	10.75	9.36
Property development projects (including land)	4939.91	3932.90
	7670.55	6620.19

Note: During the year ₹ 10.28 crore (previous year: ₹ 24.76 crore) was recognised as expense towards write-down of inventories (net).

NOTE [12]

Current assets: Financial assets - Investments

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Equity shares	10.23	16.14
Preference shares	53.02	–
Government and trust securities	11787.00	6747.58
Debentures and bonds	8279.34	6713.72
Mutual funds	14516.71	11387.59
Collateral borrowing and lending obligation (CBLO)	299.95	699.87
Commercial Paper	589.82	937.25
InvITs	4178.97	2694.57
Treasury bills and other investments	3645.58	5760.91
	43360.62	34957.63

NOTE [13]

Current assets: Financial assets - Trade receivables

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Considered good - secured		18.38		13.05
Considered good - unsecured	58448.85		53103.21	
Less: Allowance for expected credit loss	4753.55		4353.75	
		53695.30		48749.46
Credit impaired	213.20		248.34	
Less: Allowance for expected credit loss	213.20		239.90	
		–		8.44
		53713.68		48770.95

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [13][a]

Current assets: Financial assets - Trade receivables ageing

₹ crore

Particulars	As at 31-3-2025						
	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed:							
- Considered good	33897.53	12921.76	2645.75	4103.16	1066.06	2622.49	57256.75
- Credit impaired	–	1.22	–	18.44	2.60	26.15	48.41
Disputed:							
- Considered good	107.76	0.22	23.02	46.41	103.56	929.51	1210.48
- Credit impaired	–	–	–	–	–	164.79	164.79
Gross trade receivables	34005.29	12923.18	2668.77	4168.01	1172.22	3742.94	58680.43
Less: Allowance for expected credit loss							4966.75
							53713.68

₹ crore

Particulars	As at 31-3-2024						
	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed:							
- Considered good	29895.27	12893.57	2748.51	2007.31	1360.25	2481.88	51386.79
- Credit impaired	–	10.72	11.20	2.90	8.62	50.02	83.46
Disputed:							
- Considered good	105.90	253.84	0.33	141.00	10.91	1217.49	1729.47
- Credit impaired	–	–	–	–	–	164.88	164.88
Gross trade receivables	30001.17	13158.13	2760.04	2151.21	1379.78	3914.27	53364.60
Less: Allowance for expected credit loss							4593.65
							48770.95

NOTE [14]

Current assets: Financial assets - Cash and cash equivalents

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Balance with banks	8595.35	8536.70
Cheques and drafts on hand	677.71	520.18
Cash on hand	7.18	7.17
Fixed deposits with banks (maturity less than 3 months)	2906.76	2894.45
	12187.00	11958.50

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [15]

Current assets: Financial assets - Other bank balances

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Fixed deposits with banks	5046.39	1716.13
Earmarked balances with banks - unclaimed dividend	146.52	137.16
Earmarked balances with banks - Section 4(2)(l)(D) of RERA[1]	11.52	12.85
Earmarked balances with banks - others	375.20	175.23
Margin money deposits with banks	4726.21	941.61
Cash and bank balances not available for immediate use	472.50	416.91
	10778.34	3399.89

[1] Real Estate (Regulation and Development) Act, 2016

NOTE [16]

Current Assets: Financial Assets - Loans towards financing activities

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Considered good - secured	15111.86		15320.61	
Less : Allowance for expected credit loss	156.87		33.28	
Less : Net fair value changes	451.66		330.42	
		14503.33		14956.91
Considered good - unsecured	21864.30		19225.57	
Less : Allowance for expected credit loss	483.81		726.08	
Less : Impairment	56.25		56.25	
		21324.24		18443.24
Having significant increase in credit risk	333.46		1418.88	
Less : Allowance for expected credit loss	83.52		94.55	
Less : Net fair value changes	–		91.83	
		249.94		1232.50
Credit Impaired	–		427.07	
Less : Net fair value changes	–		245.13	
		–		181.94
		36077.51		34814.59

NOTE [17]

Current assets: Financial assets - Other loans

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Loans and advances to related parties				
Considered good - unsecured		0.29		26.94
Others loans				
Considered good - unsecured	489.74		79.60	
Less : Allowance for expected credit loss	73.18		–	
Considered good - unsecured		416.56		79.60
		416.85		106.54

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [18]

Current assets: Financial assets - Others

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Security deposits				
Considered good - unsecured	744.19		685.25	
Less: Allowance for expected credit loss	0.76		0.76	
		743.43		684.49
Receivables from related parties:				
Joint ventures		105.39		107.03
Fixed Deposit (existing maturity less than 12 months)		140.01		–
Forward contract receivables		691.09		407.38
Unbilled Revenue		1898.23		1416.41
Embedded derivative receivables		264.81		158.39
Doubtful advances:				
Deferred credit sale of ships	27.11		27.11	
Other loans and advances	181.97		192.16	
	209.08		219.27	
Less: Allowance for expected credit loss	209.08		219.27	
		–		–
Other recoverables[1]		1576.93		2790.22
		5419.89		5563.92

[1] Mainly includes receivables from joint operators and other parties

NOTE [19]

Other current assets

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Contract assets [Note 47(d)(i)]				
Unbilled revenue	46517.69		46439.63	
Retention money	15108.45		14194.43	
		61626.14		60634.06
Advance recoverable other than in cash [1]		13913.95		10744.85
Government grant receivable		19.74		12.12
Other loans and advances	6.64		0.99	
Less: Allowance for expected credit loss	6.64		0.99	
		–		–
		75559.83		71391.03

[1] Mainly includes advances to suppliers and indirect tax balances

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [20]

Equity share capital

(a) Share capital authorized, issued, subscribed and paid up:

Particulars	As at 31-3-2025		As at 31-3-2024	
	Number of shares	₹ crore	Number of shares	₹ crore
Authorised [1]				
Equity shares of ₹ 2 each	40,37,25,00,000	8074.50	40,18,50,00,000	8037.00
Issued, subscribed and fully paid up:				
Equity shares of ₹ 2 each	1,37,51,92,165	275.04	1,37,46,68,619	274.93

[1] Pursuant to the approval of Scheme of Amalgamation of merger of L&T Energy Hydrocarbon Engineering Limited ("LTEHE") and L&T Offshore Private Limited ("LTOPL") with the Company, the authorised share capital of both LTEHE and LTOPL is added to the share capital of the Company with effect from appointed date April 1, 2024.

(b) Reconciliation of the number of equity shares and share capital:

Particulars	As at 31-3-2025		As at 31-3-2024	
	Number of shares	₹ crore	Number of shares	₹ crore
Issued, subscribed and fully paid-up equity share outstanding at the beginning of the year	1,37,46,68,619	274.93	1,40,54,82,190	281.10
Add: Shares issued on exercise of employee stock options during the year	5,23,546	0.11	4,36,429	0.08
Less: Shares extinguished on buy-back	–	–	3,12,50,000	6.25
Issued, subscribed and fully paid-up equity shares outstanding at the end of the year	1,37,51,92,165	275.04	1,37,46,68,619	274.93

(c) Terms/rights attached to equity shares:

The company has only one class of share capital, i.e., equity shares having face value of ₹ 2 per share. Each holder of equity share is entitled to one vote per share.

(d) Shareholders holding more than 5% of equity shares as at the end of the year:

Name of the shareholders	As at 31-3-2025		As at 31-3-2024	
	Number of shares	Shareholding %	Number of shares	Shareholding %
L&T Employees Trust	19,48,87,516	14.17	19,48,87,516	14.18
Life Insurance Corporation of India	18,01,42,821	13.10	15,17,12,116	11.04

Note: The Company's Promoter shareholding as on March 31, 2025 is NIL (previous year: NIL).

(e) Shares reserved for issue under options outstanding on un-issued share capital:

Particulars	As at 31-3-2025		As at 31-3-2024	
	Number of equity shares to be issued as fully paid	₹ crore (at face value)	Number of equity shares to be issued as fully paid	₹ crore (at face value)
Employee stock options granted and outstanding [1]	10,77,384	0.22[2]	16,29,198	0.33[2]

[1] Note 20(i) below for terms of employee stock option schemes

[2] The equity shares will be issued at a premium of ₹ 17.34 crore (previous year: ₹ 27.41 crore)

(f) The aggregate number of equity shares allotted as fully paid up by way of bonus shares in immediately preceding five years ended March 31, 2025 are NIL (previous period of five years ended March 31, 2024: NIL).

(g) The aggregate number of equity shares issued pursuant to contract, without payment being received in cash in immediately preceding five years ended on March 31, 2025 are NIL (previous period of five years ended March 31, 2024: NIL).

(h) The aggregate number of fully paid up equity shares bought back in immediately preceding five years ended March 31, 2025 are 3,12,50,000 (previous period of five years ended March 31, 2024: 3,12,50,000 shares).

(i) Stock option scheme of the Parent Company:

(A) Terms:

i. The grant of options to the employees under the stock option schemes is on the basis of their performance and other eligibility criteria. The options are vested equally over a period of 4 years [5 years in the case of series 2006(A)], subject to the discretion of the management and fulfillment of certain conditions.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [20] (contd.)

ii. Options can be exercised anytime within a period of 7 years from the date of grant and would be settled by way of issue of equity shares. Management has discretion to modify the exercise period.

(B) The details of the grants under the aforesaid schemes are summarized below:

Sr. No.	Series reference	2003(B)		2006(A)		2006(B)	
		2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
i.	Grant price (₹)	7.80	7.80	267.10	267.10	267.10	267.10
ii.	Grant dates	23-5-2003 onwards		1-7-2007 onwards		8-7-2023 onwards	
iii.	Vesting commences on	23-5-2004 onwards		1-7-2008 onwards		8-7-2024 onwards	
iv.	Options granted and outstanding at the beginning of the year	608,486	214,553	547,652	960,021	473,060	–
v.	Options lapsed	6,837	20,995	26,235	53,320	8,800	5,600
vi.	Options granted	11,108	492,308	–	–	2,496	478,660
vii.	Options exercised	179,843	77,380	245,087	359,049	98,616	–
viii.	Options granted and outstanding at the end of the year, of which	432,914	608,486	276,330	547,652	368,140	473,060
	Options vested	18,519	12,880	149,744	238,138	19,249	–
	Options yet to vest	414,395	595,606	126,586	309,514	348,891	473,060
ix.	Weighted average remaining contractual life of options (in years)	5.02	5.78	2.35	2.97	5.31	6.31

(C) The number and weighted average exercise price of stock options are as follows:

Particulars	2024-25		2023-24	
	No. of stock options	Weighted average exercise price (₹)	No. of stock options	Weighted average exercise price (₹)
(A) Options granted and outstanding at the beginning of the year	1,629,198	170.25	1,174,574	219.74
(B) Options granted	13,604	55.38	970,968	135.63
(C) Options allotted	523,546	178.03	436,429	221.13
(D) Options lapsed	41,872	224.76	79,915	198.98
(E) Options granted and outstanding at the end of the year	1,077,384	162.91	1,629,198	170.25
(F) Options exercisable at the end of the year out of (E) above	187,512	241.49	251,018	253.80

(D) Weighted average share price at the date of exercise for stock options exercised during the year is ₹ 3493.67 (previous year: ₹ 2945.59) per share.

(E) The fair value of the options granted under the stock option scheme is treated as discount and accounted as employee compensation over the vesting period.

(F) Weighted average fair values of options granted during the year is ₹ 3205.92 (previous year: ₹ 2314.37) per option.

(G) The fair value of the options granted during the year has been calculated using the Black-Scholes Option Pricing Model using the following significant assumptions and inputs:

Sr. No.	Particulars	2024-25	2023-24
i.	Weighted average risk-free interest rate	6.78%	7.05%
ii.	Weighted average expected life of options	2.91 Years	2.75 Years
iii.	Weighted average expected volatility	21.64%	18.64%
iv.	Weighted average expected dividends over the life of the options	₹ 81.38 per option	₹ 65.90 per option
v.	Weighted average share price	₹ 3317.04 per option	₹ 2479.86 per option
vi.	Weighted average exercise price	₹ 55.38 per option	₹ 135.63 per option
vii.	Method used to determine expected volatility	Expected volatility is based on the historical volatility of the company’s share price applicable to the total expected life of each option.	

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [20] (contd.)

(j) Stock option scheme of subsidiary companies:

(A) LTIMindtree Limited

The Nomination and Remuneration Committee ('NRC') administers all stock option plans through a trust established specifically for this purpose, called the LTIMindtree Employee Welfare Trust (formerly Mindtree Employee Welfare Trust)('ESOP Trust').

(i) Employee Stock Option Scheme 2015 (ESOS 2015)

Shares are granted to employees at an exercise price of not less than ₹ 1 per equity share or such higher price as determined by the Board but shall not exceed the market price as defined in the Regulations. Shares shall vest over such term as determined by the Nomination and Remuneration Committee not exceeding 5 years from the date of the grant. These options are exercisable within 7 years from the date of grant. These options are exercisable within 7 years from the date of grant.

(a) The details of the grant under the aforesaid scheme is summarized below:

Sr. No.	Particulars	ESOS 2015	
		2024-25	2023-24
i.	Grant price	₹ 1	₹ 1
ii.	Grant dates	10-6-2016 onwards	
iii.	Vesting commences on	10-6-2017 onwards	
iv.	Options granted and outstanding at the beginning of the year	6,41,976	9,27,942
v.	Options lapsed/cancelled	85,390	1,60,172
vi.	Options granted	86,392	30,872
vii.	Options exercised	2,16,630	1,56,666
viii.	Options granted and outstanding at the end of the year, of which	4,26,348	6,41,976
	Options vested	88,956	1,32,537
	Options yet to vest	3,37,392	5,09,439
ix.	Weighted average remaining contractual life of options (in years)	4.86	5.35

(b) Weighted average share price at the date of exercise for stock options exercised during the year is ₹ 5549 per share (previous year: ₹ 5298 per share).

(c) The fair value of the options granted during the year has been calculated using the Black-Scholes Option Pricing Model using the following significant assumptions and inputs:

Sr. No.	Particulars	2024-25	2023-24
i.	Weighted average risk-free interest rate	6.74%	7.12%
ii.	Weighted average expected life of options	2.5 Years	2.5 years
iii.	Weighted average expected volatility	29.15%	32.98%
iv.	Weighted average expected dividends over the life of the options	₹ 213.40	₹ 205.59
v.	Weighted average share price	₹ 5,321	₹ 4,970
vi.	Weighted average exercise price	₹ 1	₹ 1
vii.	Weighted average fair value of options	₹ 5,319	₹ 4,969
viii.	Method used to determine expected volatility	Expected volatility is based on the historical volatility of the company's share price	

(ii) Employee Restricted Stock Purchase Plan 2012 (ERSP 2012)

ERSP 2012 was instituted with effect from July 16, 2012 to issue equity shares of nominal value of ₹ 1 each. Shares under this program are granted to employees at an exercise price of not less than ₹ 10 per equity share or such higher price as determined by the Nomination and Remuneration Committee. Shares shall vest over such term as determined by the Nomination and Remuneration Committee not exceeding ten years from the date of the grant. All shares will have a minimum lock in period of one year from the date of allotment. During the year ended March 31, 2024, the term of ERSP 2012 ended and there were no outstanding options under the said scheme. During the year ended March 31, 2024, the term of ERSP 2012 ended and there were no outstanding options under the said scheme.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [20] (contd.)

(a) The details of the grant under the aforesaid scheme is summarised below:

Sr. No.	Particulars	ERSP 2012	
		2024-25	2023-24
i.	Grant price	₹ 10	₹ 10
ii.	Grant dates	24-7-2019 onwards	
iii.	Vesting commences on	24-7-2020 onwards	
iv.	Options granted and outstanding at the beginning of the year	–	7,409
v.	Options lapsed		
vi.	Options granted	–	–
vii.	Options exercised	–	7,409
viii.	Options granted and outstanding at the end of the year, of which	–	–
	Options vested	–	–
	Options yet to vest	–	–
ix.	Weighted average remaining contractual life of options (in years)	–	–

(iii) Employee Stock Option Plan 2021 (ESOP 2021)

On May 22, 2021, the shareholders of the Company have approved the Employee Stock Option Plan 2021 ('ESOP 2021') for the issue of upto 20,00,000 options (including the unutilised options under ERSP 2012) to employees of the Company.

The Nomination & Remuneration Committee ('NRC') shall determine the exercise price which will not be less than the face value of the shares. Options under this program are granted to employees at an exercise price periodically determined by the NRC. All stock options have a four-year vesting term. These options are exercisable within 6 years from the date of vesting.

(a) The details of the grant under the aforesaid scheme is summarised below:

Sr. No.	Particulars	Series A		Series B	
		2024-25	2023-24	2024-25	2023-24
i.	Grant price	₹ 10	₹ 10	₹ 3268	₹ 3268
ii.	Grant dates	9-8-2021 onwards		9-8-2021 onwards	
iii.	Vesting commences on	9-8-2022 onwards		9-8-2021 onwards	
iv.	Options granted & outstanding at the beginning of the year	91,948	1,71,624	86,959	1,01,141
v.	Options lapsed	9,587	46,412	7,380	9,168
vi.	Options granted	–	–	–	–
vii.	Options exercised	35,848	33,264	11,369	5,014
viii.	Options granted and outstanding at the end of the year, of which	46,513	91,948	68,210	86,959
	Options vested	18,768	23,707	48,389	41,128
	Options yet to vest	27,745	68,241	19,821	45,831
ix.	Weighted average remaining contractual life of options (in years)	5.8	6.0	5.2	6.0

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [20] (contd.)

(B) L&T Technology Services Limited

(i) Employee stock option plan (ESOP)

(a) ESOP Scheme 2016, include Series A, in which the options are vested equally over a period of 5 years and Series B, in which the options are vested equally over period of 4 years, subject to the discretion of the management and fulfillment of certain conditions.

(b) The exercise period for the options granted under the ESOP Scheme, 2016 would be seven years from the date of grant of options or six years from the date of first vesting or three years from the date of retirement/death, whichever is earlier, subject to any change as may be approved by the Board. The exercise price may be decided by the Board, in such manner, during such period, in one or more tranches and on such terms and conditions as it may deem fit, provided that the exercise price per option shall not be less than the par value of the equity share of company and shall not be more than the market price as defined in the SEBI (Share Based Employee Benefits) Regulations,2021 and shall be subject to compliance with accounting policies under the said regulation. The number of shares to be allotted on exercise of options should not exceed the total number of unexercised vested options that may be exercised by the employee. Details of grant under ESOP Scheme, 2016 is summarised below:

Sr. No.	Particulars	ESOP Scheme, 2016	
		2024-25	2023-24
i.	Grant price	₹ 2	₹ 2
ii.	Grant dates	28-7-2016 onwards	
iii.	Vesting commences on	28-7-2017 onwards	
iv.	Options granted and outstanding at the beginning of the year	3,60,550	5,14,250
v.	Options lapsed	10,900	24,400
vi.	Options granted	80,200	16,400
vii.	Options exercised	1,25,851	1,45,700
viii.	Options granted and outstanding at the end of the year, of which	3,03,999	3,60,550
	Options vested	39,399	47,150
	Options yet to vest	2,64,600	3,13,400
ix.	Weighted average remaining contractual life of options (in years)	2.80	2.89

(c) Weighted average share price at the date of exercise for stock options exercised during the year is ₹ 5029.55 per share (previous year: ₹ 4320.68 per share).

(d) In respect of stock options granted pursuant to the company's stock options schemes, the fair value of the options is treated as discount and accounted as employee compensation over the vesting period.

(e) There were 80,200 new options granted during the year ended March 31, 2025. The fair value at grant date of options granted during the year ₹ 5069.76 & ₹ 5242.38 (previous year: ₹ 3369.55). The fair value at grant date is determined using the Black-Scholes Option Pricing Model which takes into account the exercise price, term of option, share price at

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [20] (contd.)

grant date and expected price volatility of the underlying share, the expected dividend yield and the risk-free interest rate for the term of the option. The model inputs for options granted during the year included:

Sr. No.	Particulars	2024-25		2023-24
i.	Weighted average exercise price	2	2	₹ 2
ii.	Grant date	25-Apr-24	16-Oct-24	26-Apr-23
iii.	Expiry date	25-Apr-31	16-Oct-31	25-Apr-30
iv.	Weighted average share price at grant date	₹ 5,182.85 per option	₹ 5,356.90 per option	₹ 3447.00 per option
v.	Weighted average expected price volatility of company's share	29.32%	28.20%	39.00%
vi.	Weighted average expected dividend yield over life of option	2.64%	2.56%	2.65%
vii.	Weighted average risk-free interest	7.15%	6.69%	6.96%
viii.	Method used to determine expected volatility	The expected price volatility is based on the historic volatility (based on the remaining life of the options), adjusted for any expected changes to future volatility based on publicly available information.		

(C) L&T Finance Limited

The company has formulated Employee Stock Option Schemes 2010 (Scheme 2010) and 2013 (Scheme 2013). The grant of options to the employees under the stock option schemes is on the basis of their performance and other eligibility criteria. The options allotted under the Scheme 2010 are vested over a period of four years in the ratio of 15%, 20%, 30% and 35% respectively from the end of 12 months from the date of grant, subject to the discretion of the management and fulfillment of certain conditions. The options granted under the Scheme 2013 are vested in a graded manner over a period of four years with 0%, 33%, 33% and 34% of grants vesting each year, commencing from the end of 24 months from the date of grant or w.e.f. July 10, 2019 vested in a graded manner over a period of four years with 25%, 25%, 25% and 25% of grants vesting each year, commencing from the end of 12 months from the date of grant.

(i) The details of the grants are summarised below:

Sr. No.	Particulars	Scheme 2010		Scheme 2013	
		2024-25	2023-24	2024-25	2023-24
i.	Grant Price	₹ 44.20		₹ 10.00[1]/Market Price	
ii.	Options granted & outstanding at the beginning of the year	65,000	5,63,750	2,22,60,003	2,75,38,744
iii.	Options lapsed	–	–	7,82,948	32,49,742
iv.	Options granted	–	–	21,40,000	67,41,444
v.	Options exercised	65,000	4,98,750	58,62,791	87,70,443
vi.	Options granted and outstanding at the end of the year, of which				
	Options vested	–	65,000	90,47,375	1,13,32,467
	Options yet to vest	–	–	87,06,889	1,09,27,536
vii.	Weighted average remaining contractual life of options (in years)	–	0.75	4.80	4.18

[1] w.e.f. from July 10, 2019

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [20] (contd.)

(ii) Weighted average fair values of options granted during the year is ₹ 142.71 (Previous year: ₹ 118.74) per options.

(ii) The fair value has been calculated using the Black-Scholes Option Pricing Model and the significant assumptions and inputs to estimate the fair value of options granted during the year are as follows:

Sr. No.	Particulars	2024-25	2023-24
i.	Weighted average risk-free interest rate	6.99%	7.20%
ii.	Weighted average expected life of options	3 years	2.77 years
iii.	Weighted average expected volatility	36.78%	36.53%
iv.	Weighted average expected dividends (₹)	7.49 per option	5.54 per option
v.	Weighted average share price (₹)	156.80 per option	131.38 per option
vi.	Weighted average exercise price (₹)	10 per option	10 per option
vii.	Method used to determine expected volatility	Expected volatility is based on the historical volatility of the company's shares price applicable to the expected life of each option.	

(k) Capital Management Note

The Company continues its policy of a conservative capital structure which has ensured that it retains the highest credit rating even amidst an adverse economic environment. Low gearing levels also enable the Company to navigate business challenges on one hand and raise growth capital on the other. This policy also provides flexibility of fund-raising options for future, which is especially important in times of global economic volatility. The gross debt equity ratio is 1.12:1 as at March 31, 2025 (as at March 31, 2024: 1.11:1).

During the previous year ended March 31, 2024, the shareholders had approved the proposal of buyback of equity shares of the Company, as recommended by its Board of Directors. The settlement of all valid bids and extinguishment of equity shares bought back were completed on September 28, 2023.

Accordingly, the Company has bought back 3,12,50,000 equity shares of face value of ₹ 2 each, representing 2.22% of the number of equity shares in the paid-up share capital, at a price of ₹ 3,200 per share aggregating to ₹ 10,000 crore. Consequently, the equity share capital stands reduced by ₹ 6.25 crore. The premium on buyback of ₹ 9993.75 crore, transaction cost (net of tax) with respect to the buyback of ₹ 26.37 crore and the tax on buyback of ₹ 2253.33 crore have been adjusted against securities premium account and free reserves.

During the year ended March 31, 2025, the Company paid the final dividend of ₹ 28 per equity share for the year ended March 31, 2024 amounting to ₹ 3849.57 crore.

The Board of directors, at their meeting held on May 8, 2025 recommended the final dividend of ₹ 34 per equity share for the year ended March 31, 2025 subject to approval from shareholders. On approval, the total dividend outgo is expected to be ₹ 4675.65 crore based on number of shares outstanding as at March 31, 2025.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [21]

Other equity

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Capital reserve [Note 1(II)(g)]				
Capital reserve	10.52		10.52	
Capital reserve on consolidation	271.92		271.92	
		282.44		282.44
Capital redemption reserve [1]		335.11		335.11
Securities premium [Note 1(II)(u)]		138.43		50.56
Employee share options (net) [Note 1(II)(x)]				
Employee share options outstanding	666.63		839.15	
Deferred employee compensation expense	(167.27)		(288.61)	
		499.36		550.54
Statutory reserves				
Debenture redemption reserve [2]	3.12		3.12	
Reserve u/s 45-IC of the Reserve Bank India Act, 1934 [3]	3657.25		3133.69	
Reserve u/s 29C of the National Housing Bank Act, 1987 [4]	11.09		11.09	
Reserve u/s 36(1)(viii) of the Income-tax Act, 1961 [5]	1061.27		1051.27	
Impairment reserve as per Reserve Bank of India [6]	32.39		32.39	
		4765.12		4231.56
Retained earnings		89974.25		79489.69
Foreign currency translation reserve [Note 1(II)(y)(iv)]		889.98		790.67
Hedging reserve [Note 1(II)(r)(iii)(B)]				
Cash flow hedging reserve	112.98		279.01	
Cost of hedging reserve	138.35		(4.67)	
		251.33		274.34
Debt instruments through Other comprehensive income [Note 1(II)(r)(i)(B)]		244.54		8.12
Equity instruments through Other comprehensive income [Note 1(II)(r)(i)(B)]		–		71.28
		97380.56		86084.31

[1] Capital redemption reserve: Created on:

a. Buyback of equity shares out of free reserves and securities premium in accordance with Section 69 of the Companies Act, 2013

b. Redemption of preference shares out of profits in accordance with Section 55(2)(c) of the Companies Act, 2013.

[2] Debenture redemption reserve: Created on non-convertible debentures in accordance with the Companies (Share capital and Debenture) Rules, 2014 (as amended).

[3] Reserve u/s-45 IC of the Reserve Bank of India Act, 1934: Created by subsidiary(ies) by transferring amount not less than twenty per cent of its net profit every year.

[4] Reserve u/s 29C of the National Housing Bank Act, 1987: Created by subsidiary(ies) by transferring amount not less than twenty per cent of its net profit every year.

[5] Reserve u/s 36(1)(viii) of Income tax Act, 1961: Created by subsidiary(ies) by transferring an amount not exceeding twenty percent of the profits derived from eligible business every year.

[6] Impairment reserve as per Reserve Bank of India: Created pursuant to circular issued by Reserve Bank of India where impairment allowance as per Ind AS 109 is lower than the provisioning required as per extant prudential norms.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [22]

Non-current liabilities: Financial liabilities - Borrowings

₹ crore

Particulars	As at 31-3-2025			As at 31-3-2024		
	Secured	Unsecured	Total	Secured	Unsecured	Total
Redeemable non-convertible fixed rate debentures	20363.91	9906.71	30270.62	26242.71	11577.02	37819.73
Term loans from banks	23741.26	–	23741.26	12757.14	2138.92	14896.06
Term loans from others	–	341.41	341.41	–	318.09	318.09
Loans from financial institutions	3150.05	–	3150.05	3473.09	–	3473.09
	47255.22	10248.12	57503.34	42472.94	14034.03	56506.97

Notes:

(a) Loans guaranteed by directors: ₹ Nil (previous year: ₹ Nil)

(b) Non-convertible debentures and borrowings from banks and financial institutions are secured by charge on the specified movable and immovable assets of the respective entities.

NOTE [23]

Non-current liabilities: Other financial liabilities

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Forward contract payables	63.68	18.30
Embedded derivative payables	50.83	–
Financial guarantee contracts	0.56	0.03
Due to others [1]	137.11	77.74
	252.18	96.07

[1] Mainly includes security deposits, liabilities towards capital goods and liability for other expenses

NOTE [24]

Non-current liabilities: Provisions

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Employee pension scheme [Note 52(b)(i)]	371.37	351.87
Post-retirement medical benefits plan [Note 52(b)(i)]	433.58	375.92
Provision for other employee benefits	8.50	13.90
Other provisions [Note 56(a)]	310.56	245.69
	1124.01	987.38

NOTE [25]

Other non-current liabilities

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Deferred Income in respect of Government Grants	575.17	585.00
Other payables [1]	19.57	33.02
	594.74	618.02

[1] Includes payable towards tax matters

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [26]

Current liabilities: Financial liabilities - Borrowings

₹ crore

Particulars	As at 31-3-2025			As at 31-3-2024		
	Secured	Unsecured	Total	Secured	Unsecured	Total
Loans repayable on demand	8196.52	3750.00	11946.52	5785.00	3550.00	9335.00
Short-term loans and advances from banks	12051.75	693.09	12744.84	7565.67	814.58	8380.25
Loans from related parties	–	1.28	1.28	–	207.67	207.67
Commercial paper	–	11168.66	11168.66	–	9911.35	9911.35
	20248.27	15613.03	35861.30	13350.67	14483.60	27834.27

Note: The secured portion of loans payable on demand and bank borrowings are secured by charge on the specified movable and immovable assets of the respective entities.

NOTE [27]

Current liabilities: Financial liabilities - Current maturities of long term borrowings

₹ crore

Particulars	As at 31-3-2025			As at 31-3-2024		
	Secured	Unsecured	Total	Secured	Unsecured	Total
Redeemable non-convertible fixed rate debentures	10357.68	7970.80	18328.48	7845.26	6549.07	14394.33
Term loans from banks	15322.70	2199.06	17521.76	14797.67	42.20	14839.87
Loans from financial institutions	344.46	–	344.46	464.33	–	464.33
	26024.84	10169.86	36194.70	23107.26	6591.27	29698.53

Notes:

(a) Loans guaranteed by directors: ₹ Nil (previous year: ₹ Nil)

(b) Non-convertible debentures and borrowings from banks and financial institutions are secured by charge on the specified movable and immovable assets of the respective entities.

NOTE [28]

Current liabilities: Financial liabilities - Other trade payables

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Acceptances		145.58		93.89
Due to related parties:				
Associates	14.14		5.97	
Joint ventures	758.97		1286.39	
		773.11		1292.36
Due to others		50123.00		50887.92
		51041.69		52274.17

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [28][a]

Current liabilities: Financial liabilities - Trade payables ageing

₹ crore

Particulars	As at 31-3-2025						
			Outstanding for following periods from due date of payment				
	Unbilled Dues	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed:							
Micro and small enterprises	63.37	1179.05	148.99	11.27	4.88	10.09	1417.65
Others	15591.31	25867.61	8041.71	370.68	195.94	971.22	51038.47
Disputed:							
Micro and small enterprises	–	–	–	–	–	–	–
Others	0.52	2.56	0.04	–	–	0.10	3.22
	15655.20	27049.22	8190.74	381.95	200.82	981.41	52459.34

₹ crore

Particulars	As at 31-3-2024						
			Outstanding for following periods from due date of payment				
	Unbilled Dues	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Undisputed:							
Micro and small enterprises	18.05	938.76	51.05	5.49	2.91	2.45	1018.71
Others	16324.39	25192.16	8638.94	436.12	379.97	1295.49	52267.07
Disputed:							
Micro and small enterprises	–	–	–	–	–	–	–
Others	–	7.06	0.04	–	–	–	7.10
	16342.44	26137.98	8690.03	441.61	382.88	1297.94	53292.88

NOTE [29]

Current liabilities: Other financial liabilities

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Unclaimed dividend	137.78	129.90
Unclaimed interest on debentures	156.86	166.34
Financial guarantee contracts	0.47	0.17
Forward contract payables	432.56	325.49
Embedded derivative payables	27.50	41.64
Due to others [1] [2]	5518.20	6912.13
	6273.37	7575.67

[1] Due to others include due to directors: ₹ 137.43 crore (previous year: ₹ 125.36 crore)
[2] Mainly includes security deposits, liability towards employee benefits and capital goods

NOTE [30]

Other current liabilities

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Contract liabilities [Note 47(d)(i)]				
Excess of billing over revenue	28524.41		20497.73	
Advances from customers	29086.96		26874.76	
		57611.37		47372.49
Deferred income in respect of Government Grants		2.04		1.06
Other payables [1]		5713.56		4810.53
		63326.97		52184.08

[1] Mainly includes statutory dues, employee benefits and liabilities towards joint operations

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [31]

Current liabilities: Provisions

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
Provision for employee benefits:				
Gratuity [Note 52(b)(i)]	405.99		301.67	
Compensated absences	1999.06		1598.68	
Employee pension scheme [Note 52(b)(i)]	31.26		30.39	
Post-retirement medical benefits plan [Note 52(b)(i)]	21.58		19.84	
Others	0.24		0.28	
		2458.13		1950.86
Other provisions [Note 56(a)]		2233.54		2165.03
		4691.67		4115.89

NOTE [32]

Contingent Liabilities

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
(a) Claims against the Group not acknowledged as debts	4552.83	4624.58
(b) Sales tax/GST liability that may arise in respect of matters in appeal	6118.60	1430.04
(c) Excise duty/service tax/custom duty/entry tax/stamp duty/municipal cess liability that may arise, including those in respect of matters in appeal/challenged by the Group in Writ	954.36	1118.68
(d) Income tax liability (including penalty) that may arise in respect of which the Group is in appeal	3422.21	3929.85
(e) Guarantees or letter of credit or letter of comfort given to third parties	56.00	56.00
(f) Corporate guarantees for financial obligations of joint ventures	211.67	210.56
(g) Bank guarantees given on behalf of joint venture	19.41	32.66
(h) Contingent liabilities incurred in relation to interests in joint operations	3079.22	3006.66
(i) Share in contingent liabilities of joint operations for which the Group is contingently liable	153.79	123.84
(j) Contingent liabilities in respect of liabilities of other joint operators of joint operations	5055.57	4364.24
(k) Share of joint ventures' contingent liabilities in respect of a legal claim lodged against the entity	13.50	33.95
(l) Indemnities for performance given on behalf of third parties	9.65	56.79

Notes:

(i) The Group expects reimbursements of ₹ 1.91 crore (previous year:₹ 1.91 crore) in respect of the above contingent liabilities except in respect of matters at (l)

(ii) It is not practicable to estimate the timing of cash outflows, if any, in respect of matters at (a) to (d) above pending resolution of the abitration / appellate proceedings. Further, the liability mentioned in (a) to (d) above includes interest in cases where the company has determined that the possibility of such levy is remote.

(iii) In respect of matters at (e), the cash flows, if any, could occur any time during the subsistence of the underlying agreement.

(iv) In respect of matters at (f), the cash outflows, if any, could generally occur up to four years, being the period over which the validity of the guarantees extends except in a few cases where the cash outflows, if any, could occur any time during the subsistence of the borrowing to which the guarantees relate.

(v) In respect of matters at (g), the cash outflows, if any, could generally occur up to four years, being the period over which the validity of the guarantees extends.

(vi) In respect of matters at (h) to (j), the cash outflows, if any, could generally occur upto completion of projects undertaken by the respective joint operations.

(vii) In respect of matters at (k), the cash outflows, in any, could generally occur any time up to settlement of claims or during subsistence of the underlying agreements.

(viii) In respect of matters at (l), the cash outflows, if any, is fully reimbursable by the third parties under an agreement entered in to with them.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [33]

Commitments

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
(a) Estimated amount of contracts remaining to be executed on capital account (net of advances):		
(i) Property, plant and equipment	1530.73	984.57
(ii) Investment property	445.31	252.69
(iii) Intangible assets	98.92	43.41
(b) Other funding commitments:		
(i) Undrawn/undisbursed commitments to other companies (in Financial Services segment)	2035.76	972.34
(ii) Purchase of additional stake in associate company	327.75	–
(iii) Share of joint ventures' capital commitments	1.30	5.38

NOTE [34]

Revenue from operations

₹ crore

Particulars	2024-25		2023-24	
Sales & service:				
Construction and project related activity	174161.52		147603.49	
Manufacturing and trading activity	5292.70		4828.33	
Engineering service fees	12686.28		8940.19	
Software development products and services	37617.79		35119.11	
Income from financing activity/annuity based projects	16137.89		14074.87	
Property development activity	2410.45		2804.71	
Fare collection and related activity	622.99		602.98	
Servicing fees	1956.96		1871.31	
Commission	144.36		130.37	
Fees for operation and maintenance of power plant	3177.71		3140.33	
		254208.65		219115.69
Other operational income:				
Lease rentals	187.42		166.11	
Property maintenance recoveries	76.67		86.44	
Gain on sale of subsidiary/business undertaking	187.44		511.73	
Premium earned (net) on related forward exchange contracts	45.09		28.83	
Net gain on sale of investment property	142.39		21.93	
Miscellaneous income	886.79		1182.18	
		1525.80		1997.22
		255734.45		221112.91

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [35]

Other income

₹ crore

Particulars	2024-25		2023-24	
Interest income on: [Note 46(a)]				
Loans and advances to joint ventures and associates	9.89		22.91	
Investments	1510.65		1540.43	
Others	950.77		883.73	
		2471.31		2447.07
Dividend income on:				
From long term investments:				
Joint venture	–		114.98	
Trade investments	19.55		6.37	
Current investments	46.16		55.74	
Others	51.34		31.40	
		117.05		208.49
Net gain/(loss) on fair valuation of investments		640.55		242.63
Net gain/(loss) on sale of investments		492.57		491.57
Net gain/(loss) on derivatives at fair value through profit or loss		36.65		(6.18)
Net gain/(loss) on sale of property, plant and equipment		45.25		73.51
Lease rentals		7.71		8.44
Miscellaneous income (net of expenses)		313.73		692.50
		4124.82		4158.03

NOTE [36]

Manufacturing, construction and operating expenses

₹ crore

Particulars	2024-25		2023-24	
Cost of raw materials and components consumed:				
Raw materials and components	27851.01		19625.81	
Less: Scrap sales	195.99		183.56	
		27655.02		19442.25
Construction materials consumed		63526.44		54813.97
Purchase of stock-in-trade		1402.14		1063.77
Stores, spares and loose tools consumed		4393.39		4432.02
Sub-contracting charges		40570.92		35054.35
Changes in inventories of finished goods, stock-in-trade, work-in-progress and property development:				
Closing stock:				
Finished goods	137.00		82.09	
Stock-in-trade	470.16		228.30	
Work-in-progress	8964.20		9470.98	
Cost of built-up space and property development land:				
Work-in-progress	4577.08		3710.77	
Completed property	362.83		222.13	
	14511.27		13714.27	
Carried forward	14511.27	137547.91	13714.27	114806.36

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [36]

Manufacturing, construction and operating expenses (contd.)

₹ crore

Particulars	2024-25		2023-24	
Brought forward	14511.27	137547.91	13714.27	114806.36
Less: Opening stock:				
Finished goods	82.09		94.95	
Stock-in-trade	228.30		364.92	
Work-in-progress	9579.05		10005.68	
Cost of built-up space and property development land:				
Work-in-progress	3710.77		3998.29	
Completed property	222.13		271.50	
	13822.34		14735.34	
	(688.93)		1021.07	
Inventorisation of investment property	278.14		–	
		(410.79)		1021.07
Other manufacturing, construction and operating expenses:				
Power and fuel	2299.81		2526.75	
Royalty and technical know-how fees	87.34		127.09	
Packing and forwarding	847.89		749.95	
Rent and hire charges	7129.61		5724.39	
Bank guarantee charges	356.08		309.75	
Engineering, professional, technical and consultancy fees	4425.90		4226.57	
Insurance	907.46		821.43	
Rates and taxes	1086.52		955.76	
Travelling and conveyance	1904.15		1704.92	
Repairs to plant and equipment	363.36		155.23	
Repairs to buildings	72.64		19.74	
General repairs and maintenance	923.38		759.27	
Provision/(reversal) for onerous construction contracts	(89.11)		207.86	
Other provisions/(reversal of provisions)	77.60		18.18	
Expenses on construction job in realty business	1245.33		994.82	
Software development expenses	4509.58		4130.13	
Miscellaneous expenses	1386.01		1054.65	
		27533.55		24486.49
Finance cost of financial services business and finance lease activity		6302.23		5714.90
		170972.90		146028.82

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [37]

Employee benefits expense

₹ crore

Particulars	2024-25		2023-24	
Salaries, wages and bonus		42045.73		37042.85
Contribution to and provision for:				
Provident fund and pension fund	1032.05		883.75	
Superannuation/employee pension and social security schemes	1312.85		1202.48	
Gratuity funds [Note 52(b)(ii)]	308.23		285.52	
		2653.13		2371.75
Expenses on employee stock option scheme		222.60		297.63
Employee medical and other insurance premium expenses		439.53		347.07
Staff welfare expenses		1534.64		1287.71
Recoveries on account of deputation charges		(126.95)		(175.99)
		46768.68		41171.02

NOTE [38]

Sales, administration and other expenses

₹ crore

Particulars	2024-25		2023-24	
Power and fuel		234.61		218.44
Packing and forwarding		89.68		80.20
Insurance		145.22		135.27
Rent and hire charges		330.37		333.89
Rates and taxes		557.74		478.86
Travelling and conveyance		943.60		711.54
Repairs to buildings		168.00		125.52
General repairs and maintenance		817.83		784.64
Professional fees		1615.28		1550.32
Directors' fees		5.84		7.18
Telephone, postage and telegrams		215.51		193.76
Advertising and publicity		378.27		345.49
Stationery and printing		84.96		80.23
Commission:				
Distributors and agents	69.98		34.86	
Others	3.47		7.94	
		73.45		42.80
Bank charges		288.18		251.42
Corporate social responsibility expenses		322.62		271.29
Collection cost (Financial Services business)		557.47		520.30
Miscellaneous expenses		1433.86		1108.90
Bad debts and advances written off (net of written back)	3081.04		2129.70	
Less: Allowances for expected credit loss written back	2759.90		1567.90	
		321.14		561.80
Allowances for expected credit loss		3210.94		2350.80
(Gain)/loss on fair valuation/sale of investments towards financing activities (net)		148.52		1106.66
(Gain)/loss on fair valuation of loans towards financing activities (net)		(215.72)		(675.20)
(Gain)/loss on sale of loans towards financing activities		(96.98)		–
Recoveries from joint ventures and associates		–		(26.65)
Exchange (gain)/loss [net]		(124.15)		(145.20)
Other provisions		51.04		7.16
Provision/(reversal of provision) on investments in joint venture [1]		(1622.03)		–
Loss on divestment of equity shares in joint venture [1]		1622.88		–
		11558.13		10419.42

[1] [Refer Note 45(b)]

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [39]

Finance costs

₹ crore

Particulars	2024-25	2023-24
Interest expenses	3137.24	3369.30
Interest on lease liabilities	193.60	167.21
Exchange (gain)/loss [net]	3.53	9.34
	3334.37	3545.85

39(a) Aggregation of expenses disclosed vide Note 36 - Manufacturing, construction and operating expenses, Note 37 - Employee benefits expense, Note 38 - Sales, administration and other expenses and Note 39 - Finance costs

₹ crore

Sr. No.	Nature of expenses	2024-25					2023-24				
		Note 36	Note 37	Note 38	Note 39	Total	Note 36	Note 37	Note 38	Note 39	Total
1	Power and fuel	2299.81	–	234.61	–	2534.42	2526.75	–	218.44	–	2745.19
2	Packing and forwarding	847.89	–	89.68	–	937.57	749.95	–	80.20	–	830.15
3	Insurance	907.46	439.53	145.22	–	1492.21	821.43	347.07	135.27	–	1303.77
4	Rent and hire charges	7129.61	–	330.37	–	7459.98	5724.39	–	333.89	–	6058.28
5	Rates and taxes	1086.52	–	557.74	–	1644.26	955.76	–	478.86	–	1434.62
6	Travelling and conveyance	1904.15	–	943.60	–	2847.75	1704.92	–	711.54	–	2416.46
7	Repairs to plant and equipment	363.36	–	–	–	363.36	155.23	–	–	–	155.23
8	Repairs to buildings	72.64	–	168.00	–	240.64	19.74	–	125.52	–	145.26
9	General repairs and maintenance	923.38	–	817.83	–	1741.21	759.27	–	784.64	–	1543.91
10	Engineering, professional, technical and consultancy fees	4425.90	–	1615.28	–	6041.18	4226.57	–	1550.32	–	5776.89
11	Finance Costs	6302.23	–	–	3334.37	9636.60	5714.90	–	–	3545.85	9260.75
12	Miscellaneous expenses	1386.01	–	1433.86	–	2819.87	1054.65	–	1108.90	–	2163.56

NOTE [40]

Depreciation, amortisation, impairment and obsolescence

₹ crore

Particulars	2024-25		2023-24	
Depreciation on:				
Property, plant and equipment	2516.28		2241.97	
Investment property	70.37		40.70	
		2586.65		2282.67
Amortisation of:				
Intangible assets	924.24		883.95	
Right-of-use assets	587.33		508.08	
		1511.57		1392.03
Impairment on Property, plant and equipment		1.58		–
Obsolescence on Property, plant and equipment		21.38		7.63
		4121.18		3682.33

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [41]

The list of subsidiaries, associates, joint ventures and joint operations included in the Consolidated Financial Statements are as under:

Sr. No.	Name of subsidiaries	Principal place of business	As at 31-3-2025 Proportion of effective ownership interest /voting power(%)	As at 31-3-2024 Proportion of effective ownership interest /voting power(%)
	Indian subsidiaries			
1	Hi-Tech Rock Products and Aggregates Limited	India	100.00	100.00
2	L&T Geostructure Private Limited	India	100.00	100.00
3	LTIMindtree Limited	India	68.58	68.64
4	L&T Technology Services Limited	India	73.66	73.74
5	Intelliswift Software (India) Private Limited[a]	India	73.66	–
6	L&T Thales Technology Services Private Limited	India	54.51	54.57
7	L&T Network Services Private Limited	India	100.00	100.00
8	L&T Semiconductor Technologies Limited	India	100.00	100.00
9	Siliconch Systems Private Limited[b]	India	100.00	–
10	L&T Finance Limited	India	66.24	65.86
11	L&T Infra Investment Partners Advisory Private Limited	India	66.24	65.86
12	L&T Infra Investment Partners Trustee Private Limited	India	66.24	65.86
13	L&T Financial Consultants Limited	India	66.24	65.86
14	L&T Infra Investment Partners	India	36.38	36.17
15	L&T Energy Hydrocarbon Engineering Limited[c]	India	–	100.00
16	L&T Offshore Private Limited[c]	India	–	100.00
17	L&T Metro Rail (Hyderabad) Limited[d]	India	99.99	99.99
18	L&T Himachal Hydropower Limited	India	100.00	100.00
19	L&T Power Development Limited	India	100.00	100.00
20	Nabha Power Limited	India	100.00	100.00
21	Chennai Vision Developers Private Limited	India	100.00	100.00
22	Elevated Avenue Realty LLP (formerly known as L&T Avenue Realty LLP)	India	100.00	100.00
23	Elante Properties Private Limited (formerly known as L&T Parel Project Private Limited)	India	100.00	100.00
24	L&T Westend Project LLP	India	100.00	100.00
25	L&T Realty Properties Limited (formerly known as L&T Seawoods Limited)	India	100.00	100.00
26	L&T Realty Developers Limited	India	100.00	100.00
27	Prime Techpark (Chennai) Private Limited	India	100.00	100.00
28	Avenue Techpark (Bangalore) Private Limited[e]	India	–	100.00
29	Bangalore Spectrum Techpark Private Limited[e]	India	–	100.00
30	Bangalore Galaxy Techpark Private Limited	India	100.00	100.00
31	Chennai Nova Techpark Private Limited	India	100.00	100.00
32	Business Park (Powai) Private Limited	India	100.00	100.00
33	Millennium Techpark (Chennai) Private Limited	India	100.00	100.00
34	Bangalore Fortune Techpark Private Limited[e]	India	–	100.00
35	Corporate Park (Powai) Private Limited	India	100.00	100.00
36	LH Residential Housing Private Limited	India	100.00	100.00
37	LH Uttarayan Premium Realty Private Limited	India	100.00	100.00
38	L&T Construction Equipment Limited	India	100.00	100.00
39	L&T Valves Limited	India	100.00	100.00

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [41] (contd.)

Sr. No.	Name of subsidiaries	Principal place of business	As at 31-3-2025 Proportion of effective ownership interest /voting power(%)	As at 31-3-2024 Proportion of effective ownership interest /voting power(%)
	Indian subsidiaries			
40	L&T Energy Green Tech Limited	India	100.00	100.00
41	L&T Electrolysers Limited	India	100.00	100.00
42	L&T Special Steels and Heavy Forgings Private Limited[f]	India	100.00	–
43	Bhilai Power Supply Company Limited	India	99.90	99.90
44	L&T Aviation Services Private Limited	India	100.00	100.00
45	L&T Capital Company Limited	India	100.00	100.00

[a] Acquired on January 3, 2025

[b] Acquired on August 9, 2024

[c] Merged with Larsen & Toubro Limited w.e.f. April 1, 2024

[d] One equity share (the Golden Share) is held by the Government of Telangana in pursuance of the Shareholders' Agreement

[e] Struck off from register of companies w.e.f January 07, 2025

[f] Reclassified as a Wholly Owned Subsidiary of Larsen & Toubro Limited w.e.f February 18, 2025 due to purchase of balance stake

Sr. No.	Name of subsidiaries	Principal place of business	As at 31-3-2025 Proportion of effective ownership interest /voting power(%)	As at 31-3-2024 Proportion of effective ownership interest /voting power(%)
	Foreign subsidiaries			
1	Larsen & Toubro (Oman) LLC	Sultanate of Oman	80.00	65.00
2	Larsen & Toubro Qatar LLC [a]	Qatar	49.00	49.00
3	Larsen & Toubro Saudi Arabia LLC	Kingdom of Saudi Arabia	100.00	100.00
4	Larsen and Toubro T&D SA Proprietary Limited	South Africa	72.50	72.50
5	Larsen & Toubro CIS FE LLC [b]	Uzbekistan	100.00	–
6	Larsen & Toubro Heavy Engineering LLC[a]	Sultanate of Oman	70.00	70.00
7	L&T Modular Fabrication Yard LLC	Sultanate of Oman	70.00	70.00
8	Larsen Toubro Arabia LLC	Kingdom of Saudi Arabia	75.00	75.00
9	L&T Hydrocarbon Saudi Company	Kingdom of Saudi Arabia	100.00	100.00
10	Larsen & Toubro Kuwait Construction General Contracting Co. W.L.L.	Kuwait	49.00	49.00
11	Larsen & Toubro Electromech LLC	Sultanate of Oman	70.00	70.00
12	LTIMindtree Information Technology Services (Shanghai) Co, Ltd.	China	68.58	68.64
13	LTIMindtree Financial Services Technologies Inc.	Canada	68.58	68.64
14	LTIMindtree Canada Limited	Canada	68.58	68.64
15	LTIMindtree LLC[c]	USA	–	68.64
16	LTIMindtree South Africa (Pty) Limited	South Africa	47.73	47.77
17	LTIMindtree GmBH	Germany	68.58	68.64
18	LTIMindtree Spain, S.L	Spain	68.58	68.64
19	LTIMindtree Norge AS	Norway	68.58	68.64
20	LTIMindtree, Sociedad De Responsibilidad Limitada De Capital Variable	Mexico	68.58	68.64
21	LTIMindtree S.A.	Luxembourg	68.58	68.64
22	Syncordis SARL, France[d]	France	–	68.64
23	Syncordis Limited UK[a]	UK	68.58	68.64

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [41] (contd.)

Sr. No.	Name of subsidiaries	Principal place of business	As at 31-3-2025 Proportion of effective ownership interest /voting power(%)	As at 31-3-2024 Proportion of effective ownership interest /voting power(%)
	Foreign subsidiaries			
24	LTIMindtree PSF S.A.	Luxembourg	68.58	68.64
25	Nielsen+Partner Unternehmensberater GmbH[e]	Germany	–	68.64
26	LTIMindtree Switzerland AG	Switzerland	68.58	68.64
27	Nielsen+Partner Pte Ltd	Singapore	68.58	68.64
28	LTIMindtree (Thailand) Limited	Thailand	68.58	68.64
29	Nielsen&Partner Pty Ltd[f]	Australia	–	68.64
30	LTIMindtree UK Limited	UK	68.58	68.64
31	LTIMindtree Middle East FZ-LLC	UAE	68.58	68.64
32	LTIMindtree USA Inc.	USA	68.58	68.64
33	LTIMindtree Consulting Brazil LTDA[g]	Brazil	68.64	–
34	L&T Technology Services LLC	USA	73.66	73.74
35	Intelliswift Software Inc.[h]	USA	73.66	–
36	Intelliswift Software (Hungary) Kft[h]	Hungary	73.66	–
37	Intelliswift Software (Costa Rica) Limitada[h]	Costa Rica	73.66	–
38	Intelliswift Software (Canada) Inc[h]	Canada	73.66	–
39	Global Infotech Corporation[h]	USA	73.66	–
40	P. Murphy & Associates Inc[h]	USA	73.66	–
41	L&T Technology Services Pte. Ltd.	Singapore	73.66	73.74
42	Graphene Solutions SDN. BHD.	Malaysia	73.66	73.74
43	Graphene Solutions Taiwan Limited	Taiwan	73.66	73.74
44	L&T Technology Services (Shanghai) Co. Ltd	China	73.66	73.74
45	L&T Technology Services (Canada) Ltd	Canada	73.66	73.74
46	L&T Technology Services Poland spółka z ograniczoną odpowiedzialnością	Poland	73.66	73.74
47	Larsen & Toubro (East Asia) Sdn.Bhd.	Malaysia	30.00	30.00
48	PT Larsen and Toubro	Indonesia	100.00	100.00
49	Larsen & Toubro International FZE	UAE	100.00	100.00
50	L&T Global Holdings Limited	UAE	100.00	100.00
51	L&T Valves Arabia Manufacturing LLC	Kingdom of Saudi Arabia	100.00	100.00
52	L&T Valves USA LLC	USA	100.00	100.00

[a] Under liquidation
[b] Incorporated on July 10, 2024
[c] Dissolved w.e.f January 21, 2025
[d] Dissolved w.e.f November 29, 2024
[e] Merged with LTIMindtree GmbH w.e.f October 2, 2024
[f] Dissolved w.e.f October 23, 2024
[g] Incorporated w.e.f September 26, 2024
[h] Acquired on January 3, 2025

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [41] (contd.)

Sr. No.	Name of associates	Principal place of business	As at 31-3-2025 Proportion of effective ownership interest /voting power(%)	As at 31-3-2024 Proportion of effective ownership interest /voting power(%)
1	Larsen & Toubro Qatar & HBK Contracting Co. WLL[a]	Qatar	50.00	50.00
2	L&T Camp Facilities LLC [a]	UAE	49.00	49.00
3	Gujarat Leather Industries Limited[a]	India	50.00	50.00
4	Magtorq Private Limited	India	42.85	42.85
5	Magtorq Engineering Solutions Private Limited[b]	India	–	39.28
6	Indian Foundation For Quality Management[c]	India	–	–
7	E2E Networks Limited[d]	India	14.92	–

[a] Under liquidation

[b] Ceased to be an associate w.e.f September 27, 2024

[c] Acquired on September 19, 2024 and ceased to be an associate w.e.f December 16, 2024

[d] Acquired on December 4, 2024

Sr. No.	Name of joint ventures	Principal place of business	As at 31-3-2025 Proportion of effective ownership interest /voting power(%)	As at 31-3-2024 Proportion of effective ownership interest /voting power(%)
1	L&T - MHI Power Boilers Private Limited	India	51.00	51.00
2	L&T - MHI Power Turbine Generators Private Limited	India	51.00	51.00
3	L&T Howden Private Limited	India	50.10	50.10
4	L&T-Sargent & Lundy Limited	India	50.00	50.00
5	L&T MBDA Missile Systems Limited	India	51.00	51.00
6	L&T Sapura Shipping Private Limited	India	60.00	60.00
7	EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited)[a]	India	–	51.00
8	Rewin Infrastructure Limited[a]	India	–	51.00
9	Chennai-Tada Tollway Limited (formerly known as L&T Chennai-Tada Tollway Limited)[a]	India	–	51.00
10	Rajkot-Vadinar Tollway Limited (formerly known as L&T Rajkot-Vadinar Tollway Limited)[a]	India	–	51.00
11	Deccan Tollways Limited (formerly known as L&T Deccan Tollways Limited)[a]	India	–	51.00
12	Samakhiali Bhachau Gandhidham Tollway Limited (formerly known as L&T Samakhiali Gandhidham Tollway Limited)[a]	India	–	51.00
13	Kudgi Transmission Limited[a]	India	–	51.00
14	Sambalpur-Rourkela Tollway limited (formerly known as L&T Sambalpur-Rourkela Tollway Limited)[a]	India	–	51.00
15	Panipat Elevated Corridor Limited[a]	India	–	51.00
16	Vadodara Bharuch Tollway Limited[a]	India	–	51.00
17	Neelampur Madukkarai Tollway Limited (formerly known as L&T Transportation Infrastructure Limited)[a]	India	–	51.00
18	Palanpur-Swaroopgunj Road Project Limited (formerly known as L&T Interstate Road Corridor Limited)[a]	India	–	51.00
19	Ahmedabad - Maliya Tollway Limited[a]	India	–	51.00
20	PNG Tollway Limited[a]	India	–	37.74
21	Watrak Infrastructure Private Limited[a]	India	–	51.00
22	Raykal Aluminium Company Private Limited	India	75.50	75.50
23	Indiran Engineering Projects and Systems Kish PJSC	Iran	50.00	50.00
24	GH4India Private Limited	India	33.33	33.33
25	Hydrocarbon Arabia Limited Company	Kingdom of Saudi Arabia	60.00	60.00
26	LTIM Aramco Digital Solutions for Information Technology[b]	Kingdom of Saudi Arabia	34.97	–
27	L&T Special Steels and Heavy Forgings Private Limited[c]	India	–	74.00

[a] Divested w.e.f April 10, 2024

[b] Incorporated on November 22, 2024

[c] Reclassified as a Wholly Owned Subsidiary of Larsen & Toubro Limited w.e.f February 18, 2025 due to purchase of balance stake

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [41] (contd.)

Sr. No.	Name of joint operations (with specific ownership interest in the arrangement)	Principal place of business	As at 31-3-2025	As at 31-3-2024
			Proportion of effective ownership interest (%)	Proportion of effective ownership interest (%)
1	Desbuild L&T Joint Venture	India	49.00	49.00
2	Larsen and Toubro Limited-Shapoorji Pallonji & Co. Ltd. Joint Venture	India	50.00	50.00
3	Al Balagh Trading & Contracting Co W.L.L- L&T Joint Venture	Qatar	80.00	80.00
4	L&T-AM Tapovan Joint Venture	India	65.00	65.00
5	HCC-L&T Purulia Joint Venture	India	43.00	43.00
6	International Metro Civil Contractors Joint Venture	India	26.00	26.00
7	Metro Tunneling Group	India	26.00	26.00
8	L&T-Hochtief Seabird Joint Venture	India	90.00	90.00
9	Metro Tunneling Chennai-L&T Shanghai Urban Construction (Group) Corporation Joint Venture	India	75.00	75.00
10	Metro Tunneling Delhi-L&T Shanghai Urban Construction (Group) Corporation Joint Venture	India	60.00	60.00
11	L&T-Shanghai Urban Construction (Group) Corporation Joint Venture CC27 Delhi	India	68.00	68.00
12	Aktor-Larsen & Toubro-Yapi Merkezi-STFA-Al Jaber Engineering Joint Venture	Qatar	22.00	22.00
13	Civil Works Joint Venture	Kingdom of Saudi Arabia	29.00	29.00
14	L&T-Shanghai Urban Construction (Group) Corporation Joint Venture	India	51.00	51.00
15	DAEWOO and L&T Joint Venture	India	50.00	50.00
16	L&T-STEC JV MUMBAI	India	65.00	65.00
17	L&T-ISDPL JV	India	100.00	100.00
18	L&T-IHI Consortium	India	100.00	100.00
19	Larsen and Toubro Limited-Scomi Engineering BHD Consortium-Residual Joint Works Joint Venture	India	60.00	60.00
20	Larsen and Toubro Limited-Scomi Engineering BHD Consortium-O&M Joint Venture	India	50.00	50.00
21	L&T- Inabensa JV	India	100.00	100.00
22	L&T-Delma Mafraq Joint Venture	UAE	100.00	100.00
23	L&T-AL-Sraiya LRDP 6 Joint Venture	Qatar	75.00	75.00
24	Larsen & Toubro Limited & NCC Limited Joint Venture	India	55.00	55.00
25	Besix - Larsen & Toubro Joint Venture	UAE	50.00	50.00
26	Larsen & Toubro Ltd - Passavant Energy & Environment JV	India	50.00	50.00
27	Larsen and Toubro Shriram EPC JV	Tanzania	90.00	90.00
28	LTH Milcom Private Limited	India	56.67	56.67
29	L&T - Tecton JV	India	60.00	60.00
30	L&T - Powerchina JV	UAE	55.00	55.00
31	L&T - PCIPL JV	India	99.00	99.00
32	Bauer- L&T Geo Joint Venture	India	50.00	50.00
33	Larsen Toubro Arabia LLC - Subsea Seven Saudi Company Ltd.	Kingdom of Saudi Arabia	50.00	50.00

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [42]

Disclosure pursuant to Ind AS 112 "Disclosure of interest in other entities": Subsidiaries

(a) Change in the Group's ownership interest in a subsidiary:

(i) On account of acquisition of part stake (from open market/ direct purchase from NCI):

₹ crore

Name of Group company	2024-25				2023-24			
	Acquisition (%)	Payment made	(Gain)/Loss accounted in Non-controlling interest [1]	(Gain)/ Loss accounted in Other Equity	Acquisition (%)	Payment made	(Gain)/Loss accounted in Non-controlling interest [1]	(Gain)/ Loss accounted in Other Equity
L&T Finance Limited	0.53%	227.77	134.96	92.81	–	–	–	–
Larsen & Toubro (Oman) LLC	15.00%	26.14	62.74	(36.60)	–	–	–	–
Total		253.91	197.70	56.21				

[1] Represents proportionate share of the net assets of subsidiaries.

(ii) On account of dilution due to exercise of Employee Stock Options (without ceding control):

₹ crore

Name of Group company	2024-25				2023-24			
	Dilution (%)	Proceeds received	(Dr)/Cr to Non-controlling interest [1]	(Dr)/Cr to Other Equity	Dilution (%)	Proceeds received	(Dr)/Cr to Non-controlling interest [1]	(Dr)/Cr to Other Equity
L&T Finance Limited	0.15%	40.40	63.28	(22.88)	0.25%	9.27	90.92	(81.65)
LTIMindtree Limited	0.06%	3.51	49.73	(46.22)	0.04%	0.02	28.65	(28.63)
L&T Technology Services Limited	0.08%	0.03	17.49	(17.46)	0.10%	0.03	16.82	(16.79)
Total		43.94	130.50	(86.56)		9.32	136.39	(127.07)

[1] Represents proportionate share of the net assets of subsidiaries.

(b) The effect of divestment with ceding of control in subsidiaries during the year is as under:

₹ crore

Sr. No.	Name of company	Effect on consolidated profit before non-controlling interest		Line item in Statement of Profit & Loss in which the gain is recognised
		2024-25	2023-24	
1	Think Tower Developers Private Limited [1]	–	–	Revenue from Operations
2	Mudit Cement Private Limited	–	5.88	Other income
3	L&T Infrastructure Engineering Limited	–	(3.24)	Other income
	Total	–	2.64	

[1] Less than ₹ 1 Lakh

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [42] (contd.)

(c) Disclosure of subsidiaries having material non-controlling interest:

(i) Summarised Statement of Profit and Loss

₹ crore

Particulars	L&T Finance Limited		L&T Technology Services Limited	
	2024-25	**2023-24**	**2024-25**	**2023-24**
Revenue	15193.58	13107.78	9533.08	8678.87
Profit/(loss) for the year	2617.81	2286.23	1220.94	1258.48
Other comprehensive income	24.47	6.22	(32.11)	41.61
Total comprehensive income	2642.28	2292.45	1188.83	1300.09
Effective % of non-controlling interest	33.76%	34.14%	26.34%	26.26%
Profit/(loss) allocated to non-controlling interest (including consolidation adjustments)	893.55	776.36	320.94	322.10
Dividend to non-controlling interest	209.33	168.77	138.94	129.92

₹ crore

Particulars	LTIMindtree Limited	
	2024-25	**2023-24**
Revenue	36682.51	34253.44
Profit/(loss) for the year	4446.45	4485.76
Other comprehensive income	(48.68)	484.95
Total comprehensive income	4397.77	4970.71
Effective % of non-controlling interest	31.42%	31.36%
Profit/(loss) allocated to non-controlling interest (including consolidation adjustments)	1323.46	1319.03
Dividend to non-controlling interest	604.32	556.54

(ii) Summarised Balance Sheet

₹ crore

Particulars	L&T Finance Limited		L&T Technology Services Limited	
	As at 31-3-2025	**As at 31-3-2024**	**As at 31-3-2025**	**As at 31-3-2024**
Current assets (a)	52813.12	45007.28	5717.95	5789.91
Current liabilities (b)	55039.37	46077.81	2597.43	2374.14
Net current assets (c)=(a)-(b)	(2226.25)	(1070.53)	3120.52	3415.77
Non-current assets (d)	67219.67	57343.55	3144.44	2214.72
Non-current liabilities (e)	39698.70	33078.06	516.77	579.47
Net non-current assets (f)=(d)-(e)	27520.97	24265.49	2627.67	1635.25
Net assets (g)=(c)+(f)	25294.72	23194.96	5748.19	5051.02
Accumulated non-controlling interest	8524.44	7900.69	1620.14	1430.26

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [42] (contd.)

₹ crore

Particulars	LTIMindtree Limited As at 31-3-2025	LTIMindtree Limited As at 31-3-2024
Current assets (a)	19913.87	18181.60
Current liabilities (b)	5537.64	5469.21
Net current assets (c)=(a)-(b)	14376.23	12712.39
Non-current assets (d)	9302.73	8276.10
Non-current liabilities (e)	1845.18	1689.98
Net non-current assets (f)=(d)-(e)	7457.55	6586.12
Net assets (g)=(c)+(f)	21833.78	19298.51
Accumulated non-controlling interest	6977.96	6230.41

(iii) Summarised statement of cash flows

₹ crore

Particulars	L&T Finance Limited		L&T Technology Services Limited	
	2024-25	2023-24	2024-25	2023-24
Cash flows from operating activities	(16607.67)	649.61	1428.40	1341.30
Cash flows from investing activities	499.13	858.79	(554.30)	(231.40)
Cash flows from financing activities	15440.76	(7052.67)	(704.70)	(646.60)
Net increase/(decrease) in cash and cash equivalents	(667.78)	(5544.27)	169.40	463.30

₹ crore

Particulars	LTIMindtree Limited 2024-25	LTIMindtree Limited 2023-24
Cash flows from operating activities	4039.70	5529.60
Cash flows from investing activities	(1688.00)	(3832.50)
Cash flows from financing activities	(2514.80)	(2162.60)
Net increase/(decrease) in cash and cash equivalents	(163.10)	(465.50)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [43]

Disclosures pursuant to Ind AS 112 “Disclosure of interest in other entities” : Joint Ventures and Associates

(a) Summarised Balance Sheet of material joint ventures and associates:

₹ crore

Particulars		Material Joint Venture				Material Associate
		L&T - MHI Power Boilers Private Limited		L&T - MHI Power Turbine Generators Private Limited		E2E Networks Limited #
		As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025
Current assets						
Cash and bank balances		420.80	365.40	61.73	6.94	1356.94
Other assets		1554.01	1763.13	544.40	548.86	191.67
Total current assets	(A)	1974.81	2128.53	606.14	555.80	1548.61
Total non-current assets	(B)	348.75	353.60	410.92	447.43	1876.58*
Current liabilities						
Financial liabilities (excluding trade payables)		170.33	178.09	110.96	119.42	875.74
Other liabilities (including trade payables)		666.63	783.41	258.07	356.47	37.75
Total current liabilities	(C)	836.96	961.50	369.03	475.89	913.49
Non-current liabilities						
Financial liabilities (excluding trade payables)		0.63	0.18	272.18	137.60	49.94
Other liabilities (including trade payables)		–	–	81.74	69.77	24.53
Total non-current liabilities	(D)	0.63	0.18	353.92	207.37	74.47
Net assets	(A+B-C-D)	1485.97	1520.45	294.11	319.97	2437.23

Group acquired 15% stake on December 4, 2024, subsequently reduced to 14.92% on account of exercise of ESOP

* including fair value of Goodwill & Other intangible assets

(b) Reconciliation of carrying amounts of material joint ventures and associates:

₹ crore

Particulars	Material Joint Venture				Material Associate
	L&T - MHI Power Boilers Private Limited		L&T - MHI Power Turbine Generators Private Limited		E2E Networks Limited #
	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025
Opening net assets	1520.45	1546.77	319.97	340.10	NA
Net assets on the date of acquisition	–	–	–	–	492.98
Infusion during the year	–	–	–	–	1079.28
Profit/(loss) for the year	(37.19)	(30.91)	(26.02)	(21.30)	17.00
Other comprehensive income	2.71	4.59	(2.31)	1.18	(0.16)
Equity component of other financial instruments & changes in Other Equity	–	–	2.47	–	3.69
Other adjustments	–	–	–	–	0.74
Closing net assets	1485.97	1520.45	294.11	319.97	1593.52
Group's share in %	51.00%	51.00%	51.00%	51.00%	14.92%
Group's share	757.84	775.43	150.00	163.19	1082.83
Carrying amount	757.84	775.43	150.00	163.19	1082.83
Fair value of the investment based on the quoted price on reporting date	NA		NA		631.61

Group acquired 15% stake on December 4, 2024, subsequently reduced to 14.92% on account of exercise of ESOP

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [43] (contd.)

(c) Summarised Statement of Profit and Loss of material joint ventures and associates:

₹ crore

Particulars	Material Joint Venture				Material Associate
	L&T - MHI Power Boilers Private Limited		L&T - MHI Power Turbine Generators Private Limited		E2E Networks Limited #
	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025
Revenue	920.00	1182.72	292.45	275.78	44.79
Interest income	26.46	20.05	–	1.23	–
Depreciation and amortisation	(30.11)	(37.95)	(46.11)	(46.34)	(25.16)
Finance cost	(0.31)	(0.60)	33.08	50.20	(3.59)
Tax expense	11.28	8.34	–	–	7.92
Profit/(loss) for the year	(37.19)	(30.91)	(26.02)	(21.30)	17.00
Other comprehensive income	2.71	4.59	(2.31)	1.18	(0.16)
Total comprehensive income	(34.48)	(26.32)	(28.33)	(20.13)	16.84

From the date of acquisition

(d) Financial information in respect of individually not material joint ventures/associates:

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Aggregate carrying amount of investment in individually not material joint venture/associate	327.75	325.63
Aggregate amounts of the Group's share of:		
Profit/(loss) for the year	15.64	4.01
Other comprehensive income for the year	1.99	1.74
Total comprehensive income for the year	17.63	5.75

(e) Carrying amount of investments in joint ventures/associates:

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Non-material associates	10.64	8.96
Non-material joint ventures	317.11	316.67
Sub-total	327.75	325.63
Material joint ventures	907.84	938.62
Material associates	1082.83	–
Total	2318.42	1264.25

(f) Share in profit/(loss) of joint ventures/associates (net):

₹ crore

Particulars	2024-25	2023-24
Non-material associates	2.44	0.90
Non-material joint ventures	13.20	3.11
Sub-total	15.64	4.01
Material joint ventures	(32.24)	(26.63)
Material associates	2.54	–
Total	(14.06)	(22.62)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [44]

Disclosures pursuant to Indian Accounting Standard (Ind AS 103) “Business Combinations”:

(a) Acquisition of L&T Special Steels and Heavy Forgings Private Limited

(i) On February 18, 2025, the Parent Company acquired the balance 26% stake in L&T Special Steels and Heavy Forgings Private Limited (LTSSHF). Post this transaction, LTSSHF became a wholly owned subsidiary of the Parent Company. It operates in the Hi-tech Manufacturing segment.

(ii) The fair value of assets acquired and liabilities recognised on the date of acquisition are as follows:

		₹ crore
Assets		
Non-current assets		
Property, Plant & Equipment	182.51	
Capital work-in-progress	1.55	
Other intangible assets	0.33	
Other non -current assets	9.62	194.01
Current assets		
Inventories	221.77	
Trade receivables	312.61	
Other current assets	31.63	566.01
Total Assets		760.02
Liabilities		
Non-current Liabilities		13.77
Current Liabilities		
Borrowings	629.94	
Financial liabilities	63.28	
Other current liabilities	50.26	
Provisions	2.77	746.25
Total Liabilities		760.02
Net Assets acquired		–

No Goodwill has been recognised on above acquistion.

The above transaction results into a gain of ₹ 459.94 crore on settlement of pre-existing relationship, in line with principles of Ind AS 103. The gain is accounted as an exceptional item [Refer Note 48(a)].

(iii) The entity has reported revenue of ₹ 83.43 crore and profit after tax of ₹ 296.71 crore from the date of acquisition till March 31, 2025. Had the entity been acquired from April 1, 2024, they would have reported revenue of ₹ 617.33 crore and profit after tax of ₹ 303.89 crore during 2024-25.

(iv) Out of ₹ 312.61 crore of trade receivables acquired, ₹ 70.00 crore have been collected during the year.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [44] (contd.)

(b) Acquisition of Intelliswift Software (India) Private Limited and Intelliswift Software Inc. (Consolidated)

(i) On January 3, 2025, L&T Technology Services Limited, a Subsidiary of the Company and L&T Technology Services LLC, a wholly-owned subsidiary of L&T Technology Services Limited have acquired 100% stake in Intelliswift Software (India) Private Limited and Intelliswift Software Inc. (Consolidated) respectively. These companies operate in the IT&TS segment.

(ii) The fair value of assets acquired and liabilities recognised on the date of acquisition are as follows:

₹ crore

Particulars	Intelliswift Software (India) Private Limited		Intelliswift Software Inc. (Consolidated)	
Assets				
Non-current assets				
Property, plant and equipment	1.49		1.74	
Right-of-use assets	12.39		–	
Customer relationships	0.52		199.87	
Tradename	–		34.31	
Deferred tax assets (net)	3.73		–	
Other non-current assets	2.46	20.59	–	235.92
Current assets				
Trade receivables	58.98		139.24	
Cash and cash equivalents	3.60		22.99	
Bank balances other than cash and cash equivalents	1.90		–	
Other current assets	11.46	75.94	8.97	171.20
Total Assets		96.53		407.12
Liabilities				
Non-current liabilities		17.89		–
Current liabilities				
Trade payables	16.77		76.30	
Other current liabilities & Provisions	11.85		25.36	
Current tax liabilities (net)	2.07	30.69	0.14	101.80
Total Liabilities		48.58		101.80
Net Assets acquired		47.95		305.32

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [44] (contd.)

(iii) Calculation of Goodwill:

₹ crore

Particulars	Intelliswift Software (India) Private Limited	Intelliswift Software Inc. (Consolidated)
Cash consideration upfront (A)	84.89	653.60
Consideration Payable (Provisional) (B)	–	141.54
Total (A+B)	84.89	795.14
Less: Fair value of net assets acquired	47.95	305.32
Goodwill	36.94	489.82

(iv) Goodwill is attributable to future growth of business out of synergies from the acquisition and assembled workforce. The Goodwill of ₹ 36.94 crore is not deductible for income tax purposes in respect of acquisition of Intelliswift Software (India) Private Limited, while Goodwill of ₹ 489.82 crore in the case of Intelliswift Software Inc. (Consolidated) is deductible for income tax purposes.

(v) Intelliswift Software (India) Private Limited has reported revenue of ₹ 47.61 crore and profit after tax of ₹ 3.95 crore from the date of acquisition till March 31, 2025. Had the entity been acquired from April 1, 2024, it would have reported revenue of ₹ 190.43 crore and profit after tax of ₹ 15.78 crore during 2024-25.

Intelliswift Software Inc. (Consolidated) has reported revenue of ₹ 215.97 crore and profit after tax of ₹ 7.17 crore from the date of acquisition till March 31, 2025. Had the entity been acquired from April 1, 2024, it would have reported revenue of ₹ 863.89 crore and profit after tax of ₹ 28.67 crore during 2024-25.

(vi) In respect of Intelliswift Software (India) Private Limited, out of ₹ 59.21 crore of trade receivables acquired, substantial amount has been collected till March 31, 2025.

In respect of Intelliswift Software Inc. (Consolidated), out of ₹ 139.38 crore of trade receivables acquired, substantial amount has been collected till March 31, 2025.

(vii) The Group has recognised consideration payable in accordance with terms of share purchase agreement. The consideration of ₹ 158.70 crore is payable to the erstwhile promoters of Intelliswift Software Inc. (Consolidated) upon the achievement of financial targets subject to finalisation of certain working capital adjustments. The change between provisional and final consideration will be adjusted in Goodwill during measurement period.

(c) Acquisition of Siliconch Systems Private Limited

(i) On August 9, 2024, L&T Semiconductor Technologies Limited, a Wholly Owned Subsidiary (WOS) of Larsen & Toubro Limited has acquired a 100% stake in SiliConch Systems Private Limited. Post this transaction, the said Company has now become a WOS of the Group. SiliConch Systems Private Limited operates in the IT&TS segment.

(ii) The fair value of assets acquired and liabilities recognised on the date of acquisition are as follows:

₹ crore

Assets		
Non-current assets		
Property, plant and equipment	0.14	
Intellectual property	141.74	
Other intangible assets	17.28	159.16
Current assets		
Trade receivables	0.89	
Cash and cash equivalents	1.09	
Bank balances other than cash and cash equivalents	2.03	
Other assets	1.82	5.83
Total Assets		164.99

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [44] (contd.)

		₹ crore
Liabilities		
Non- current liabilities		
Provisions	0.73	
Deferred Tax Liability (net)	0.37	1.10
Current liabilities		
Borrowings	0.25	
Trade payables	0.93	
Other current liabilities and provisions	1.73	2.91
Total Liabilities		4.01
Net Assets acquired		160.98

(iii) Calculation of Goodwill:

	₹ crore
Cash consideration upfront (A)	129.97
Fair value of Contingent consideration (B)	40.16
Total (A+B)	170.13
Less: Fair value of net assets acquired	160.98
Goodwill	9.15

(iv) Goodwill is attributable to future growth of business out of synergies from this acquisition. The goodwill is not deductible for income tax purposes.

(v) The entity has reported revenue of ₹ 5.31 crore and profit/(loss) after tax of ₹ (10.95) crore from the date of acquisition till March 31, 2025. Had the entity been acquired from April 1, 2024, they would have reported revenue of ₹ 13.36 crore and profit/(loss) after tax of ₹ (15.62) crore during 2024-25.

(vi) Acquired trade receivables of ₹ 0.89 crore have been fully collected till March 31, 2025.

(vii) L&T Semiconductor Technologies Limited has recognised consideration payable in accordance with terms of share purchase agreement. The consideration of ₹ 48.29 crore is payable to the erstwhile promoters of SiliConch Systems Private Limited upon the achievement of certain targets and other conditions. The change between provisional and final consideration will be adjusted in Goodwill during measurement period.

NOTE [45]

Disclosure pursuant to Ind AS 105 "Non-current Assets Held for Sale and Discontinued Operations":

(a) Assets held for sale as at March 31, 2025, includes mainly building and plant & equipment of ₹ 157.44 crore situated at Faridabad, Haryana. The asset forms part of Realty Business which is reported under "Others" segment.

(b) The Company entered into a Share Purchase Agreement dated December 16, 2022 to sell its stake in Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited), a joint venture, primarily engaged in the development and operation of toll roads and power transmission assets. As on March 31, 2024, the investment in the joint venture is of ₹ 1005.36 crore is classified as "Held for Sale". Subsequently, the Company completed the sale on April 10, 2024, consequent to completion of customary conditions precedent as per the Share Purchase Agreement. The investment forms part of "Development Projects" segment.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [46]

Disclosure pursuant to Ind AS 108 "Operating Segment":

(a) Information about reportable segments:

₹ crore

Particulars	2024-25			2023-24		
	External	Inter-segment	Total	External	Inter-segment	Total
Revenue						
Infrastructure Projects	129896.83	1417.69	131314.52	112550.76	1457.45	114008.21
Energy Projects	40668.18	20.99	40689.17	29538.91	31.99	29570.90
Hi-Tech Manufacturing	9695.14	485.72	10180.86	8195.95	569.34	8765.29
IT & Technology Services	47844.88	608.44	48453.32	44472.68	443.63	44916.31
Financial Services	15193.95	–	15193.95	13108.62	–	13108.62
Development Projects	5370.81	1.60	5372.41	5620.29	7.72	5628.01
Others	7064.66	751.74	7816.40	7625.70	867.19	8492.89
Total	255734.45	3286.18	259020.63	221112.91	3377.32	224490.23
Inter-segment revenue	–	(3286.18)	(3286.18)	–	(3377.32)	(3377.32)
Total	255734.45	–	255734.45	221112.91	–	221112.91
Segment result [Profit/(loss) before interest and tax]						
Infrastructure Projects			6921.45			5720.93
Energy Projects			3137.07			2700.63
Hi-Tech Manufacturing			1459.05			1139.77
IT & Technology Services			7682.15			7658.79
Financial Services			3491.31			3028.41
Development Projects			757.16			1014.73
Others			1934.81			1507.70
Total			25383.00			22770.96
Inter-segment margins on capital jobs			(116.53)			(248.61)
Finance costs			(3334.37)			(3545.85)
Unallocated corporate income net of expenditure			1171.91			1447.00
Profit before exceptional items and tax			23104.01			20423.50
Exceptional items (net of tax)			474.78			93.61
Profit before tax			23578.79			20517.11
Tax expense:						
Current tax			(6100.82)			(5127.70)
Deferred tax			209.42			180.31
Profit after tax			17687.39			15569.72
Share in profit/(loss) after tax of joint ventures/associates (net)			(14.06)			(22.62)
Profit for the year			17673.33			15547.10
Non-controlling interest			(2636.22)			(2487.99)
Profit for the year attributable to Owners of the Company			15037.11			13059.11

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [46] (contd.)

(a) Information about reportable segments:

₹ crore

Particulars	Segment assets		Segment liabilities	
	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024
Infrastructure Projects	97183.24	97086.86	72180.50	73038.85
Energy Projects	29853.88	24833.09	27371.57	19041.27
Hi-Tech Manufacturing	13342.06	10280.09	11092.05	8926.79
IT & Technology Services	49124.05	43582.80	11420.88	10548.67
Financial Services	118627.16	100863.03	94750.56	79165.68
Development Projects	24608.87	26212.32	6546.11	7020.30
Others	16312.19	15215.84	7649.19	7240.61
Segment total	349051.45	318074.03	231010.86	204982.17
Unallocable	35248.15	27146.71	37885.06	37688.91
Inter-segment	(4775.50)	(5084.77)	(4775.50)	(5084.77)
Consolidated total	379524.10	340135.97	264120.42	237586.31

₹ crore

Particulars	Depreciation, amortisation, impairment & obsolescence included in segment expense		Non-cash expenses other than depreciation included in segment expense	
	2024-25	2023-24	2024-25	2023-24
Infrastructure Projects	1440.98	1262.73	42.41	48.14
Energy Projects	292.23	245.64	13.73	12.29
Hi-Tech manufacturing	222.37	196.84	8.21	7.60
IT & Technology Services	1633.72	1402.73	98.01	168.01
Financial Services	138.89	114.77	39.53	37.85
Development Projects	312.76	318.67	–	–
Others	127.16	110.41	4.54	3.34
Segment total	4168.11	3651.79	206.43	277.23
Unallocable	106.70	101.69	16.17	20.40
Inter-segment	(153.63)	(71.15)	–	–
Consolidated total	4121.18	3682.33	222.60	297.63

Note: Impairment loss included in segment expense: Energy Projects segment: ₹ 1.58 crore (previous year: Nil).

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [46] (contd.)

(a) Information about reportable segments:

₹ crore

Particulars	Interest income included in segment income		Finance costs included in segment expense		Profit/(loss) of associates and joint ventures accounted applying equity method not included in segment result	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
Infrastructure Projects	153.82	68.86	150.91	231.60	1.36	3.97
Energy Projects	12.81	26.04	–	–	(20.73)	(29.14)
Hi-Tech manufacturing	0.02	0.49	–	–	3.91	3.93
IT & Technology Services	410.52	392.04	–	–	2.54	–
Financial Services	547.06	467.80	5996.73	5377.19	–	–
Development Projects	20.88	23.52	375.07	423.97	(1.13)	(1.37)
Others	174.48	145.92	–	–	(0.01)	(0.01)
Segment total	1319.59	1124.67	6522.71	6032.76	(14.06)	(22.62)
Unallocable	1375.38	1719.00	(150.91)	(231.60)	–	–
Inter-segment	(223.66)	(396.60)	(69.57)	(86.26)	–	–
Consolidated total	2471.31	2447.07	6302.23	5714.90	(14.06)	(22.62)

₹ crore

Particulars	Additions to non-current assets		Investment in associates and joint ventures accounted applying equity method included in segment assets	
	2024-25	2023-24	As at 31-3-2025	As at 31-3-2024
Infrastructure Projects	3721.15	2914.42	0.60	–
Energy Projects	955.79	1266.25	1127.59	1161.72
Hi-Tech manufacturing	618.77	558.96	106.81	102.90
IT & Technology Services	2833.37	3845.40	1083.42	–
Financial Services	323.33	145.99	–	–
Development Projects	50.91	44.00	–	(0.37)
Others	888.00	926.33	–	–
Segment total	9391.32	9701.35	2318.42	1264.25
Unallocable	105.09	2228.96	–	–
Inter-segment	(799.01)	(1437.77)	–	–
Consolidated total	8697.40	10492.54	2318.42	1264.25

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [46] (contd.)

(b) Geographical information

₹ crore

Particulars	Revenue [1]	
	2024-25	**2023-24**
India (i)	128168.58	126027.04
Foreign countries (ii):		
United States of America	33448.58	30881.10
Kingdom of Saudi Arabia	61002.04	40166.35
United Arab Emirates	9469.87	3160.74
Qatar	4160.25	2472.64
United Kingdom	2080.87	2172.29
Bangladesh	1188.69	1495.57
Sultanate of Oman	2373.87	1342.51
Algeria	114.82	664.19
Kuwait	1392.57	660.86
Other countries	12334.31	12069.62
Total foreign countries (ii)	127565.87	95085.87
Total (i+ii)	255734.45	221112.91

[1] Geography wise break up of revenue is based on location of project other than service industries where it is based on location of customer.

₹ crore

Particulars	Non-current assets	
	As at 31-3-2025	**As at 31-3-2024**
India	50796.87	50127.31
Foreign countries	3088.65	2283.85
Total	53885.52	52411.16

(c) Revenue contributed by any single customer in any of the operating segments, whether reportable or otherwise, does not exceed 10% of the Group's total revenue.

(d) The identification of operating segments is consistent with performance assessment and resource allocation by the management.

(e) Segment reporting: basis of identifying operating segments, reportable segments and definition of each reportable segment:

(i) Basis of identifying operating segments:

Operating segments are identified as those components of the Group (a) that engage in business activities to earn revenues and incur expenses (including transactions with any of the Group's other components); (b) whose operating results are regularly reviewed by the Group's Corporate Executive Management to make decisions about resource allocation and performance assessment; and (c) for which discrete financial information is available.

The Group has seven reportable segments [described under "segment composition"] which are the Group's independent businesses. The nature of products and services offered by these businesses are different and are managed separately given the different sets of technology and competency requirements.

In arriving at the reportable segment, the seven operating segments have been aggregated and reported as "Infrastructure Projects" as these operating segments have similar economic characteristics in terms of long term average gross margins, nature of the products and services, type of customers, methods used to distribute the products and services and the nature of regulatory environment applicable to them.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [46] (contd.)

(ii) Reportable segments:

An operating segment is classified as reportable segment if reported revenue (including inter-segment revenue) or absolute amount of result or assets exceed 10% or more of the combined total of all the operating segments.

(iii) Performance of a segment is measured based on segment profit (before interest and tax), as included in the internal management reports that are reviewed by the Group's Corporate Executive Management. The performance of financial services segment and finance lease activities of power development segment are measured based on segment profit (before tax) after deducting the interest expense.

The Segment Composition:

- **Infrastructure Projects segment** comprises engineering and construction of (a) building and factories, (b) transportation infrastructure, (c) heavy civil infrastructure, (d) power transmission & distribution, (e) renewable, (f) water & effluent treatment and (g) minerals and metals.
- **Energy Projects segment** comprises of (a) Hydrocarbon Onshore and Offshore businesses covering EPC solutions in oil & gas, refineries, petrochemicals & offshore wind energy sectors, from front-end design through detailed engineering, modular fabrication, procurement, project management, construction, installation and commissioning, (b) CarbonLite Solutions business covering EPC solutions for power generation plants including power generation equipment with associated systems and/or carbon capture utilisation & utility packages and (c) EPC solutions in green and clean energy space.
- **Hi-Tech Manufacturing segment** comprises design, manufacture/construct, supply and revamp/retrofit of (a) custom designed, engineered critical equipment & systems to the process plant, nuclear energy and green hydrogen sectors (b) marine and land platforms including related equipment & systems; aerospace products & systems; precision and electronic products & systems for the defence, security, space and industrial sectors and (c) electrolysers.
- **IT & Technology Services segment** comprises (a) information technology and integrated engineering services (including smart infrastructure & communication projects), (b) e-commerce/digital platforms, cloud services & data centres and (c) semiconductor chip design.
- **Financial Services segment** primarily comprises retail finance.
- **Development Projects segment** comprises (a) development, operation and maintenance of metro project, including transit oriented development, (b) toll roads (upto the date of divestment) and (c) power generation & development – (i) thermal power and (ii) green energy.
- **Others segment** includes (a) realty, (b) manufacture and sale of industrial valves, (c) manufacture (upto the date of sale), marketing and servicing of construction equipment, mining machinery and parts thereof, (d) manufacture and sale of components of construction equipment and (e) manufacture and sale of rubber processing machinery. None of the businesses reported as part of others segment meet any of the quantitative thresholds for determining reportable segments for the year ended March 31, 2025.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [47]

Disclosure pursuant to Ind AS 115 "Revenue from Contracts with Customers":

(a) Disaggregation of revenue into operating segments and geographical areas:

₹ crore

Segment	2024-25				
	Revenue as per Ind AS 115			Other revenue	Total as per Statement of Profit and Loss/Segment report
	Domestic	Foreign	Total		
Infrastructure Projects	75739.21	53810.10	129549.31	347.52	129896.83
Energy Projects	13899.37	26675.28	40574.65	93.53	40668.18
Hi-Tech Manufacturing	7620.76	2061.11	9681.87	13.27	9695.14
IT & Technology Services	3726.38	44118.50	47844.88	–	47844.88
Financial Services	0.37	–	0.37	15193.58	15193.95
Development Projects	4125.65	–	4125.65	1245.16	5370.81
Others	5963.06	881.26	6844.32	220.34	7064.66
Total	111074.80	127546.25	238621.05	17113.40	255734.45

₹ crore

Segment	2023-24				
	Revenue as per Ind AS 115			Other revenue	Total as per Statement of Profit and Loss/Segment report
	Domestic	Foreign	Total		
Infrastructure Projects	78375.15	33813.10	112188.25	362.51	112550.76
Energy Projects	12074.71	17130.31	29205.02	333.89	29538.91
Hi-Tech Manufacturing	5636.37	2530.94	8167.31	28.64	8195.95
IT & Technology Services	3654.62	40818.06	44472.68	–	44472.68
Financial Services	0.84	–	0.84	13107.78	13108.62
Development Projects	4037.64	–	4037.64	1582.65	5620.29
Others	6794.47	746.90	7541.37	84.33	7625.70
Total	110573.80	95039.31	205613.11	15499.80	221112.91

(b) Break up of revenue into over a period of time and at a point in time:

₹ crore

Year	Over a period of time	At a point in time	Total
2024-25	214110.40	24510.65	238621.05
2023-24	191680.32	13932.79	205613.11

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [47] (contd.)

(c) Movement in expected credit loss (“ECL”) during the year:

₹ crore

Particulars	Provision on trade receivables		Provision on contract assets	
	2024-25	**2023-24**	**2024-25**	**2023-24**
Provision as at April 1	4593.65	4414.84	2024.69	1602.44
Changes in allowance for ECL:				
Provision/(reversal) of allowance for ECL	595.70	332.45	11.18	427.52
Additional provision (net)	302.39	402.46	(2.45)	(4.48)
Writen off as bad debts	(524.71)	(561.45)	–	–
Translation adjustment	(0.28)	5.35	0.23	(0.79)
Provision as at March 31	4966.75	4593.65	2033.65	2024.69

(d) Contract balances:

(i) Movement in contract balances during the year:

₹ crore

Particulars	2024-25			2023-24		
	Contract assets (A)	**Contract liabilities (B)**	**Net contract balances (A-B)**	**Contract assets (A)**	**Contract liabilities (B)**	**Net contract balances (A-B)**
Balance as at April 1	60634.06	47372.49	13261.57	55951.05	38759.52	17191.53
Balance as at March 31	61626.14	57611.37	4014.77	60634.06	47372.49	13261.57
Net increase/(decrease)	992.08	10238.88	(9246.80)	4683.01	8612.97	(3929.96)

Note:

Decrease in net contract balances is primarily due to lower revenue recognition as compared to progress bills raised in both the years.

(ii) Revenue recognised from opening balance of contract liabilities amounts to ₹ 16107.88 crore (previous year: ₹ 11846.91 crore).

(iii) Revenue recognised from the performance obligation satisfied (or partially satisfied) upto previous year (arising out of contract modifications) amounts to ₹ 1369.62 crore (previous year: ₹ 940.22 crore).

(e) Cost to obtain/fulfil the contract:

(i) Amortisation in Statement of Profit and Loss: ₹ 22.93 crore (previous year: ₹ 31.84 crore).

(ii) Recognised as contract assets as at March 31, 2025: ₹ 110.48 crore (as at March 31, 2024: ₹ 80.78 crore).

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [47] (contd.)

(f) Reconciliation of contracted price with revenue during the year:

₹ crore

Particulars	2024-25		2023-24	
Opening contracted price of orders on hand as at April 1 [1]		1139986.52		978212.48
Add:				
Fresh orders/change orders received (net)		320378.94		278518.15
Increase due to additional consideration recognised as per contractual terms/(decrease) due to scope reduction (net)		11851.40		4015.43
Addition/(deletion) on account of business combination/divestment		472.65		(306.26)
Increase/(decrease) due to exchange rate movements (net) and others		6703.73		3829.86
Less:				
Orders completed during the year		107012.58		124283.14
Closing contracted price of orders on hand as at March 31 [1]		1372380.66		1139986.52
Total revenue recognised during the year	238621.05		205613.11	
Less: Revenue out of orders completed during the year	33082.47		29418.23	
Revenue out of orders under execution at the end of the year (i)		205538.58		176194.88
Revenue recognised upto previous year (from orders pending completion at the end of the year) (ii)		562908.01		459443.34
Increase/(Decrease) due to exchange rate movements (net) (iii)		(5005.29)		(1339.81)
Balance revenue to be recognised in future viz. Order book (iv)		608939.36		505688.11
Closing contracted price of orders on hand as at March 31 [1] (i+ii+iii+iv)		1372380.66		1139986.52

[1] including full value of partially executed contracts

(g) Outstanding performance and time for its expected conversion into revenue:

₹ crore

Outstanding performance	Total	Time for expected conversion in revenue					
		Upto 1 Year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	Beyond 5 years
As at March 31, 2025	608939.36	271918.79	179848.18	93847.88	37962.08	17143.40	8219.03
As at March 31, 2024	505688.11	219544.63	158114.25	67877.58	27805.89	12857.99	19487.77

(h) The Group has undertaken a project for construction, operation and maintenance of the Metro Rail System on Design-Build-Finance-Operate-Transfer (DBFOT) basis as per the concession agreement with the government authorities. The significant terms of the arrangement are as under:

Period of the concession	Initial period of 35 years and extendable by another 25 years at the option of the concessionaire subject to fulfilment of certain conditions under concession agreement. Considered further extension of initial concession period by 7 years in terms of Article 29 of Concession Agreement.
Remuneration	Fare collection rights from the users of the Metro Rail System, license to use land provided by the government for constructing depots and for transit oriented development and earn lease rental income on such development and grant of viability gap fund.
Funding from grantor	Viability Gap Funding of ₹ 1458 crore.
Infrastructure return at the end of the concession period	Being DBFOT project, the project assets have to be transferred at the end of concession period.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [47] (contd.)

Renewal and termination options	Further extension of 25 years will be granted at the option of the concessionaire upon satisfaction of Key Performance Indicators laid under the concession agreement. This option is to be exercised by the concessionaire during the 33rd year of the initial concession period. Termination of the concession agreement can either be due to (a) force majeure (b) non political event (c) Indirect political event (d) political event. On occurrence of any of the above events, the obligations, dispute resolution, termination payments etc are as detailed in the concession agreement.
Rights & Obligations	Major obligations of the concessionaire are relating to: (a) project agreements (b) change in ownership (c) issuance of Golden Share to the Government (d) maintenance of aesthetic quality of the Rail System (e) operation and maintenance of the rolling stock and equipment necessary and sufficient for handling users equivalent to 110% of the Average PHPDT etc. Major obligations of the Government are: (a) providing required constructible right of way for construction of rail system and land required for construction of depots and transit oriented development (b) providing reasonable support and assistance in procuring applicable permits required for construction (c) providing reasonable assistance in obtaining access to all necessary infrastructure facilities and utilities (d) obligations relating to competing facilities (e) obligations relating to supply of electricity etc.
Classification of service arrangement	The service arrangement has been classified as a Service Concession Arrangement for a PPP project as per Appendix C to Ind AS 115- Revenue from contracts with customers. Accordingly, construction revenues and expenses are accounted during construction phase and intangible asset is recognised towards rights to charge the users of the system.
Construction revenue recognised	₹ 4.12 crore (previous year: ₹ 8.50 crore) [included in Note 47(a) above]

NOTE [48]

(a) Exceptional Items (net of tax) for 2024-25 represents:

The Parent Company entered into a Joint Venture Termination Agreement with Nuclear Power Corporation of India Limited (NPCIL) on February 18, 2025 for purchase of NPCIL's 26% equity and preference shareholdings in L&T Special Steels and Heavy Forgings Private Limited (LTSSHF) and assignment of NPCIL loan to LTSSHF for a consideration of ₹ 170 crore. Pursuant to this, LTSSHF has become a wholly owned subsidiary of the Parent and accordingly consolidated in the financial statements of the Group with effect from February 18, 2025. The exceptional item during the year ended March 31, 2025 of ₹ 474.78 crore represents (i) partial reversal of funded resources impaired in earlier years: ₹ 459.94 crore [Note 44(a)] and (ii) reversal of provision towards constructive obligation: ₹ 14.84 crore.

(b) Exceptional Items (net of tax) for 2023-24 include:

(i) Gain on divestment of stake in Neelambur Madukkarai Tollway Limited (formerly known as L&T Transportation Infrastructure Limited), a subsidiary of Epic Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited) [L&T IDPL]: ₹ 60.56 crore.

(ii) Reversal of impairment of investment in L&T IDPL net off customary closing adjustments: ₹ 33.05 crore.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [49]

Disclosure pursuant to Ind AS 1 "Presentation of Financial Statements":

(a) Current assets expected to be recovered within twelve months and after twelve months from the reporting date:

₹ crore

Sr. No.	Particulars	Note	As at 31-3-2025			As at 31-3-2024		
			Within twelve months	After twelve months	Total	Within twelve months	After twelve months	Total
1	Inventories	11	5650.00	2020.55	7670.55	4255.68	2364.51	6620.19
2	Trade receivables	13	52693.55	1020.13	53713.68	47423.41	1347.55	48770.95
3	Other loans	17	416.85	–	416.85	106.54	–	106.54
4	Other financial assets	18	5342.05	77.84	5419.89	5415.40	148.51	5563.92
5	Other current assets	19	64702.69	10857.14	75559.83	54879.89	16511.14	71391.03

(b) Current liabilities expected to be settled within twelve months and after twelve months from the reporting date:

₹ crore

Sr. No.	Particulars	Note	As at 31-3-2025			As at 31-3-2024		
			Within twelve months	After twelve months	Total	Within twelve months	After twelve months	Total
1	Lease liability		563.17	21.17	584.34	513.61	34.06	547.67
2	Trade payables:							
	Due to micro enterprises and small enterprises		1399.71	17.94	1417.65	995.75	22.96	1018.71
	Due to others	28	50276.29	765.40	51041.69	51532.67	741.50	52274.17
3	Other financial liabilities	29	6240.61	32.76	6273.37	7553.13	22.54	7575.67
4	Other current liabilities	30	54406.69	8920.28	63326.97	41953.10	10230.98	52184.08
5	Provisions	31	4450.02	241.65	4691.67	3853.82	262.07	4115.89

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [50]

Disclosure with regard to changes in liabilities arising from financing activities as required by Ind AS 7 "Statement of Cash Flows":

₹ crore

Sr. No.	Particulars	Non-current borrowings (Note 22)	Current borrowings (Note 26)	Current maturities of long-term borrowings (Note 27)	Non-current lease liability	Current lease liability	Total
i	Balance as at 1-4-2023	61217.68	30896.32	26399.38	1646.31	490.75	120650.44
ii	Additions to lease liability	–	–	–	686.21	98.84	785.05
iii	Changes from financing cash flows	22084.03	(2871.15)	(23315.25)	(275.10)	(184.79)	(4562.26)
iv	Effect of changes in foreign exchange rates	34.16	6.12	0.01	21.32	27.33	88.94
v	Interest accrued (net of interest paid)	819.62	(195.29)	(516.85)	0.18	(0.18)	107.48
vi	Other changes (transfer within categories)	(27131.24)	–	27131.24	(116.43)	116.43	–
vii	De-recognition on termination/divestment	–	(1.73)	–	(227.71)	(0.71)	(230.15)
viii	Classified as deferred government grant	(517.28)	–	–	–	–	(517.28)
ix	Balance as at 31-3-2024 (ix = i to viii)	56506.97	27834.27	29698.53	1734.78	547.67	116322.22
x	Additions to lease liability	–	–	–	1063.69	186.41	1250.10
xi	Changes from financing cash flows	37101.00	8297.43	(29683.70)	(71.52)	(490.91)	15152.30
xii	Effect of changes in foreign exchange rates	4.22	–	57.82	(12.22)	(0.06)	49.76
xiii	Interest accrued (net of interest paid)	142.94	(265.22)	(129.74)	–	–	(252.02)
xiv	Other changes (transfer within categories)	(36251.79)	–	36251.79	(417.47)	417.47	–
xv	De-recognition/addition on termination/divestment/ business combination	–	(5.18)	–	(32.02)	(76.24)	(113.44)
xvi	Balance as at 31-3-2025 (xvi = x to xv)	57503.34	35861.30	36194.70	2265.24	584.34	132408.92

Amounts reported in Statement of Cash Flows under financing activities:

₹ crore

Sr. No.	Particulars	2024-25	2023-24
a	Proceeds from non-current borrowings	38199.71	23125.43
b	Repayment of non-current borrowings	(30782.41)	(24356.65)
c	Proceeds from/(repayment of) other borrowings (net)	8297.30	(2871.15)
d	Repayment of lease liability	(562.30)	(459.89)
e	Total changes from financing cash flows (e = a to d)	15152.30	(4562.26)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [51]

Disclosure pursuant to Ind AS 12 "Income Taxes":

(a) Major components of tax expense/(income):

₹ crore

Sr. No.	Particulars	2024-25	2023-24
	Consolidated Statement of Profit and Loss:		
(a)	Profit and Loss section:		
	(i) Current income tax:		
	Current income tax expense	6249.57	5566.44
	Effect of previously unrecognised tax losses and tax offsets used during the year	(265.33)	(311.90)
	Tax expense of earlier years	116.58	(106.01)
		6100.82	5148.53
	(ii) Deferred tax:		
	Tax expense on origination and reversal of temporary differences	(160.17)	(182.58)
	Effect of previously unrecognised tax losses and tax offsets on which deferred tax benefit is recognised	(49.25)	2.27
		(209.42)	(180.31)
	Income tax expense/(income) [(i)+(ii)]	5891.40	4968.22
(b)	Other comprehensive income section:		
	(i) Items that will not be reclassified to profit or loss:		
	(A) Current tax expense/(income):		
	On remeasurement of net defined benefit plans	(68.28)	7.62
		(68.28)	7.62
	(B) Deferred tax expense/(income):		
	On remeasurement of net defined benefit plans	(0.96)	0.99
		(0.96)	0.99
	(ii) Items that will be reclassified to profit or loss:		
	(A) Current tax expense/(income):		
	On gain/(loss) on cash flow hedges other than mark to market	(46.65)	(44.52)
	On exchange differences in translating the financial statements of foreign operations	(3.92)	–
		(50.57)	(44.52)
	(B) Deferred tax expense/(income):		
	On gain/(loss) on cost of hedging reserve	48.10	0.03
	On mark to market gain/(loss) on cash flow hedges	53.03	165.88
	On gain/(loss) on fair valuation of debt instruments	55.38	26.97
	On exchange differences in translating the financial statements of foreign operations	–	(1.74)
		156.51	191.14
	Income tax expense/(income) [(i)+(ii)]	36.70	155.23

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [51] (contd.)

(b) Reconciliation of Income tax expense and accounting profit multiplied by domestic tax rate applicable in India:

₹ crore

Sr. No.		Particulars	2024-25	2023-24
(a)		Profit before tax (including exceptional items):	23578.79	20537.94
(b)		Corporate tax rate as per Income Tax Act, 1961	25.17%	25.17%
(c)		Tax on accounting profit [(c)=(a)*(b)]	5934.31	5168.99
(d)	(i)	Tax effect on Corporate Social Responsibility expenses, not tax deductible	81.84	69.03
	(ii)	Tax effect on impairment/(reversal) and fair valuation losses/(gains) recognised on which deferred tax asset is not recognised	(5.90)	(140.82)
	(iii)	Tax effect of losses of current year on which no deferred tax asset is recognised	227.28	248.08
	(iv)	Effect of previously unrecognised tax losses used to reduce tax expense	(314.58)	(309.63)
	(v)	Effect of lower tax rate on capital gains	(88.09)	(15.06)
	(vi)	Tax expense of earlier years	116.58	(106.01)
	(vii)	Tax effect on various other Items	(60.04)	53.64
		Total effect of tax adjustments [(i) to (vii)]	(42.91)	(200.77)
(e)		Tax expense recognised during the year [(e)=(c)+(d)]	5891.40	4968.22
(f)		Effective tax rate [(f)=(e)/(a)]	24.99%	24.19%

(c) (i) Unused tax losses for which no deferred tax asset is recognised in Balance Sheet:

Particulars	As at 31-3-2025		As at 31-3-2024	
	₹ crore	Expiry year	₹ crore	Expiry year
Tax losses (Business loss and unabsorbed depreciation)				
- Amount of losses having expiry	5688.04	FY 2025-26 to FY 2032-33	5155.05	FY 2024-25 to FY 2031-32
- Amount of losses having no expiry	5224.94	NA	4667.98	NA
Tax losses (Capital loss)	6870.82	FY 2025-26 to FY 2031-32	2629.33	FY 2024-25 to FY 2031-32
Total	17783.80		12452.36	

(ii) Unrecognised deductible temporary differences for which no deferred tax asset is recognised in Balance Sheet:

₹ crore

Sr. No.	Particulars	As at 31-3-2025	As at 31-3-2024
(a)	Towards provision for diminution in value of investments/loans	790.21	1929.03
(b)	Arising out of upward revaluation of tax base of assets (on account of indexation benefit*)	–	4156.49
(c)	Other items giving rise to temporary differences	1371.25	1371.25
	Total	2161.46	7456.77

* Pursuant to amendment in Finance Act 2024, indexation benefit is no longer available on long term capital asset.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [51] (contd.)

(d) Major components of deferred tax liabilities and deferred tax assets:

₹ crore

Particulars	Deferred tax liabilities/ (assets) as at 1-4-2023	Charge/ (credit) to Statement of Profit and Loss	Effect due to disposal	Charge/ (credit) to Other comprehensive income (OCI)	Debit/(credit) to hedge reserve (other than through OCI)	Recognised through Balance Sheet	Exchange difference	Deferred tax liabilities/ (assets) as at 31-3-2024
Deferred tax liabilities:								
- Difference between book base and tax base of property, plant and equipment, investment property and intangible assets	2886.37	186.65	0.02	–	–	–	0.09	3073.13
- Disputed statutory liabilities paid and claimed as deduction for tax purposes but not debited to Statement of Profit and Loss	198.95	1.77	–	–	–	–	–	200.72
- Net gain/(loss) on derivative transactions to be offered for tax purposes in the year of transfer/ settlement	(1.72)	(0.19)	–	165.91	(4.48)	–	–	159.52
- Other items giving rise to temporary differences	732.15	70.96	–	(0.19)	–	–	1.53	804.45
Deferred tax liabilities	3815.75	259.19	0.02	165.72	(4.48)	–	1.62	4237.82
Offsetting of deferred tax liabilities with deferred tax (assets)	(3185.32)							(3704.19)
Net deferred tax liabilities	630.43							533.63
Deferred tax (assets):								
- Provision on expected credit loss (ECL)	(2970.65)	294.09	3.44	–	–	–	–	(2673.12)
- Unpaid statutory liabilities	(331.76)	33.62	0.88	–	–	–	–	(297.26)
- Unabsorbed depreciation	(2688.82)	(235.97)	–	–	–	–	–	(2924.79)
- Brought forward tax losses	(26.73)	24.22	–	–	–	–	(0.26)	(2.77)
- Unutilised MAT credit	(176.20)	(41.92)	–	–	–	5.26	–	(212.86)
- Other items giving rise to temporary differences	(975.95)	(513.54)	2.49	26.41	–	3.89	(0.41)	(1457.11)
Deferred tax (assets)	(7170.11)	(439.50)	6.81	26.41	–	9.15	(0.67)	(7567.91)
Offsetting of deferred tax (assets) with deferred tax liabilities	3185.32							3704.19
Net deferred tax (assets)	(3984.79)							(3863.72)
Net deferred tax liability/(assets)	(3354.36)	(180.31)	6.83	192.13	(4.48)	9.15	0.95	(3330.09)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [51] (contd.)

₹ crore

Particulars	Deferred tax liabilities/ (assets) as at 31-3-2024	Charge/ (credit) to Statement of Profit and Loss	Effect due to acquisition	Charge/ (credit) to Other comprehensive income (OCI)	Debit/(credit) to hedge reserve (other than through OCI)	Recognised through Balance Sheet	Exchange difference	Deferred tax liabilities/ (assets) as at 31-3-2025
Deferred tax liabilities:								
- Difference between book base and tax base of property, plant and equipment, investment property and intangible assets	3073.13	85.68	0.50	–	–	–	(0.48)	3158.83
- Disputed statutory liabilities paid and claimed as deduction for tax purposes but not debited to Statement of Profit and Loss	200.72	60.33	–	–	–	–	–	261.05
- Net gain/(loss) on derivative transactions to be offered for tax purposes in the year of transfer/ settlement	159.52	0.53	–	101.13	(0.03)	–	–	261.15
- Other items giving rise to temporary differences	804.45	76.74	4.51	(0.20)	–	–	8.18	893.68
Deferred tax liabilities	4237.82	223.28	5.01	100.93	(0.03)	–	7.70	4574.71
Offsetting of deferred tax liabilities with deferred tax (assets)	(3704.19)							(4164.70)
Net deferred tax liabilities	533.63							410.01
Deferred tax (assets):								
- Provision on expected credit loss (ECL)	(2673.12)	(87.82)	–	–	–	–	–	(2760.94)
- Unpaid statutory liabilities	(297.26)	(109.45)	–	–	–	–	–	(406.71)
- Unabsorbed depreciation	(2924.79)	(172.82)	–	–	–	–	–	(3097.61)
- Brought forward tax losses	(2.77)	(96.76)	–	–	–	–	–	(99.53)
- Unutilised MAT credit	(212.86)	59.14	–	–	–	0.05	–	(153.67)
- Other items giving rise to temporary differences	(1457.11)	(24.99)	(10.57)	54.62	–	3.89	(4.96)	(1439.12)
Deferred tax (assets)	(7567.91)	(432.70)	(10.57)	54.62	–	3.94	(4.96)	(7957.58)
Offsetting of deferred tax (assets) with deferred tax liabilities	3704.19							4164.70
Net deferred tax (assets)	(3863.72)							(3792.88)
Net deferred tax liability/(assets)	(3330.09)	(209.42)	(5.56)	155.55	(0.03)	3.94	2.74	(3382.87)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [52]

Disclosure pursuant to Ind AS 19 “Employee Benefits” [Note 1(II)(p)]:

(a) Defined contribution plans: ₹ 1776.86 crore (previous year: ₹ 1579.73 crore) has been incurred and is included in “Employee benefits expense”.

(b) Defined benefit plans:

(i) The amounts recognised in Balance Sheet are as follows:

₹ crore

Particulars	Gratuity plan		Post-retirement medical benefit plan		Pension plan		Trust-managed provident fund plan	
	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024
A) Present value of defined benefit obligation								
– Wholly funded	2008.27	1572.21	–	–	–	–	10727.71	9173.37
– Wholly unfunded	405.99	301.67	455.16	395.76	402.63	382.26	–	–
	2414.26	1873.88	455.16	395.76	402.63	382.26	10727.71	9173.37
Less: Fair value of plan assets	1531.52	1375.36	–	–	–	–	11277.55	9596.45
Add: Amount not recognised as an asset [limit in para 64(b)]	0.01	0.16	–	–	–	–	549.84	423.08
Amount to be recognised as liability/(asset)	882.75	498.68	455.16	395.76	402.63	382.26	–	–
B) Amounts reflected in the Balance Sheet:								
Liabilities	882.75	499.06	455.16	395.76	402.63	382.26	140.44	119.63
Assets	–	(0.38)	–	–	–	–	–	–
Net liability/(asset)	882.75	498.68	455.16	395.76	402.63	382.26	140.44 [1]	119.63 [1]
Net liability/(asset) - Current	882.75	498.68	21.58	19.84	31.26	30.39	140.44	119.63
Net liability/(asset) - Non-current	–	–	433.58	375.92	371.37	351.87	–	–

[1] Employer’s and employee’s contribution due towards Provident Fund.

(ii) The amounts recognised in Statement of Profit and Loss are as follows:

₹ crore

Particulars		Gratuity plan		Post-retirement medical benefit plan		Pension plan		Trust-managed provident fund plan	
		2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
1	Current service cost	313.31	280.73	16.80	22.37	2.80	3.14	605.26 [2]	534.16 [2]
2	Interest cost	114.60	100.83	27.74	25.72	26.36	26.92	778.74	641.14
3	Interest income on plan assets	(95.12)	(80.13)	–	–	–	–	(778.74)	(641.14)
4	Actuarial (gains)/losses - Difference between actual return on plan assets and interest income	(21.53)	(48.31)	–	–	–	–	(128.23)	(243.28)
5	Actuarial (gains)/losses - Others	276.73	30.02	36.05	(15.23)	16.50	4.72	–	–
6	Past service cost	(4.81)	5.13	–	27.18	4.02	–	–	–
7	Actuarial gains/(losses) not recognised in books	–	–	–	–	–	–	128.23	243.28
8	Translation adjustments	(0.36)	(0.38)	–	–	–	–	–	–
	Total (1 to 8)	582.82	287.89	80.59	60.04	49.68	34.78	605.26	534.16

[2] Employer’s contribution to provident fund.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [52] (contd.)

₹ crore

Particulars		Gratuity plan		Post-retirement medical benefit plan		Pension plan		Trust-managed provident fund plan	
		2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
I.	Amount included in "Employee benefits expense"	308.23	285.52	16.80	49.55	6.82	3.14	605.26	534.16
II.	Amount included as part of "Manufacturing, construction and operating expenses"	0.27	0.80	–	–	–	–	–	–
III.	Amount included as part of "Finance costs"	19.12	19.86	27.74	25.72	26.36	26.92	–	–
IV.	Amount included as part of "Other comprehensive income"	255.20	(18.29)	36.05	(15.23)	16.50	4.72	–	–
	Total (I+II+III+IV)	582.82	287.89	80.59	60.04	49.68	34.78	605.26	534.16
	Actual return on plan assets	116.65	128.44	–	–	–	–	906.97	884.42

(iii) The changes in the present value of defined benefit obligation representing reconciliation of opening and closing balances thereof are as follows:

₹ crore

Particulars	Gratuity plan		Post-retirement medical benefit plan		Pension plan		Trust-managed provident fund plan	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
Opening balance of the present value of defined benefit obligation	1873.88	1623.58	395.76	352.74	382.26	375.27	9173.37	6992.32
Add: Current service cost	313.31	280.73	16.80	22.37	2.80	3.14	605.26 [2]	534.16 [2]
Add: Interest cost	114.60	100.83	27.74	25.72	26.36	26.92	778.74	641.14
Add: Contribution by plan participants								
- Employee	–	–	–	–	–	–	1020.70	920.17
Add/(less): Actuarial (gains)/losses arising from changes in -								
i) Demographic assumptions	213.60	(8.71)	(3.84)	(35.62)	–	–	–	–
ii) Financial assumptions	60.12	35.51	27.41	9.83	13.67	7.58	–	–
iii) Experience adjustments	3.01	3.22	12.48	10.56	2.83	(2.86)	–	–
Less: Benefits paid	(202.94)	(166.94)	(21.19)	(16.76)	(29.31)	(27.79)	(1388.36)	(1081.79)
Add: Past service cost	(4.81)	5.13	–	27.18	4.02	–	–	–
Add: Liabilities assumed/(transferred)	30.09	0.29	–	(0.26)	–	–	534.15	1165.03
Add: Business combination/disposal	12.80	(2.84)	–	–	–	–	–	–
Add: Adjustment for earlier years	–	–	–	–	–	–	3.85	1.75
Add/(less): Translation/other adjustments	0.60	3.08	–	–	–	–	–	0.59
Closing balance of the present value of defined benefit obligation	2414.26	1873.88	455.16	395.76	402.63	382.26	10727.71	9173.37

[2] Employer's contribution to provident fund.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [52] (contd.)

(iv) Changes in the fair value of plan assets representing reconciliation of the opening and closing balances thereof are as follows:

₹ crore

Particulars	Gratuity plan		Trust-managed provident fund plan	
	2024-25	**2023-24**	**2024-25**	**2023-24**
Opening balance of the fair value of the plan assets	1375.36	1094.48	9596.45	7165.44
Add: Interest income on plan assets [3]	95.12	80.13	778.74	641.14
Add/(Less): Actuarial gains/(losses) - Difference between actual return on plan assets and interest income	21.53	48.31	128.23	243.28
Add: Contribution by the employer	203.74	273.85	596.14	528.76
Add: Contribution by plan participants	–	–	1023.13	934.54
Add: Assets assumed/(transferred)	(1.78)	(0.74)	534.15	1165.03
Add: Business combination/disposal (net)	2.07	(0.79)	–	–
Less: Benefits paid	(154.75)	(119.88)	(1388.36)	(1081.79)
Add: Adjustment for earlier years	–	–	9.07	0.05
Less: Translation/other adjustments	(9.77)	–	–	–
Closing balance of the plan assets	1531.52	1375.36	11277.55	9596.45

Notes: The fair value of the plan assets under the trust managed provident fund plan has been determined at amounts based on their value at the time of redemption, assuming a constant rate of return to maturity.

[3] Basis used to determine interest income on plan assets:

The Trust formed by the Parent Company and a few subsidiaries manage the investments of provident funds and gratuity fund. Interest income on plan assets is determined by multiplying the fair value of the plan assets by the discount rate stated in (vii) below both determined at the start of the annual reporting period."

The Group expects to fund ₹ 464.27 crore (previous year: ₹ 193.49 crore) towards its gratuity plan and ₹ 280.75 crore (previous year: ₹ 282.75 crore) towards its trust-managed provident fund plan during the year 2025-26.

(v) The fair value of major categories of plan assets are as follows:

₹ crore

Particulars	Gratuity plan					
	As at 31-3-2025			As at 31-3-2024		
	Quoted	**Unquoted**	**Total**	**Quoted**	**Unquoted**	**Total**
Cash and cash equivalents	–	3.42	3.42	–	4.35	4.35
Equity instruments	43.05	–	43.05	46.51	–	46.51
Debt instruments - Corporate bonds	266.98	–	266.98	252.62	–	252.62
Debt instruments - Central Government bonds	129.27	–	129.27	134.93	–	134.93
Debt instruments - State Government bonds	216.23	–	216.23	210.18	–	210.18
Debt instruments - Public Sector Unit bonds	18.55	–	18.55	19.16	–	19.16
Mutual funds - Equity	38.96	87.97	126.93	36.61	73.85	110.46
Mutual funds - Debt	–	–	–	2.25	4.01	6.26
Special deposit scheme	–	1.48	1.48	–	1.48	1.48
Fixed deposits	–	5.16	5.16	–	3.84	3.84
Insurer managed fund	–	711.46	711.46	–	571.78	571.78
Others	1.02	7.97	8.99	0.58	13.21	13.79
Closing balance of the plan assets	714.06	817.46	1531.52	702.84	672.52	1375.36

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [52] (contd.)

₹ crore

Particulars	Trust-managed provident fund plan					
	As at 31-3-2025			As at 31-3-2024		
	Quoted	Unquoted	Total	Quoted	Unquoted	Total
Cash and cash equivalents	–	13.27	13.27	–	12.22	12.22
Equity instruments	439.25	–	439.25	485.07	–	485.07
Debt instruments - Corporate bonds	3866.07	–	3866.07	3175.01	–	3175.01
Debt instruments - Central Government bonds	945.90	–	945.90	963.00	–	963.00
Debt instruments - State Government bonds	4233.98	–	4233.98	3358.65	–	3358.65
Debt instruments - Public Sector Unit bonds	137.49	–	137.49	334.97	–	334.97
Mutual funds - Equity	213.84	911.76	1125.60	193.57	611.72	805.29
Mutual funds - Debt	–	–	–	27.30	6.68	33.98
Mutual funds - Others	–	–	–	7.51	–	7.51
Special deposit scheme	–	215.83	215.83	–	231.72	231.72
Fixed deposits	–	9.53	9.53	–	1.36	1.36
InvIT instruments	271.54	–	271.54	165.43	–	165.43
Others	12.65	6.44	19.09	2.42	19.82	22.24
Closing balance of the plan assets	10120.72	1156.83	11277.55	8712.93	883.52	9596.45

(vi) The average duration (in number of years) of the defined benefit obligation at the Balance Sheet date is as follows:

	Plans	As at 31-3-2025	As at 31-3-2024
1.	Gratuity	5.97	5.57
2.	Post-retirement medical benefit plan	12.50	12.13
3.	Pension plan	7.37	7.26

(vii) Principal actuarial assumptions at the Balance Sheet date (expressed as weighted average):

	Plans	As at 31-3-2025	As at 31-3-2024
(A)	Discount rate:		
	(a) Gratuity plan	6.60%	7.15%
	(b) Post-retirement medical benefit plan	6.60%	7.15%
	(c) Pension plan	6.60%	7.15%
(B)	Annual increase in healthcare costs	0%	0%
(C)	Salary growth rate:		
	(a) Gratuity plan	6.97%	6.71%
	(b) Pension plan	9.00%	9.00%

(D) Attrition rate for various age groups:

(a) For gratuity plan, the entity wise attrition rate varies from 1% to 48% (previous year: 1% to 48%).

(b) For post-retirement medical benefit plan, the entity wise attrition rate varies from 1% to 23% (previous year: 1% to 30%).

(c) For pension plan, the entity wise attrition rate varies from 0% to 2% (previous year: 0% to 2%).

(E) The estimates of future salary increases, considered in actuarial valuation, take into account inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

(F) The interest payment obligation of trust-managed provident fund is expected to be adequately covered by the interest income on long term investments of the fund. Any shortfall in the interest income over the interest obligation is recognised in the Statement of Profit and Loss as actuarial losses.

(G) The obligation of the Group under the post-retirement medical benefit plan is limited to the overall ceiling limits.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [52] (contd.)

(H) A one percentage point change in actuarial assumptions would have the following effects on defined benefit obligation:

₹ crore

Particulars	Effect of 1% increase		Effect of 1% decrease	
	As at 31-3-2025	**As at 31-3-2024**	**As at 31-3-2025**	**As at 31-3-2024**
Gratuity				
Impact of change in salary growth rate	142.79	101.44	(130.48)	(93.05)
Impact of change in discount rate	(129.29)	(92.23)	144.55	102.29
Post-retirement medical benefit plan				
Impact of change in health care cost	10.23	8.24	(10.48)	(9.10)
Impact of change in discount rate	(52.56)	(44.42)	65.50	55.12
Pension plan				
Impact of change in discount rate	(27.51)	(25.84)	31.44	29.46

(viii) Characteristics of defined benefit plans and associated risks:

(A) Gratuity plan:

The Parent Company operates gratuity plan through a trust whereby every employee is entitled to the benefit equivalent to fifteen days salary last drawn for each completed year of service. The same is payable to vested employees at retirement, death while in employment or on termination of employment. The benefit vests after five years of continuous service. The Company's scheme is more favourable as compared to the obligation under The Payment of Gratuity Act, 1972.

The defined benefit plans for gratuity of the Parent Company and material domestic subsidiary companies are administered by separate gratuity funds that are legally separate from the Parent Company and the material domestic subsidiary companies. The trustees nominated by the Group are responsible for the administration of the plans. There are no minimum funding requirements of these plans. The funding of these plans is based on gratuity fund's actuarial measurement framework set out in the funding policies of the plan. These actuarial measurements are similar compared to the assumptions set out in (vii) above. An insignificant portion of the gratuity plan of the Group attributable to subsidiary companies is administered by the respective subsidiary companies and is funded through insurer managed funds. A part of the gratuity plan is unfunded and managed within the Group. Further, the unfunded portion also includes amounts payable in respect of the Group's foreign operations which result in gratuity payable to employees engaged as per the local laws of country of operation. Employees do not contribute to any of these plans.

(B) Post-retirement medical care plan:

The post-retirement medical benefit plan provides for reimbursement of health care costs to certain categories of employees post their retirement. The reimbursement is subject to an overall ceiling sanctioned based on cadre of the employee at the time of retirement. The plan is unfunded. Employees do not contribute to the plan.

(C) Pension plan:

In addition to contribution to State-managed pension plan (EPS scheme), the Group operates a post-retirement pension scheme, which is discretionary in nature for certain cadres of employees. The quantum of pension depends on the cadre of the employee at the time of retirement. The plan is unfunded. Employees do not contribute to the plan.

(D) Trust-managed provident fund plan:

The Parent Company and a few subsidiaries manage provident fund plan through a provident fund trust for its employees which is permitted under The Employees' Provident Funds and Miscellaneous Provisions Act, 1952. The plan mandates contribution by employer at a fixed percentage of employee's salary. Employees also contribute to the plan at a fixed percentage of their salary as a minimum contribution and additional sums at their discretion. The plan guarantees interest at the rate notified by the provident fund authority. The contribution by employer and employee together with interest are payable at the time of separation from service or retirement whichever is earlier. The benefit under this plan vests immediately on rendering of service.

Any loss/gain arising out of the investment risk and actuarial risk associated with the plan is also recognised as expense or income in the period in which such loss/gain occurs.

All the above defined benefit plans expose the Group to general actuarial risks such as interest rate risk and market (investment) risk.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [53]

Disclosure pursuant to Ind AS 20 "Accounting for Government Grants and Disclosure of Government Assistance":

During the year, the Group has recognised the Government Grants as below:

₹ crore

	Particulars	2024-25	2023-24
(i)	Income/reduction from underlying expenses recognised towards export incentives, duty drawback and other schemes	177.35	98.38
(ii)	Benefit towards employee benefit expenses for COVID-19 pandemic	–	1.59
(iii)	Tax credit for Research & Development in foreign jurisdiction(s)	7.59	4.46
(iv)	Incentives under the Investment Promotion Scheme for manufacturing facility	2.26	1.38

NOTE [54]

Disclosure of related parties/related party transactions pursuant to Ind AS 24 "Related Party Disclosures":

(a) List of related parties:

(i) Name of associate entities with whom transactions were carried out during the year:

Associate entities:			
1	Magtorq Private Limited	2	Magtorq Engineering Solutions Private Limited[1]
3	Larsen & Toubro Qatar & HBK Contracting Co. WLL[2]	4	L&T Camp Facilities LLC[2]
5	Indian Foundation For Quality Management[3]		

[1] Divested w.e.f September 27, 2024 [2] Under liquidation

[3] Acquired on September 19, 2024 and ceased to be an associate on December 16, 2024

(ii) Name of joint venture entities with whom transactions were carried out during the year:

Joint Venture entities:			
1	EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited)[5]	2	Palanpur-Swaroopgunj Road Project Limited (formerly known as L&T Interstate Road Corridor Limited)[5]
3	Ahmedabad - Maliya Tollway Limited[5]	4	Hydrocarbon Arabia Limited Company[1]
5	Panipat Elevated Corridor Limited[5]	6	Rajkot - Vadinar Tollway Limited (formerly known as L&T Rajkot-Vadinar Tollway Limited)[5]
7	Vadodara Bharuch Tollway Limited[5]	8	Deccan Tollways Limited (formerly known as L&T Deccan Tollways Limited)[5]
9	Samkhiali Bhachau Gandhidham Tollway Limited (formerly known as L&T Samakhiali Gandhidham Tollway Limited)[5]	10	Kudgi Transmission Limited[5]
11	Sambalpur - Rourkela Tollway Limited (formerly known as L&T Sambalpur-Rourkela Tollway Limited)[5]	12	Neelambur Madukkarai Tollway Limited (formerly known as L&T Transportation Infrastructure Limited)[5]
13	L&T - MHI Power Boilers Private Limited	14	L&T - MHI Power Turbine Generators Private Limited
15	L&T-Sargent & Lundy Limited	16	L&T Howden Private Limited
17	L&T Sapura Shipping Private Limited	18	L&T Offshore Private Limited (formerly known as L&T Sapura Offshore Private Limited)[3]
19	L&T Special Steels and Heavy Forgings Private Limited[7]	20	L&T MBDA Missile Systems Limited
21	Raykal Aluminium Company Private Limited	22	L&T Infrastructure Engineering Limited and LEA Associates South Asia Private Limited JV LLP[4]
23	GH4India Private Limited[2]	24	Rewin Infrastructure Limited[5]
25	L&T Hydrocarbon Caspian LLC[6]	26	LTIM Aramco Digital Solutions for Information Technology[8]

[1] Incorporated on June 19, 2023

[2] Incorporated on August 25, 2023

[3] Merged with Larsen & Toubro Limited w.e.f. April 1, 2024

[4] Divested w.e.f January 3, 2024

[5] Divested w.e.f April 10, 2024

[6] Liquidated w.e.f September 25, 2023

[7] Reclassified as a Wholly Owned Subsidiary of Larsen & Toubro Limited w.e.f February 18, 2025 due to purchase of balance stake

[8] Incorporated on November 22, 2024

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [54] (contd.)

(iii) Name of post-employment benefit plans with whom transactions were carried out during the year:

(A) Provident Fund Trusts:

1	Larsen & Toubro Officers & Supervisory Staff Provident Fund	2	Larsen & Toubro Limited Provident Fund of 1952
3	Larsen & Toubro Limited Provident Fund	4	L&T Kansbahal Officers & Supervisory Provident Fund
5	L&T Kansbahal Staff & Workmen Provident Fund	6	L&T Construction Equipment Employees Provident Fund Trust
7	L&T Valves Employees Provident Fund	8	L&T Energy Hydrocarbon Engineering Staff Provident Fund

(B) Gratuity Trusts:

1	Larsen & Toubro Officers & Supervisors Gratuity Fund	2	Larsen & Toubro Gratuity Fund
3	L&T Technology Services Limited Employee Group Gratuity Scheme	4	Nabha Power Limited Employees' Group Gratuity Assurance Scheme
5	LTIMindtree Employees' Group Gratuity Assurance Scheme	6	LTIMindtree Limited Employees Gratuity Fund Trust
7	L&T Valves Workmen Gratuity Trust	8	L&T Energy Hydrocarbon Engineering Officers and Supervisors Gratuity Fund

(C) Superannuation Trust:

1	Larsen & Toubro Limited Senior Officers' Superannuation Scheme

(iv) Name of Key Management Personnel (of the Parent Company) and close members of their family with whom transactions were carried out during the year:

(A) Executive Directors:

1	Mr. S. N. Subrahmanyan[1] (Chairman & Managing Director)	2	Mr. R. Shankar Raman (President, Whole-time Director & Chief Financial Officer)
3	Mr. Subramanian Sarma (Deputy Managing Director and President)	4	Mr. D. K. Sen (Whole-time Director)[2]
5	Mr. M. V. Satish (Whole-time Director)[3]	6	Mr. S. V. Desai (Whole-time Director)
7	Mr. T. Madhava Das (Whole-time Director)	8	Mr. Anil Parab (Whole-time Director)

[1] Designated as Chairman w.e.f October 1, 2023
[2] Ceased w.e.f April 7, 2023 on account of completion of term
[3] Ceased w.e.f April 07, 2024 on account of completion of term

(B) Non-executive/Independent Directors:

1	Mr. A. M. Naik[1]	2	Mr. M. M. Chitale[2]
3	Mr. M. Damodaran[2]	4	Mr. Vikram Singh Mehta[2]
5	Mr. Adil Zainulbhai[3]	6	Mr. Sanjeev Aga
7	Mr. Narayanan Kumar	8	Mr. Hemant Bhargava[6]
9	Ms. Preetha Reddy	10	Mr. Pramit Jhaveri
11	Mr. Rajnish Kumar[4]	12	Mr. Jyoti Sagar[4]
13	Mr. Ajay Tyagi[5]	14	Mr. P. R. Ramesh[5]
15	Mr. Siddhartha Mohanty [7]		

[1] Ceased to be Non-executive Chairman w.e.f September 30, 2023
[2] Ceased w.e.f March 31, 2024 on account of completion of term
[3] Ceased w.e.f. May 28, 2024
[4] Appointed w.e.f May 10, 2023
[5] Appointed w.e.f October 31, 2023
[6] Ceased w.e.f. May 27, 2024
[7] Appointed w.e.f. May 28, 2024

(C) Company Secretary

1	Mr. Sivaram Nair A

(D) Close Member of Key Management Personnel's (KMP'S) family:

1	Ms.Meena Subrahmanyan	2	Ms.Vasanti Narayanan
3	Mr. S.N. Venkataramanan	4	Ms. Harsha
5	Mr.Ajinkya Anil Parab	6	Ms.Sulabha Anil Parab
7	Ms. Shital Ajinkya Parab	8	Ms.Bhagyasree Joshi
9	Ms. Tanya Mallavarapu	10	Ms.Kalavathi S Desai
11	Mr.Anand V Desai	12	Ms.Mukeeta Pramit Jhaveri
13	Mr.Raghavendra V Desai	14	Ms. Toral Sanjay Chinai
15	Mr.Harshad Reddy	16	Ms. Shashikala Narayan Sarang
17	Mr. Karthik Anand Reddy	18	Mr. Ashwin Shete

(v) Entity with common Key Managerial Personnel with whom transactions were carried out during the year:

1	LTIMindtree Foundation (Formerly known as Mindtree Foundation)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [54] (contd.)

(b) Disclosure of related party transactions:

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
(i)	Purchase of goods & services (including commission paid)				
	Joint ventures, including:	666.26		870.37	
	L&T - MHI Power Boilers Private Limited		180.21		332.06
	L&T - MHI Power Turbine Generators Private Limited		9.43		32.48
	L&T Special Steels and Heavy Forgings Private Limited		447.67		457.43
	Associates, including:	34.16		28.30	
	Magtorq Private Limited		34.16		28.30
	Total	700.42		898.67	
(ii)	Sale of goods/contract revenue & services				
	Joint ventures, including:	17.88		40.10	
	L&T - MHI Power Boilers Private Limited		10.11		23.56
	L&T Special Steels and Heavy Forgings Private Limited		3.11		9.99
	L&T MBDA Missile Systems Limited		4.66		4.69
	Total	17.88		40.10	
(iii)	Purchase/lease of property, plant and equipment				
	Joint venture:	2.45		0.42	
	L&T - MHI Power Boilers Private Limited		2.45		–
	L&T - MHI Power Turbine Generators Private Limited		–		0.42
	Total	2.45		0.42	
(iv)	Investment as equity/Contribution towards equity				
	Joint ventures, including:	5.04		1.66	
	L&T - MHI Power Turbine Generators Private Limited		1.26		–
	GH4India Private Limited		–		1.00
	Hydrocarbon Arabia Limited Company		3.19		0.66
	LTIM Aramco Digital Solutions for Information Technology		0.59		
	Associates, including:	12.50		–	
	Indian Foundation For Quality Management		12.50		–
	Total	5.04		1.66	
(v)	Sale/Redemption of investments				
	Joint ventures, including:	–		129.26	
	EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects)		–		128.88
	Total	–		129.26	
(vi)	Inter-corporate deposits repaid by				
	Joint venture:	–		151.72	
	L&T Sapura Shipping Private Limited		–		151.72
	Total	–		151.72	
(vii)	Inter-corporate borrowing taken from				
	Joint ventures:	435.55		557.16	
	L&T-MHI Power Turbine Generators Private Limited		435.55		224.16
	L&T MBDA Missile Systems Limited		–		333.00
	Total	435.55		557.16	

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [54] (contd.)

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
(viii)	Inter-corporate borrowing repaid to				
	Joint ventures:	641.87		551.56	
	L&T-MHI Power Turbine Generators Private Limited		477.87		220.56
	L&T MBDA Missile Systems Limited		164.00		331.00
	Total	641.87		551.56	
(ix)	Charges paid for miscellaneous services				
	Joint ventures, including:	3.72		9.04	
	L&T-Sargent & Lundy Limited		1.88		7.83
	L&T - MHI Power Boilers Private Limited		1.78		1.15
	Total	3.72		9.04	
(x)	Rent paid, including lease rentals under leasing arrangements				
	Joint ventures, including:	170.79		182.27	
	L&T Sapura Shipping Private Limited		145.15		164.58
	L&T - MHI Power Turbine Generators Private Limited		20.66		13.58
	Total	170.79		182.27	
(xi)	Rent received, overheads recovered and miscellaneous income				
	Joint ventures, including:	60.68		74.18	
	L&T - MHI Power Boilers Private Limited		23.23		28.83
	L&T-Sargent & Lundy Limited		14.20		12.61
	L&T - MHI Power Turbine Generators Private Limited		10.72		9.42
	L&T Special Steels and Heavy Forgings Private Limited		6.53		6.67
	EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects)		–		7.84
	Total	60.68		74.18	
(xii)	Charges recovered for deputation of employees to related parties				
	Joint ventures:	7.04		9.71	
	EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects)		–		0.92
	L&T Special Steels and Heavy Forgings Private Limited		1.23		1.03
	L&T Sapura Shipping Private Limited		5.81		7.76
	Total	7.04		9.71	
(xiii)	Dividend received from				
	Joint ventures, including:	27.27		132.57	
	EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited)		–		112.24
	L&T Howden Private Limited		15.03		12.02
	L&T-Sargent & Lundy Limited		12.24		5.57
	Total	27.27		132.57	
(xiv)	Buyback of shares from				
	Key Management Personnel, including:	–		20.14	
	Mr. R. Shankar Raman		–		10.20
	Mr. Subramanian Sarma		–		5.47
	Mr. Anil Parab		–		3.20
	Close member of KMP's family, including:	–		2.62	
	Ms. Meena Subrahmanyan		–		2.61
	Total	–		22.76	

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [54] (contd.)

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
(xv)	Dividend Paid				
	Key Management Personnel, including:	5.52		4.93	
	Mr. A.M Naik		–		1.88
	Mr. R. Shankar Raman		1.42		0.99
	Mr. S. N. Subrahmanyan		3.01		0.80
	Mr. Subramanian Sarma		0.52		0.53
	Close member of KMP's family, including:	0.33		0.32	
	Ms. Meena Subrahmanyan		0.29		0.25
	Total	5.85		5.25	
(xvi)	Guarantee charges recovered from				
	Joint venture:	10.20		0.67	
	Hydrocarbon Arabia Limited Company		9.62		–
	L&T - MHI Power Turbine Generators Private Limited		0.58		0.67
	Total	10.20		0.67	
(xvii)	Guarantee given on behalf of				
	Joint ventures:	139.74		–	
	L&T MHI Power Turbine Generators Private Limited		139.74		–
	Total	139.74		–	
(xviii)	Interest paid to				
	Joint ventures:	4.95		12.82	
	L&T MBDA Missile Systems Limited		0.93		11.64
	L&T - MHI Power Turbine Generators Private Limited		4.02		1.18
	Total	4.95		12.82	
(xix)	Interest received from				
	Joint ventures:	9.84		81.22	
	L&T Special Steels and Heavy Forgings Private Limited		–		4.84
	Kudgi Transmission Limited		–		58.31
	L&T Sapura Shipping Private Limited		9.84		18.07
	Total	9.84		81.22	
(xx)	Amount written off as bad debts				
	Joint venture:	–		20.37	
	L&T - MHI Power Boilers Private Limited		–		20.37
	Total	–		20.37	
(xxi)	Allowance/(reversal) for expected credit loss				
	Joint ventures, including:	(0.22)		(27.32)	
	L&T - MHI Power Boilers Private Limited		0.03		(22.41)
	L&T-MHI Power Turbine Generators Private Limited		(0.35)		0.12
	Raykal Aluminium Company Private Limited		–		0.01
	L&T-Sargent & Lundy Limited		(0.05)		0.02
	GH4India Private Limited		0.18		–
	Total	(0.22)		(27.32)	
(xxii)	Amount recognised in Profit or Loss on account of impairment/(reversal of impairment) loss on investment and reversal of provision towards constructive obligation				
	Joint venture:	(474.78)		(33.05)	
	EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects)		–		(33.05)
	L&T Special Steels and Heavy Forgings Private Limited		(474.78)		–
	Associates, including:	12.50		–	
	Indian Foundation For Quality Management		12.50		–
	Total	(462.28)		(33.05)	

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [54] (contd.)

₹ crore

Sr. No.	Nature of transaction/relationship/major parties	2024-25 Amount	2024-25 Amounts for major parties	2023-24 Amount	2023-24 Amounts for major parties
(xxiii)	Donation given				
	Entity with common Key Management Personnel:	87.80		81.70	
	LTIMindtree Foundation (Formerly known as Mindtree Foundation)		87.80		81.70
	Total	87.80		81.70	
(xxiv)	Contribution to post employment benefit plan				
(A)	Towards Employer's contribution to provident fund trusts, including:	600.11		533.53	
	Larsen & Toubro Officers & Supervisory Staff Provident Fund		585.46		516.34
	Total	600.11		533.53	
(B)	Towards Employer's contribution to gratuity fund trusts, including:	183.91		261.98	
	Larsen & Toubro Officers & Supervisors Gratuity Fund		43.38		123.95
	LTIMindtree Employees' Group Gratuity Assurance Scheme		94.37		94.57
	L&T Technology Services Limited Employee Group Gratuity Scheme		39.49		30.50
	Total	183.91		261.98	
(C)	Towards Employer's contribution to superannuation trust:	20.61		16.09	
	Larsen & Toubro Limited Senior Officers' Superannuation Scheme		20.61		16.09
	Total	20.61		16.09	

"Major parties" denote entities accounting for 10% or more of the aggregate for that category of transaction during respective year.

(xxiv) Compensation/benefits to Key Management Personnel (KMP):

₹ crore

Key Management Personnel	2024-25 Short term employee benefits	2024-25 Post employment benefits	2024-25 Other Long term benefit	2024-25 Total	2023-24 Short term employee benefits	2023-24 Post employment benefits	2023-24 Other long term benefit	2023-24 ESOP granted during the year[5]	2023-24 Total
Executive Directors:									
(i) Remuneration excluding commission									
(a) Mr. S. N. Subrahmanyan	45.82	12.30	–	58.12	39.15	10.50	–	32.40	82.05
(b) Mr. R. Shankar Raman	28.31	7.60	–	35.91	24.26	6.50	–	–	30.76
(c) Mr. Subramanian Sarma	24.74	6.63	–	31.37	20.81	5.57	–	–	26.38
(d) Mr. D. K. Sen	–	–	–	–	0.21	15.31 [1]	6.94 [2]	–	22.46
(e) Mr. M. V. Satish	0.22	17.05 [1]	13.58 [2]	30.85	10.53	2.78	–	–	13.31
(g) Mr. S. V. Desai	15.82	4.22	–	20.04	14.82	3.95	–	9.26	28.03
(h) Mr. Anil Parab	11.87	3.16	–	15.03	9.85	2.61	–	–	12.46
(i) Mr. T. Madhava Das	18.98	5.08	–	24.06	14.47	3.86	–	–	18.33
Non-executive/Independent Directors:									
(j) Remuneration									
(a) Mr. A. M. Naik	–	–	–	–	4.14	1.5 [3]	–	–	5.64
(b) Other Non-executive/Independent Directors	6.33	–	–	6.33	5.76	–	–	–	5.76
Company Secretary									
(a) Mr. Sivaram Nair A	1.85	0.02	–	1.87	1.70	0.02	–	–	1.72
Total	153.94	56.06	13.58	223.58	145.70	52.60	6.94	41.66	246.90

[1] Post retirement benefits include gratuity ₹ 16.99 crore

[2] Represents encashment of past service accumulated leave

[3] Represents pension

[4] Post retirement benefits include gratuity ₹ 15.25 crore

[5] Represents fair value of ESOPs granted during the year which will be vested equally over a period of 4 years.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [54] (contd.)

(c) Amount due to/from related parties (including commitments):

₹ crore

Sr. No.	Category of balance/relationship/major parties	As at 31-3-2025 Amount	As at 31-3-2025 Amounts for major parties	As at 31-3-2024 Amount	As at 31-3-2024 Amounts for major parties
(i)	Accounts receivable				
	Joint ventures, including:	25.72		29.37	
	L&T - MHI Power Boilers Private Limited		15.41		17.79
	L&T Special Steels and Heavy Forgings Private Limited		–		3.19
	GH4India Private Limited		3.56		–
	L&T-Sargent & Lundy Limited		2.77		2.66
	Associate:	0.23		0.23	
	Larsen & Toubro Qatar & HBK Contracting Co. WLL		0.23		0.23
	Total	25.95		29.60	
(ii)	Accounts payable including other payable				
	Joint ventures, including:	759.47		1288.16	
	L&T - MHI Power Boilers Private Limited		498.14		750.63
	L&T - MHI Power Turbine Generators Private Limited		195.38		268.01
	L&T Special Steels and Heavy Forgings Private Limited		–		210.84
	Associates, including:	14.14		5.89	
	Magtorq Private Limited		13.78		5.51
	Total	773.61		1294.05	
(iii)	Investment in debt securities [including preference shares (debt portion)]				
	Joint ventures:	–		949.43	
	L&T Special Steels and Heavy Forgings Private Limited*		–		213.17
	Kudgi Transmission Limited#		–		736.26
	Total	–		949.43	
	* Before set-off of losses under equity accounting				
	# Secured				
(iv)	Loans & advances recoverable				
	Joint ventures, including:	266.12		2036.29	
	L&T Special Steels and Heavy Forgings Private Limited*		–		1790.93
	L&T Sapura Shipping Private Limited		220.79		208.23
	Associates:	19.31		7.13	
	L&T Camp Facilities LLC		0.29		2.58
	Magtorq Private Limited		19.01		4.54
	Total	285.43		2043.42	
	* Before set-off of losses under equity accounting and impairment				
(v)	Impairment/provision of loans & advances recoverable				
	Joint ventures, including:	0.88		1139.90	
	Raykal Aluminium Company Private Limited		0.88		0.87
	L&T Special Steels and Heavy Forgings Private Limited		–		1139.03
	Total	0.88		1139.90	
(vi)	Provision towards constructive obligation				
	Joint venture:	–		14.84	
	L&T Special Steels and Heavy Forgings Private Limited		–		14.84
	Total	–		14.84	
(vii)	Unsecured loans taken				
	Joint ventures:	1.28		207.68	
	L&T MBDA Missile Systems Limited		–		164.06
	L&T - MHI Power Turbine Generators Private Limited		1.28		43.62
	Total	1.28		207.68	

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [54] (contd.)

₹ crore

Sr. No.	Category of balance/relationship/major parties	As at 31-3-2025 Amount	As at 31-3-2025 Amounts for major parties	As at 31-3-2024 Amount	As at 31-3-2024 Amounts for major parties
(viii)	Advances from customers				
	Joint ventures, including:	0.46		2.39	
	L&T - MHI Power Boilers Private Limited		0.46		2.39
	Key Management Personnel, including:	1.31			
	Mr. Anil Parab		1.31		
	Close member of KMP's family:	–		0.11	
	Ms. Meena Subrahmanyan		–		0.11
	Total	1.77		2.50	
(ix)	Due to Key Management Personnel [a]:	137.43		125.36	
	Key Management Personnel, including:				
	Mr. A. M. Naik		–		1.22
	Mr. S. N. Subrahmanyan		41.58		35.28
	Mr. R. Shankar Raman		25.73		21.83
	Mr. D. K. Sen		–		0.18
	Mr. M. V. Satish		0.18		8.57
	Mr. Subramanian Sarma		22.37		18.56
	Mr. S. V. Desai		14.29		13.41
	Mr. T. Madhava Das		17.45		13.06
	Mr. Anil Parab		10.55		8.62
	Total	137.43		125.36	
(x)	Provision towards unspent CSR expenses				
	Entity with common Key Management Personnel:	4.40		0.90	
	LTIMindtree Foundation (Formerly known as Mindtree Foundation)		4.40		0.90
	Total	4.40		0.90	
(xi)	Post employment benefit plans				
(A)	Due to provident fund trusts, including:	142.22		138.71	
	Larsen & Toubro Officers & Supervisory Staff Provident Fund		138.03		134.57
	Total	142.22		138.71	
(B)	Due to gratuity trusts, including:	470.69		182.73	
	Larsen & Toubro Officers & Supervisors Gratuity Fund		258.18		44.12
	L&T Technology Services Limited Employee Group Gratuity Scheme		39.28		39.42
	LTIMindtree Employees' Group Gratuity Assurance Scheme		147.26		94.37
	Larsen & Toubro Gratuity Fund		24.91		3.45
	Total	470.69		182.73	
(C)	Due to superannuation fund:	19.82		17.93	
	Larsen & Toubro Limited Senior Officers' Superannuation Scheme		19.82		17.93
	Total	19.82		17.93	
(xii)	Revenue commitment given				
	Joint ventures, including:	300.40		1028.34	
	L&T - MHI Power Boilers Private Limited		227.76		570.11
	L&T Special Steels and Heavy Forgings Private Limited		–		370.22
	L&T Howden Private Limited		33.73		68.47
	Associates, including:	65.74		31.76	
	Magtorq Private Limited		65.74		31.76
	Total	366.14		1060.10	

[a] includes commission due to other Non-executive directors ₹ 5.17 crore (previous year: ₹ 4.63 crore)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [54] (contd.)

₹ crore

Sr. No.	Category of balance/relationship/major parties	As at 31-3-2025 Amount	As at 31-3-2025 Amounts for major parties	As at 31-3-2024 Amount	As at 31-3-2024 Amounts for major parties
(xiii)	Revenue commitment received				
	Joint ventures, including:	5.47		15.48	
	L&T - MHI Power Boilers Private Limited		5.47		10.68
	L&T MBDA Missile Systems Limited		–		4.80
	Key Management Personnel, including:	8.29		–	
	Mr. Anil Parab		8.29		–
	Close Member of KMP's family:	–		7.68	
	Ms. Meena Subrahmanyan		–		7.68
	Total	13.76		23.16	
(xiv)	Provision for expected credit loss				
	Joint ventures, including:	0.34		2.74	
	L&T - MHI Power Boilers Private Limited		0.15		0.12
	L&T - MHI Power Turbine Generators Private Limited		0.01		0.36
	EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects)		–		0.45
	Total	0.34		2.74	
(xv)	Guarantees given on behalf of				
	Joint ventures, including:	231.08		243.22	
	L&T - MHI Power Turbine Generators Private Limited		211.67		210.56
	Total	231.08		243.22	

"Major parties" denote entities accounting for 10% or more of the aggregate for that category of balance during respective year.

Note: 1. All the related party contracts/arrangements have been entered into on arm's length basis.
2. The amount of outstanding balances as shown above are unsecured and will be settled/recovered in cash.
3. The interest rate charged on loans given to related parties are as per market rates.

NOTE [55]

Basic and Diluted Earnings per share [EPS] computed in accordance with Ind AS 33 "Earnings per Share":

Particulars		2024-25	2023-24
Basic EPS			
Profit after tax (₹ crore)	A	15037.11	13059.11
Weighted average number of equity shares outstanding	B	1,374,993,122	1,389,817,026
Basic EPS (₹)	A/B	109.36	93.96
Diluted EPS			
Profit after tax (₹ crore)	A	15037.11	13059.11
Weighted average number of equity shares outstanding	B	1,374,993,122	1,389,817,026
Add: Weighted average number of potential equity shares on account of employee stock options	C	1,046,884	1,233,876
Weighted average number of equity shares outstanding for diluted EPS	D=B+C	1,376,040,006	1,391,050,903
Diluted EPS (₹)	A/D	109.28	93.88
Face value per share (₹)		2.00	2.00

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [56]

Disclosure pursuant to Ind AS 37 "Provisions, Contingent Liabilities and Contingent Assets":

(a) Movement in provisions:

₹ crore

Sr. No.	Particulars	Class of provisions					
		Product warranties	Expected tax liability in respect of indirect taxes	Litigation-related obligations	Contractual rectification cost-construction contracts	Onerous Contracts	Total
1	Balance as at 1-4-2024	20.87	333.51	528.35	777.53	750.46	2410.72
2	Additional provision during the year	4.64	53.92	36.12	385.13	297.02	776.83
3	Provision used during the year	(2.27)	(0.56)	–	(73.44)	(279.96)	(356.23)
4	Unused provision reversed during the year	(5.34)	(2.39)	(20.35)	(170.26)	(92.99)	(291.33)
5	Translation adjustments	–	–	–	0.65	1.39	2.04
6	Addition on account of business combination	–	–	–	–	2.07	2.07
7	Balance as at 31-3-2025 (1 to 6)	17.90	384.48	544.12	919.61	677.99	2544.10

Breakup of provisions:

₹ crore

Particulars	Note 24	Note 31	Total
Balance as at 1-4-2024	245.69	2165.03	2410.72
Balance as at 31-3-2025	310.56	2233.54	2544.10

(b) Nature of provisions:

(i) Product warranties: The Group gives warranties on certain products and services, undertaking to repair or replace the items that fail to perform satisfactorily during the warranty period.

Provision made as at March 31, 2025 represents the amount of the expected cost of meeting such obligations of rectification/replacement. The timing of the outflows is expected to be within a period of three years from the date of Balance Sheet.

(ii) Expected tax liability in respect of indirect taxes represents mainly the differential sales tax liability on account of non-collection of declaration forms and liability for goods and services tax, customs duty and excise duty.

(iii) Provision for litigation-related obligations represents liabilities that are expected to materialise in respect of matters in appeal.

(iv) Contractual rectification cost represents the estimated cost the Group is likely to incur during defect liability period as per the contract obligations and in respect of completed construction contracts accounted under Ind AS 115 "Revenue from contracts with customers".

(v) Onerous contracts provision includes provision for foreseeable losses on construction contracts wherever it was probable that total contract costs will exceed total contract price.

(vi) It is not practicable to estimate the timings of cash outflows, if any, in respect of provisions (ii) to (v).

(c) Disclosure in respect of contingent liabilities is given in Note 32.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [57]

Research & Development

The expenditure on research and development activities is as follows:

₹ crore

Sr. No.	Particulars	2024-25	2023-24
(i)	Recognised as expense in the Statement of Profit and Loss	236.52	187.43
(ii)	Capital expenditure on:		
	(a) tangible assets	2.40	5.61
	(b) intangible assets being expenditure on new product development	–	58.79
	(c) other intangible assets	28.34	1.32
(iii)	Expenditure Customer Funded	1.89	–

NOTE [58]

Disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures": Market risk management

(a) Foreign exchange rate and interest rate risk:

The Group regularly reviews its foreign currency and interest rate related exposures - both hedged and open. The Group primarily follows cash flow hedge accounting for Highly Probable Forecasted Exposures (HPFE), hence, the movement in mark to market (MTM) of the hedge contracts undertaken for such exposures is likely to be offset by contra movements in the underlying exposures values. However, till the point of time that the HPFE becomes an on-balance sheet exposure, the changes in MTM of the hedge contracts will impact the Balance Sheet of the Group. Further, given the effective horizons of the Group's risk management activities which coincide with the duration of the projects under execution, which could extend across 3-4 years and given the business uncertainties associated with the timing and estimation of the project exposures, the recognition of the gains and losses related to these instruments may not always coincide with the timing of gains and losses related to the underlying economic exposures and, therefore, may affect the Group's financial condition and operating results. The Group monitors the potential risk arising out of the market factors like exchange rates, interest rates, price of traded investment products etc. on a regular basis. For on-balance sheet exposures, the Group monitors the risks on net unhedged exposures.

(i) Foreign exchange rate risk:

The Group has both receivable and payable exposure in foreign currency. Accordingly, changes in exchange rates, may adversely affect the Group's revenue, cost and profitability. There is a risk that the Group may also have to adjust local currency product pricing due to competitive pressures when there has been significant volatility in foreign currency exchange rates.

The Group may enter foreign currency forward and option contracts with financial institutions to protect against foreign exchange risks associated with existing assets and liabilities, firmly committed transactions, forecasted future cash flows and net investments in foreign subsidiaries. In addition, the Group has entered, and may enter in the future, into non-designated foreign currency contracts to partially offset the foreign currency exchange gains and losses on its foreign-denominated debt issuances. The Group's practice is to hedge a portion of its material net foreign exchange exposures with tenors in line with the project/business life cycle. The Group may also choose not to hedge certain foreign exchange exposures.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [58] (contd.)

The net exposure to foreign currency risk (based on notional amount) in respect of recognised financial assets, recognised financial liabilities and derivatives for major currencies is as follows:

₹ crore

Particulars	As at 31-3-2025					
	US Dollar including pegged currencies	EURO	British Pound	Canadian Dollar	Japanese Yen	Kuwaiti Dinar
Net exposure to foreign currency risk in respect of recognised financial assets/(recognised financial liabilities)	6432.45	(940.79)	359.33	564.80	(87.53)	(86.14)
Derivatives including embedded derivatives for hedging receivable/(payable) exposure with respect to non-financial assets/(non-financial liabilities)	10.43	–	–	–	–	11.59
Derivatives including embedded derivatives for hedging receivable/(payable) exposures with respect to firm commitments and highly probable forecast transactions	28914.40	(11276.84)	114.59	(2.26)	1438.65	1069.94
Receivable/(payable) exposures with respect to forward contracts and embedded derivatives not designated as cash flow hedge	(1970.81)	(44.63)	(73.89)	–	7.17	–

₹ crore

Particulars	As at 31-3-2024					
	US Dollar including pegged currencies	EURO	British Pound	Canadian Dollar	Japanese Yen	Kuwaiti Dinar
Net exposure to foreign currency risk in respect of recognised financial assets/(recognised financial liabilities)	982.08	627.16	88.55	(433.05)	(134.53)	137.81
Derivatives including embedded derivatives for hedging receivable/(payable) exposure with respect to non-financial assets/(non-financial liabilities)	208.69	(331.95)	–	–	(11.01)	–
Derivatives including embedded derivatives for hedging receivable/(payable) exposures with respect to firm commitments and highly probable forecast transactions	43047.38	(15828.85)	(55.54)	–	1442.30	490.23
Receivable/(payable) exposures with respect to forward contracts and embedded derivatives not designated as cash flow hedge	1221.52	(424.23)	2.36	–	10.27	–

To provide a meaningful assessment of the foreign currency risk associated with the Group's foreign currency derivative positions against off-balance sheet exposures and unhedged portion of on-balance sheet financial assets and liabilities, the Group uses a multi-currency correlated value-at-risk ("VAR") model. The VAR model uses a Monte Carlo simulation to generate thousands of random market price paths for foreign currencies against Indian Rupee taking into account the correlations between them. The VAR is the expected loss in value of the exposure due to overnight movement in spot exchange rates, at 95% confidence interval. The VAR model is not intended to represent actual losses but is used as a risk estimation tool. The model assumes normal market conditions and is a historical best fit model. Because the Group uses foreign currency instruments for hedging purposes, the loss in fair value incurred on those instruments is generally offset by increase in the fair value of the underlying exposures for on-balance sheet exposures. The overnight VAR for the Group at 95% confidence level is ₹ 102.14 crore as at March 31, 2025 and ₹ 140.87 crore as at March 31, 2024.

Actual future gains and losses associated with the Group's investment portfolio and derivative positions may differ materially from the sensitivity analysis performed as at March 31, 2025 due to the inherent limitations associated with predicting the timing and amount of changes in foreign currency exchange rates and the Group's actual exposures and position.

(ii) Interest rate risk:

The Group's exposure to changes in interest rates relates primarily to the Group's outstanding floating rate debt and lending. The Group's outstanding debt in local currency is a combination of fixed rate and floating rate. For the portion of local currency debt on fixed rate basis, there is no interest rate risk. For the portion of local currency debt on floating rate basis, there exists a natural hedge with receivables in respect of financial services business. There is a portion of debt that is linked to international interest rate benchmarks like SOFR. The Group also hedges a portion of these risks by way of derivative instruments.

The exposure of the Group's borrowing to interest rate changes is ₹ 24480.39 crore (as at March 31, 2024 ₹ 24652.62 crore).

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [58] (contd.)

A hypothetical 50 basis point shift in respective currency SOFR and other benchmarks, holding all other variables constant, on the unhedged loans would result in a corresponding increase/decrease in interest cost for the Group on a yearly basis as follows:

₹ crore

Particulars	Increase/(decrease) in Profit after tax		Increase/(decrease) in Equity	
	2024-25	2023-24	As at 31-3-2025	As at 31-3-2024
INR loans given (net of INR borrowings)				
Interest rates - increase by 0.50% in INR interest rate	13.82	3.72	13.82	3.72
Interest rates - decrease by 0.50% in INR interest rate	(13.82)	(3.72)	(13.82)	(3.72)
USD (including pegged currencies) borrowings				
Interest rates - increase by 0.50% in USD interest rate	(1.85)	(10.20)	(1.85)	(10.20)
Interest rates - decrease by 0.50% in USD interest rate	1.85	10.20	1.85	10.20

(b) Liquidity risk management:

The Group manages liquidity risk by maintaining sufficient cash and marketable securities and by having access to funding through an adequate committed credit lines. Given the need to fund diverse businesses, the Group maintains flexibility by needbased drawing from committed credit lines. Management regularly monitors the position of cash and cash equivalents. The maturity profiles of financial assets/liabilities including debt financing plans and liquidity ratios are considered while reviewing the liquidity position.

The Group's investment policy and strategy are focused on preservation of capital and supporting the Group's liquidity requirements. The Group uses a combination of internal and external tools to execute its investment strategy and achieve its investment objectives. The Group typically invests in money market funds, large debt funds, Government of India securities, equity and equity marketable securities and other highly rated securities under an exposure limit framework. The investment policy focusses on minimising the potential risk of principal loss. To provide a meaningful assessment of the price risk associated with the Group's investment portfolio, the Group performed a sensitivity analysis to determine the impact of change in price of the securities on the value of the investment portfolio assuming a 0.50% movement in the fair market value of debt funds and debt securities and a 5% movement in the NAV of the equity and equity marketable securities as below:

₹ crore

Particulars	Increase/(decrease) in investment value	
	As at 31-3-2025	As at 31-3-2024
Debt funds and debt securities - increase by 0.50% in fair market value	142.63	101.58
Debt funds and debt securities - decrease by 0.50% in fair market value	(142.63)	(101.58)
Equity and equity marketable securities - increase by 5% in NAV	4.67	8.90
Equity and equity marketable securities - decrease by 5% in NAV	(4.67)	(8.90)

The investments in money market funds are for the purpose of liquidity management only and hence not subject to any material price risk.

(c) Credit risk management:

(i) Financial services business:

Financial services business has a risk management framework that monitors and ensures that the business lines operate within the defined risk appetite and risk tolerance levels defined by the management. Risk management function is closely involved in management and control of credit risk, portfolio monitoring, market risks including liquidity risk and operational risks. The credit risk function independently evaluates proposals based on well-established sector specific internal frameworks, in order to identify, mitigate and allocate risks as well as to enable risk-based pricing of assets. Regulatory and process risks are identified, mitigated and managed by a separate group. Risk management policies are made under the guidance of Risk Management Committee and are approved by Board of Directors.

(ii) Other than financial services business:

The Group's customer profile include public sector enterprises, state owned companies and large private corporates. Accordingly, the Group's customer credit risk is low. The Group's average project execution cycle is around 24 to 36 months. General payment terms include mobilisation advance, monthly progress payments with a credit period ranging from 45 to 90 days and certain retention money to be released at the end of the project. In some cases, retentions are substituted with bank/corporate guarantees. The Group has a detailed review mechanism of overdue customer receivables at various levels within organisation to ensure proper attention and focus for realisation.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [58] (contd.)

(iii) Reconciliation of loss allowance provision for financial services business - Loans:

₹ crore

Particulars	Stage 1	Stage 2	Stage 3	Total
Loss allowance as at 1-4-2023	1176.65	366.04	1743.32	3286.01
New assets originated or purchased	993.25	68.54	177.98	1239.77
Amount written off	–	(13.37)	(947.49)	(960.86)
Transfers to Stage 1	25.53	(13.13)	(12.40)	–
Transfers to Stage 2	(6.24)	13.30	(7.06)	–
Transfers to Stage 3	(15.28)	(72.22)	87.50	–
Impact on year end ECL of exposure transferred between stages during the year	(25.17)	103.60	1008.72	1087.15
Increase/ (Decrease) in provision on existing financial assets (Net of recovery)	(824.44)	(30.73)	(258.71)	(1113.88)
Loss allowance as at 31-3-2024	1324.30	422.03	1791.86	3538.19
New assets originated or purchased	712.20	89.11	289.44	1090.75
Amount written off	–	–	(2382.15)	(2382.15)
Transfers to Stage 1	21.29	(9.84)	(11.45)	–
Transfers to Stage 2	(17.48)	23.83	(6.35)	–
Transfers to Stage 3	(50.06)	(113.44)	163.50	–
Impact on year end ECL of exposure transferred between stages during the year	(21.01)	246.27	2142.86	2368.12
Increase/ (Decrease) in provision on existing financial assets (Net of recovery)	(917.38)	(189.12)	28.79	(1077.71)
Loss allowance as at 31-3-2025	1051.86	468.84	2016.50	3537.20

(iv) Reconciliation of allowance for expected credit loss (“ECL”) on trade receivables (other than financial services business):

₹ crore

Particulars	2024-25	2023-24
Provision as at April 1	4593.65	4414.84
Changes in allowance for ECL:		
Provision/(reversal) of allowance for ECL	595.70	332.45
Additional provision (net)	302.39	402.46
Write off as bad debts	(524.71)	(561.45)
Translation adjustment	(0.28)	5.35
Provision as at March 31 (Note 13)	4966.75	4593.65

(v) Amounts written off:

₹ crore

Particulars	2024-25	2023-24
Amount of financial assets written off during the year but still enforceable	2512.13	947.78

(d) Commodity price risk management:

The Group bids for and executes EPC projects. These projects entail procurement of various equipment and materials which may have direct or indirect linkages to commodity prices like steel (both long and flat steel), copper, aluminium, zinc, lead, nickel, cement etc. Accordingly, the Group is exposed to the price risk on these commodities. To mitigate the risk of commodity prices, the Group relies on contractual provisions like pass through of prices, price variation provisions and further uses hedging instruments where available [Note 59 (k)(iii)]. There is a certain residual risk carried by the Group that cannot be hedged.

The Group is also exposed to contingent risk on account of commodity price movements that may not be fully offset by contractual provisions in the projects that it has bid for but which are not awarded yet. Commodity prices have been volatile and have witnessed substantial two-way movements during the financial year. This may impact the margin on projects where the Group has submitted bids on a firm price basis. However, for projects where the Group is eligible for an adjustment, based on price variation clause, the actual impact will depend on the exact project wins and the relative contractual provisions therein.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59]

Other disclosure pursuant to Ind AS 107 "Financial Instruments: Disclosures":

(a) Category-wise classification for applicable financial assets:

₹ crore

Sr. No.	Particulars	Note	As at 31-3-2025	As at 31-3-2024
I.	Measured at Fair Value through Profit or Loss (FVTPL):			
	(a) Mandatorily measured:			
	(i) Investment in equity shares	6,12	170.46	140.35
	(ii) Investment in preference shares	6,12	168.78	130.25
	(iii) Investment in mutual funds and units of fund	6,12	14538.94	11414.96
	(iv) Investment in government securities, debentures and bonds	6,12	383.55	553.03
	(v) Derivative instruments not designated as cash flow hedges	9,18	56.19	20.66
	(vi) Embedded derivatives not designated as cash flow hedges	9,18	229.14	113.47
	(vii) Investment in security receipts	6	5862.44	6769.51
	(viii) Investment in Invit	6,12	4328.97	2694.57
	Sub-total (a)		25738.47	21836.80
	(b) Designated:			
	(i) Loans	16	2130.59	4861.56
	Sub-total (b)		2130.59	4861.56
	Sub-total (I = a+b)		27869.06	26698.36
II.	Measured at amortised cost:			
	(i) Loans	7,8,16,17	97560.08	82689.79
	(ii) Investment in government securities, debentures, bonds and CBLO	6,12	3632.05	2922.22
	(iii) Investment in commercial paper	12	589.82	937.25
	(iv) Treasury Bills and other Investments	6,12	3834.18	5860.95
	(v) Trade receivables	13	53713.68	48770.95
	(vi) Other recoverable	18	1576.93	2790.22
	(vii) Unbilled revenue	18	1898.23	1416.41
	(viii) Cash and cash equivalents and bank balances	9,14,15,18	23461.91	16031.82
	(ix) Other receivables		1844.57	1300.64
	Sub-total (II)		188111.45	162720.25
III.	Measured at Fair Value through Other comprehensive income (FVTOCI):			
	(c) Mandatorily measured:			
	(i) Investment in government securities, debentures and bonds	6,12	18891.67	12925.39
	(ii) Investment in preference shares	6	34.99	34.99
	(iv) Derivative instruments designated as cash flow hedges	9,18	1104.08	1144.31
	(v) Embedded derivative designated as cash flow hedges	9,18	77.22	56.86
	Sub-total (c)		20107.96	14161.55
	(d) Designated:		.	
	(i) Investment in equity shares	6	51.00	0.10
	Sub-total (d)		51.00	0.10
	Sub-total (III = c+d)		20158.96	14161.65
	Total (I+II+III)		236139.47	203580.26

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(b) Category-wise classification for applicable financial liabilities:

₹ crore

Sr. No.	Particulars	Note	As at 31-3-2025	As at 31-3-2024
I.	Measured at Fair Value through Profit or Loss (FVTPL):			
	(i) Derivative instruments not designated as cash flow hedges	23,29	20.05	32.86
	(ii) Embedded derivatives not designated as cash flow hedges	23,29	22.02	20.55
	(iii) Contingent consideration		183.19	10.22
	Sub-total (I)		225.26	63.63
II.	Measured at amortised cost:			
	(i) Borrowings	22,26,27	129559.34	114039.77
	(ii) Trade payables:			
	Due to micro enterprises and small enterprises		1417.65	1018.71
	Due to others	28	51041.69	52274.17
	(iii) Lease liability		2849.58	2282.45
	(iv) Others		5766.76	7275.89
	Sub-total (II)		190635.02	176890.99
III.	Measured at Fair Value through Other comprehensive income (FVTOCI):			
	(i) Derivative instruments designated as cash flow hedges	23,29	476.19	310.93
	(ii) Embedded derivatives designated as cash flow hedges	23,29	56.31	21.09
	Sub-total (III)		532.50	332.02
IV.	Financial guarantee contracts	23,29	1.03	0.20
	Total (I+II+III+IV)		191393.81	177286.84

(c) Items of income, expenses, gains or losses related to financial instruments:

₹ crore

Sr. No.	Particulars	2024-25	2023-24
I.	Net gains/(losses) on financial assets and financial liabilities measured at Fair Value through Profit or Loss (FVTPL) and amortised cost:		
A.	Financial asset or financial liabilities measured at FVTPL:		
	1. Gains/(losses) on fair valuation or sale of investments	1116.04	698.90
	2. Gains/(losses) on fair valuation or sale of investments and loans (Financial Services)	164.18	(431.46)
	3. Gains/(losses) on fair valuation/settlement of derivative:		
	(a) Gains/(losses) on fair valuation or settlement of forward contracts not designated as cash flow hedges	(56.55)	97.76
	(b) Gains/(losses) on fair valuation or settlement of embedded derivative contracts not designated as cash flow hedges	191.33	18.72
	(c) Gains/(losses) on fair valuation or settlement of futures not designated as cash flow hedges	36.65	(6.18)
	Sub-total (A)	1451.65	377.74
B.	Financial assets measured at amortised cost:		
	(i) Exchange difference gains/(losses) on revaluation or settlement of items denominated in foreign currency (trade receivables, loans given etc.)	362.50	(8.09)
	(ii) (Allowance)/reversal for expected credit loss (ECL) during the year	(2789.06)	(1650.85)
	(iii) (Provision)/reversal for impairment loss (other than ECL) [net]	96.99	(306.42)
	(iv) Gains/(losses) on derecognition:		
	(a) Bad debts written off (net)	(46.11)	(104.09)
	(b) Gains/(losses) on transfer of financial assets (including non-recourse basis)	(292.93)	(473.42)
	Sub-total (B)	(2668.61)	(2542.87)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

₹ crore

Sr. No.	Particulars	2024-25	2023-24
C.	Financial liabilities measured at amortised cost:		
	(i) Exchange difference gains/(losses) on revaluation or settlement of items denominated in foreign currency (trade payables, borrowing availed etc.)	(327.41)	(80.04)
	(ii) Unclaimed credit balances written back	267.42	575.54
	Sub-total (C)	(59.99)	495.50
	Total (I = A+B+C)	(1276.95)	(1669.63)
II.	Net gains/(losses) on financial assets and financial liabilities measured at fair value through Other comprehensive income (FVTOCI):		
A.	Gains recognised in Other comprehensive income:		
	(i) Financial assets measured at FVTOCI:		
	(a) Gains/(losses) on fair valuation or sale of government securities, bonds, debentures etc.	328.49	159.44
	(ii) Derivative measured at FVTOCI:		
	(b) Gains/(losses) on fair valuation or settlement of forward contracts designated as cash flow hedges	(82.07)	383.83
	(c) Gains/(losses) on fair valuation or settlement of embedded derivative contracts designated as cash flow hedges	(20.55)	(13.72)
	Sub-total (A)	225.87	529.55
	Less:		
B.	Gains reclassified to Profit and Loss from Other comprehensive income		
	(i) Financial assets measured at FVTOCI:		
	(a) On government securities, bonds, debentures etc. upon sale	17.07	32.63
	(ii) Derivative measured at FVTOCI:		
	(b) On forward contracts upon hedged future cash flows affecting the Profit and Loss or related assets or liabilities	(102.72)	91.94
	(c) On embedded derivative contracts upon hedged future cash flows affecting the Profit and Loss or related assets or liabilities	15.80	16.89
	Sub-total (B)	(69.85)	141.46
	Net gains recognised in Other comprehensive income (A-B)	295.72	388.09
III.	Interest and other income/expense:		
A.	Dividend income:		
	(i) Dividend income from investments measured at FVTPL	117.05	96.25
	(ii) Dividend income from Joint Venture (classified as held for sale)	–	112.24
	Sub-total (A)	117.05	208.49
B.	Interest income:		
	(i) Financial assets measured at amortised cost	17089.86	13746.37
	(ii) Financial assets measured at fair value through Other comprehensive income	1405.91	1192.11
	(iii) Financial assets measured at fair value through Profit or Loss	88.40	1581.12
	Sub-total (B)	18584.17	16519.60
C.	Interest expense:		
	(i) Financial liabilities measured at amortised cost	(9300.82)	(8841.65)
	(ii) Financial liabilities measured at FVTPL	(21.23)	(23.80)
	Sub-total (C)	(9322.05)	(8865.45)
	Total (III = A+B+C)	9379.17	7862.64

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(d) Fair value of financial assets and financial liabilities measured at amortised cost:

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets:				
Loans	62847.34	62847.34	52155.25	52155.25
Government securities, debentures and bonds	2374.03	2374.03	1957.57	1957.57
Total	65221.37	65221.37	54112.82	54112.82
Financial liabilities:				
Borrowings	48599.10	48683.21	52214.07	52061.62
Total	48599.10	48683.21	52214.07	52061.62

Notes:

1. Carrying amount of loans are net of provision for expected credit losses.
2. The carrying amounts of current investments, trade and other receivables, cash and cash equivalents, trade and other payables are considered to be the same as their fair values due to their short term nature. The carrying amounts of loans given, borrowings taken for short term or borrowings taken on floating rate of interest are considered to be close to the fair value. Accordingly, these items have not been included in the above table.

(e) Disclosure pursuant to Ind AS 113 "Fair Value Measurement" - Fair value hierarchy of financial assets and financial liabilities measured at amortised cost:

₹ crore

As at 31-3-2025	Level 1	Level 2	Level 3	Total	Valuation technique for level 3 items
Financial assets:					
Loans	–	4934.91	57912.43	62847.34	Discounted cash flow
Government securities, debentures and bonds	2374.03	–	–	2374.03	
Total	2374.03	4934.91	57912.43	65221.37	
Financial liabilities:					
Borrowings	–	24321.10	24362.11	48683.21	Discounted cash flow
Total	–	24321.10	24362.11	48683.21	

₹ crore

As at 31-3-2024	Level 1	Level 2	Level 3	Total	Valuation technique for level 3 items
Financial assets:					
Loans	–	5142.68	47012.57	52155.25	Discounted cash flow
Government securities, debentures and bonds	1957.57	–	–	1957.57	
Total	1957.57	5142.68	47012.57	54112.82	
Financial liabilities:					
Borrowings	–	24290.93	27770.69	52061.62	Discounted cash flow
Total	–	24290.93	27770.69	52061.62	

Valuation technique Level 2: Future cash flows discounted using market rates.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(f) Fair value hierarchy of financial assets and financial liabilities at fair value:

₹ crore

Particulars	Note	As at 31-3-2025				As at 31-3-2024			
		Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Financial assets:									
Financial assets at FVTPL:									
(i) Equity shares	6,12	17.13	–	153.33	170.46	26.29	–	114.06	140.35
(ii) Preference shares	6,12	–	–	168.78	168.78	–	–	130.25	130.25
(iii) Mutual funds and units of fund	6,12	14516.71	–	22.23	14538.94	11387.59	–	27.37	11414.96
(iv) Debt instruments viz. government securities, bonds and debentures	6,12	237.82	–	145.73	383.55	347.73	–	205.30	553.03
(v) Derivative instruments not designated as cash flow hedges	9,18	–	56.19	–	56.19	–	20.66	–	20.66
(vi) Embedded derivative instruments not designated as cash flow hedges	9,18	–	229.14	–	229.14	–	113.47	–	113.47
(vii) Security receipts	6	–	–	5862.44	5862.44	–	–	6769.51	6769.51
(viii) InvITs	6,12	4328.97	–	–	4328.97	2694.57	–	–	2694.57
(ix) Loans (Financial Services)	16	–	–	2130.59	2130.59	–	–	4861.56	4861.56
Financial assets at FVTOCI:									
(i) Debt instruments viz. government securities, bonds and debentures	6,12	13294.52	5596.86	0.29	18891.67	10072.95	2852.15	0.29	12925.39
(ii) Preference shares	6	–	–	34.99	34.99	–	–	34.99	34.99
(iii) Equity shares	6	–	–	51.00	51.00	–	–	0.10	0.10
(iv) Derivative instruments designated as cash flow hedges	9,18	–	1104.08	–	1104.08	–	1144.31	–	1144.31
(v) Embedded derivative instruments designated as cash flow hedges	9,18	–	77.22	–	77.22	–	56.86	–	56.86
Total		32395.15	7063.49	8569.38	48028.02	24529.13	4187.45	12143.43	40860.01
Financial liabilities:									
(a) Designated at FVTPL:									
(i) Derivative instruments not designated as cash flow hedges	23,29	–	20.05	–	20.05	–	32.86	–	32.86
(ii) Embedded derivative instruments not designated as cash flow hedges	23,29	–	22.02	–	22.02	–	20.55	–	20.55
(iii) Contingent Consideration		–	–	183.19	183.19	–	–	10.22	10.22
(b) Designated at FVTOCI:									
(i) Derivative instruments designated as cash flow hedges	23,29	–	476.19	–	476.19	–	310.93	–	310.93
(ii) Embedded derivative instruments designated as cash flow hedges	23,29	–	56.31	–	56.31	–	21.09	–	21.09
Total		–	574.57	183.19	757.76	–	385.43	10.22	395.65

Valuation technique and key inputs used to determine fair value:

A. Level 1: Mutual funds, bonds, debentures and government securities - Quoted price in the active market.

B. Level 2: (a) Derivative Instruments – Present value technique using forward exchange rates as at balance sheet date.

(b) Preference share and government securities, bonds and debentures – Future cash flows are discounted using G-sec rates as at balance sheet date.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(g) Movement of items measured using unobservable inputs (Level 3):

₹ crore

Particulars	Equity shares	Preference shares	Debt instruments	Loans	Other Investments	Total
Balance as at 1-4-2023	292.48	180.69	197.57	17056.78	6349.66	24077.18
Addition during the year	–	–	113.84	2025.85	2504.10	4643.79
Disposal during the year	(224.00)	–	(249.88)	(16005.39)	(725.39)	(17204.66)
Exchange Differences	–	0.98	–	–	–	0.98
Gains/(losses) recognised in Statement of Profit and Loss	45.68	(16.43)	144.06	1784.32	(1331.49)	626.14
Balance as at 31-3-2024	114.16	165.24	205.59	4861.56	6796.88	12143.43
Addition during the year	–	53.02	11.22	265.20	709.19	1038.63
Disposal during the year	–	–	(70.14)	(3211.91)	(1469.53)	(4751.58)
Exchange Differences	–	1.66	–	–	–	1.66
Gains/(losses) recognised in Statement of Profit and Loss	90.17	(16.15)	(0.65)	215.74	(151.87)	137.24
Balance as at 31-3-2025	204.33	203.77	146.02	2130.59	5884.67	8569.38

(h) Sensitivity disclosure for level 3 fair value measurements:

Particulars	Fair value as at 31-3-2025 (₹ crore)	Fair value as at 31-3-2024 (₹ crore)	Significant unobservable inputs	Sensitivity
Equity shares	113.90	27.57	Book value	Increase/(decrease) of 5% in the book value would result in impact on profit or loss by ₹ 4.25 crore (previous year: ₹ 0.89 crore)
	90.43	86.59	31-3-2025 and 31-3-2024: 1. Net realization per month ₹ 38 and ₹ 35 per sqft respectively. 2. Capitalisation rate 12% and 11.50% respectively	Increase/(decrease) of 1% in net realisation would result in impact on profit or loss by ₹ 1.31 crore (previous year: ₹ 0.31 crore) Increase/(decrease) of 0.25% in capitalisation rate would result in impact on profit or loss by ₹ 0.50 crore (previous year: ₹ 0.66 crore)
Preference shares	66.77	66.77	Book value	Increase/(decrease) of 5% in the book value would result in impact on profit or loss by ₹ 3.11 crore (previous year: ₹ 3.34 crore)
	53.02	–	Not applicable	The valuation is based on expected settlement
	83.98	98.47	Expected yield	Increase/(decrease) in the fair value by 5% would result in impact on profit or loss by ₹ 3.08 crore (previous year: ₹ 3.20 crore)
Debt instruments	146.02	205.59	Expected yield	Increase/(decrease) in fair value by 0.25% would result in impact on profit or loss by ₹ 0.24 crore (previous year: ₹ 0.31 crore)
Loans	2130.59	4861.56	Expected yield	Increase/(decrease) in fair value by 0.25% would result in impact on profit or loss by ₹ 3.99 crore (previous year: ₹ 7.91 crore)
Other Investments	5884.67	6796.88	Net Assets Value (NAV)	Increase/(decrease) in the NAV by 5% would result in impact on profit or loss by ₹ 220.18 crore (previous year: ₹ 221.09 crore)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(i) Movement of financial liabilities measured using unobservable inputs (Level 3):

₹ crore

Particulars	Contingent consideration
Balance as at 1-4-2023	35.12
Charge recognised in Statement of Profit and Loss	(12.05)
Settled during the year	(13.09)
Foreign exchange difference	0.24
Balance as at 31-3-2024	10.22
Addition during the year	181.70
Charge recognised in Statement of Profit and Loss	2.62
Settled during the year	(10.84)
Foreign exchange difference	(0.51)
Balance as at 31-3-2025	183.19

Note:

A 1% point change in the unobservable inputs used in fair valuation of Level 3 liabilities does not have a significant impact on the value.

(j) Maturity profile of financial liabilities based on undiscounted cash flows:

₹ crore

Particulars	Note	As at 31-3-2025			As at 31-3-2024		
		Within twelve months	After twelve months	Total	Within twelve months	After twelve months	Total
A. Non-derivative liabilities:							
Borrowings	22, 26 ,27	76661.17	69003.50	145664.67	60775.18	66408.51	127183.69
Trade payables:							
Due to micro enterprises and small enterprises		1399.71	17.94	1417.65	995.75	22.96	1018.71
Due to others	28	50276.29	765.40	51041.69	51532.67	741.50	52274.17
Other financial liabilities	23, 29	5788.84	161.12	5949.96	7151.78	134.67	7286.45
Lease Liability		690.22	2707.05	3397.27	566.24	1839.90	2406.14
Total		134816.23	72655.01	207471.24	121021.62	69147.54	190169.16
B. Derivative liabilities:							
Forward contracts	23, 29	415.64	88.82	504.46	327.69	19.35	347.04
Embedded derivatives	23, 29	27.50	50.83	78.33	41.64	–	41.64
Total		443.14	139.65	582.79	369.33	19.35	388.68

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(k) Details of outstanding hedge instruments for which hedge accounting is followed:

(i) Outstanding currency exchange rate hedge instruments:

(A) Forward covers taken to hedge exchange rate risk and accounted as cash flow hedge:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
(a) Receivable hedges:								
US Dollar	51036.06	88.93	27240.53	23795.53	56596.51	86.59	29715.54	26880.97
EURO	2491.11	95.38	2033.82	457.29	1554.78	93.16	1090.98	463.80
Malaysian Ringgit	389.74	19.48	227.87	161.87	190.06	18.03	190.06	–
Omani Riyal	38.88	223.39	38.88	–	10.91	219.16	10.91	–
Arab Emirates Dirham	734.74	23.46	723.77	10.97	705.19	22.68	605.11	100.08
British Pound	208.96	109.98	147.06	61.90	–	–	–	–
Japanese Yen	3203.80	0.62	1407.35	1796.45	2674.33	0.56	1411.98	1262.35
Kuwaiti Dinar	1549.55	279.66	1367.67	181.88	795.30	275.25	790.64	4.66
Qatari Riyal	1349.16	23.57	1341.84	7.32	1816.12	22.89	1777.62	38.50
Saudi Riyal	167.47	23.14	167.47	–	–	–	–	–
Chinese Yuan	7.39	12.00	7.39	–	–	–	–	–
Indonesian Rupiah	52.92	0.01	52.92	–	–	–	–	–
Thai Baht	–	–	–	–	22.93	2.43	22.93	–
(b) Payable hedges:								
US Dollar	29806.87	87.17	21994.65	7812.22	16054.45	84.48	9582.47	6471.98
EURO	16561.34	93.73	12829.06	3732.28	19973.80	91.86	18515.09	1458.71
Qatari Riyal	493.38	23.79	493.38	–	120.39	22.87	120.39	–
Arab Emirates Dirham	918.71	23.60	918.71	–	562.70	22.85	562.70	–
British Pound	82.10	111.43	73.05	9.05	158.29	104.59	146.59	11.70
Japanese Yen	1671.83	0.59	1326.49	345.34	1152.07	0.56	1130.91	21.16
Kuwaiti Dinar	218.07	281.22	218.07	–	171.79	273.47	171.79	–
Swiss Franc	304.25	100.10	297.55	6.70	459.01	92.41	457.81	1.20
Chinese Yuan	15.57	12.00	15.57	–	17.86	11.75	17.86	–
Saudi Riyal	702.32	22.80	702.32	–	–	–	–	–
Swedish Krona	0.53	8.59	0.53	–	–	–	–	–
Canadian Dollar	–	–	–	–	1.80	61.55	1.80	–

(B) Options taken to hedge exchange rate risk and accounted as cash flow hedge:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
(a) Receivable hedges:								
US Dollar/Indian Rupees	115.02	[1]	–	115.02	402.56	[1]	402.56	–
EURO/US Dollar	922.77	[1]	379.28	543.49	795.62	[1]	605.13	190.48
US Dollar/EURO	–	–	–	–	169.08	[1]	169.08	–
US Dollar/British Pound	–	–	–	–	92.93	[1]	92.93	–
US Dollars/Japanese Yen	508.95	[1]	–	508.95	446.07	[1]	–	446.07
(b) Payable hedges:								
US Dollar/EURO	–	–	–	–	169.08	[1]	169.08	–
EURO/US Dollar	–	–	–	–	73.29	[1]	73.29	–
British Pound/US Dollar	–	–	–	–	39.91	[1]	39.91	–
US Dollar/British Pound	–	–	–	–	92.93	[1]	92.93	–

[1] The options contracts include a combination of calls and puts (including cross currency) with different maturities and strike prices.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(C) Forward covers taken to hedge exchange rate risk and accounted as fair value hedge:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
(a) Receivable hedges:								
US Dollar	2234.22	86.43	2234.22	–	2347.53	83.39	2347.53	–
British Pound	–	–	–	–	21.09	105.46	21.09	–
EURO	252.88	91.96	252.88	–	285.74	90.71	285.74	–

(D) Forward covers taken to hedge exchange rate risk and accounted as net investment hedge:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
(a) Receivable hedges:								
US Dollar	318.13	86.92	318.13	–	–	–	–	–
Arab Emirates Dirham	15.92	23.49	15.92	–	32.57	22.82	32.57	–
Saudi Riyal	–	–	–	–	194.58	22.28	194.58	–

(ii) Outstanding interest rate hedge instruments:

(A) Interest rate swaps taken to hedge interest rate risk and accounted as cash flow hedge:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (%)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (%)	Within twelve months (₹ crore)	After twelve months (₹ crore)
Floating interest rate borrowings - INR	–	–	–	–	400.00	6.23	–	400.00

(iii) Outstanding commodity price hedge instruments:

(A) Commodity forward contract:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
Copper (Tn)	1569.90	800523.94	1561.75	8.15	919.23	711972.13	919.23	–
Aluminium (Tn)	1644.14	220652.26	1558.84	85.30	939.98	191859.90	930.05	9.93
Iron Ore (Tn)	7.40	7252.07	7.40	–	14.29	7309.80	6.95	7.34
Lead (Tn)	36.55	177848.50	36.55	–	63.70	174699.52	63.70	–
Nickel (Tn)	89.58	1468458.31	89.58	–	130.21	1778778.54	130.21	–

(B) Commodity option contract:

Particulars	As at 31-3-2025				As at 31-3-2024			
	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)	Nominal amount (₹ crore)	Average rate (₹)	Within twelve months (₹ crore)	After twelve months (₹ crore)
Aluminium (Tn)	183.97	[1]	183.97	–	112.48	[1]	112.48	–
Copper (Tn)	173.52	[1]	173.52	–	301.25	[1]	301.25	–

[1] The options contracts include a combination of calls and puts with different maturities and strike prices.

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(l) Carrying amounts of hedge instruments for which hedge accounting is followed:

(A) Cash flow hedge:

₹ crore

Particulars	As at 31-3-2025			As at 31-3-2024		
	Currency exposure	Interest rate exposure	Commodity price exposure	Currency exposure	Interest rate exposure	Commodity price exposure
(i) Forward contracts						
(a) Current:						
Asset - Other financial assets	542.37	–	56.84	323.57	–	64.14
Liability - Other financial liabilities	349.67	–	54.04	278.93	–	36.86
(b) Non-current:						
Asset - Other financial assets	417.62	–	0.34	750.61	6.47	–
Liability - Other financial liabilities	85.94	–	0.27	13.90	–	–
(ii) Option contracts						
(a) Current:						
Asset - Other financial assets	80.39	–	16.97	40.10	–	13.60
Liability - Other financial liabilities	4.94	–	9.34	1.95	–	–
(b) Non-current:						
Asset - Other financial assets	43.80	–	20.78	2.67	–	–
Liability - Other financial liabilities	8.19	–	20.11	–	–	–

(B) Fair value hedge:

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
	Currency exposure	Currency exposure
Forward contracts		
(a) Current:		
Asset - Other financial assets	17.99	1.90
Liability - Other financial liabilities	1.93	4.28

(C) Net investment hedge:

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
	Currency exposure	Currency exposure
(i) Forward contracts		
(a) Current:		
Asset - Other financial assets	2.23	0.01
Liability - Other financial liabilities	–	0.38

(m) Breakup of cash flow hedging reserve and cost of hedging reserve:

₹ crore

Particulars	As at 31-3-2025		As at 31-3-2024	
	Cash flow hedging reserve	Cost of hedging reserve	Cash flow hedging reserve	Cost of hedging reserve
Balance towards continuing hedges	(45.84)	138.35	197.17	(4.67)
Balance for which hedge accounting discontinued	158.82	–	81.84	–
Total	112.98	138.35	279.01	(4.67)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [59] (contd.)

(n) Reclassification of hedging reserve and cost of hedging reserve to Profit or Loss:

₹ crore

Particulars	2024-25	2023-24
(A) Future cash flows are no longer expected to occur:		
(i) Sales, administration and other expenses	(53.18)	0.64
(B) Hedged expected future cash flows affecting Profit or loss:		
(i) Progress billing	(61.19)	5.78
(ii) Revenue from operations	(24.52)	50.12
(iii) Manufacturing, construction and operating expenses	(6.84)	(60.09)
(iv) Sales, administration and other expenses	(2.38)	118.16

(o) Movement of cash flow hedging reserve and cost of hedging reserve:

₹ crore

Cash flow hedging reserve	2024-25	2023-24
Opening balance	279.01	146.53
Changes in the spot element of the forward contracts which is designated as hedging instruments for time period related hedges	5.76	21.09
Changes in fair value of forward contracts designated as hedging instruments	(240.30)	344.80
Changes in intrinsic value of option contracts	(4.30)	13.51
Changes in fair value of swaps	(28.02)	(6.21)
Amount reclassified to Profit or Loss	60.04	(112.04)
Amount included in non-financial asset/liability	(13.73)	(1.58)
Amount included in progress billing in Balance Sheet	61.19	(5.78)
Translation adjustment	(0.29)	0.05
Taxes related to above	(6.38)	(121.36)
Closing balance	112.98	279.01

₹ crore

Cost of hedging reserve	2024-25	2023-24
Opening balance	(4.67)	(4.77)
Changes in the forward element of the forward contracts where changes in spot element of forward contract is designated as hedging instruments for time period related hedges	164.24	(3.08)
Amount reclassified to Profit or Loss	26.88	3.21
Taxes related to above	(48.10)	(0.03)
Closing balance	138.35	(4.67)

NOTE [60]

Value of financial assets and inventories hypothecated as collateral for liabilities and/or commitments and/or contingent liabilities:

₹ crore

Particulars	As at 31-3-2025	As at 31-3-2024
Current:		
Investments	–	25.01
Inventories and trade receivables	9207.33	9743.23
Cash and cash equivalents	171.77	63.08
Loans	33758.89	30881.61
Other assets	4686.30	1510.36
Total inventories and current financial assets hypothecated as collateral	47824.29	42223.29
Non-current:		
Investments	1162.65	1147.50
Loans	54517.89	42268.67
Total non-current financial assets hypothecated as collateral	55680.54	43416.17

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [61]

Disclosure pursuant to Ind AS 116 "Leases":

(a) Where the Group is a lessor:

(i) Finance leases:

A. Assets given under leases mainly include power plant where the Group has agreed to manufacture/construct an asset and convey, in substance, a right to the beneficiary to use the asset over a major part of its economic life, for a pre-determined consideration.

B. Finance lease income recognised in the Statement of Profit and Loss: ₹ 944.45 crore (previous year: ₹ 966.49 crore). Out of above, ₹ 831.49 crore (previous year: ₹ 895.71 crore) is on the net investment in finance lease and ₹ 112.96 crore (previous year: ₹ 70.78 crore) is income relating to variable lease payments not included in the measurement of the net investment in finance leases.

C. Sub-lease income recognised on finance leases: ₹ Nil (previous year: ₹ Nil).

D. The gross investment in these leases and the present value of minimum lease payments receivable are as under:

₹ crore

Sr. No.	Particulars	Minimum lease payments		Present value of minimum lease payments	
		As at 31-3-2025	As at 31-3-2024	As at 31-3-2025	As at 31-3-2024
1	Receivable not later than 1 year	1017.80	1291.51	327.79	542.84
2	Receivable later than 1 year and not later than 2 years	1008.68	1017.80	264.14	244.98
3	Receivable later than 2 years and not later than 3 years	1002.33	1008.68	288.43	264.14
4	Receivable later than 3 years and not later than 4 years	977.77	1002.33	296.39	288.43
5	Receivable later than 4 years and not later than 5 years	981.40	977.77	334.92	296.39
6	Receivable later than 5 years	8489.34	9470.75	4638.27	4973.20
7	Unguaranteed residual value	990.36	990.36	990.36	990.36
8	Gross investment in leases (1+2+3+4+5+6+7)	14467.68	15759.20	7140.30	7600.34
9	Less: Unearned finance income	7327.38	8158.86		
10	Present value of minimum lease payments receivable (8-9)	7140.30	7600.34		
11	Less: Impairment [in Developmental Projects Segment/ Expected credit loss on lease receivables	1988.64	1988.64	1988.64	1988.64
	Net lease receivables (10-11)	5151.66	5611.70	5151.66	5611.70

E. Reconciliation of carrying amount of net investment in finance lease receivables:

₹ crore

Sr. No.	Particulars	2024-25	2023-24
1	Opening balance	5611.70	6234.57
2	Finance income/sub-lease income recognised during the year	831.49	895.71
3	Addition/(Deletion) to finance lease during the year	0.01	0.17
4	Lease rental received during the year	(1291.54)	(1518.75)
5	(Impairment)/(Expected credit loss)/reversal during the year	–	–
6	Closing balance (1+2+3+4+5)	5151.66	5611.70

(ii) Operating leases:

A. The Group has given, on non-cancellable lease, certain assets such as buildings, plant & equipment, furniture & fixtures and vehicles. Leases are renewed only on mutual consent and at a prevalent market price and sub-lease is generally restricted.

B. Operating lease income recognised in the Statement of Profit and Loss: ₹ 195.13 crore (previous year: ₹ 174.55 crore).

C. Sub-lease income recognised on operating leases: ₹ Nil (previous year: ₹ 1.90 crore).

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [61] (contd.)

D. Annual undiscounted lease payments receivable is as under:

₹ crore

Sr. No.	Particulars	As at 31-3-2025	As at 31-3-2024
1	Receivable not later than 1 year	80.52	95.13
2	Receivable later than 1 year and not later than 2 years	69.21	79.58
3	Receivable later than 2 years and not later than 3 years	58.81	71.07
4	Receivable later than 3 years and not later than 4 years	51.87	64.67
5	Receivable later than 4 years and not later than 5 years	49.53	58.12
6	Receivable later than 5 years	334.34	384.95
	Total (1+2+3+4+5+6)	644.28	753.52

(b) Where the Group is a lessee:

(i) The Group has taken on lease various assets such as plant & equipment, buildings, furniture & fixtures, vehicles and computers. Generally, leases are renewed only on mutual consent and at a prevalent market price.

(ii) The Group during the year has leased out surplus capacity in leased assets and has accounted an income of ₹ Nil (previous year: ₹ 1.90 crore) on such sub-leases.

(iii) Details with respect to right-of-use assets:

₹ crore

Class of asset	Depreciation for the year		Additions during the year		Carrying amount	
	2024-25	2023-24	2024-25	2023-24	As at 31-3-2025	As at 31-3-2024
Land	30.90	23.68	299.25	13.72	679.26	426.33
Buildings	537.78	464.36	885.79	776.29	2092.63	1846.44
Plant & equipment	6.94	18.73	0.20	1.06	3.97	10.71
Furniture & fixtures	–	0.83	–	–	–	–
Vehicles	11.71	0.14	99.74	6.08	93.16	5.93
Computers	–	0.34	–	–	–	–
Total	587.33	508.08	1284.98*	797.15	2869.02	2289.41

* Includes addition on account of business combination ₹ 49.03 crore

(iv) Interest expense on lease liabilities amounts to ₹ 193.60 crore (previous year: ₹ 166.95 crore)

(v) Amounts not included in the measurement of the lease liability and recognised as expense in the Statement of Profit and Loss during the year are as follows:

A. Short term leases - ₹ 6798.12 crore (previous year: ₹ 5634.83 crore);

B. Low value leases - ₹ 109.29 crore (previous year: ₹ 75.90 crore)

(vi) Total cash outflow for leases amounts to ₹ 7534.33 crore (previous year: ₹ 5496.32 crore) during the year including cash outflow of short term and low value leases.

(vii) The Group has entered into certain lease agreements, which had not commenced by the year end and as a result, a lease liability and right-of-use asset has not been recognised. The aggregate future cash flows to which the Group is exposed in respect of these contracts are:

Fixed payments of ₹ 28.11 crore per year for a lease term of 5 years (previous year: ₹ 16.20 crore per year for a lease term of 5 years)

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [62]

Additional information pursuant to Schedule III to the Companies Act, 2013 for the year ended 31-3-2025:

Name of the entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or (loss)		Share in Other comprehensive income		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated Other comprehensive income	Amount (₹ crore)	As % of consolidated Total comprehensive income	Amount (₹ crore)
Parent company								
Larsen and Toubro Limited	73.62%	71895.84	72.29%	10870.72	694.11%	259.25	73.83%	11129.97
Indian Subsidiaries								
Infrastructure:								
Hi-Tech Rock Products and Aggregates Limited	0.02%	24.24	0.00%	0.48	–	–	0.00%	0.48
L&T Geostructure Private Limited	0.54%	529.16	0.56%	84.88	1.79%	0.67	0.57%	85.55
Energy:								
L&T Energy Green Tech Limited	0.21%	203.63	(0.28%)	(42.77)	(0.11%)	(0.04)	(0.28%)	(42.81)
Hi-Tech Manufacturing:								
L&T Electrolysers Limited	0.10%	96.63	(0.25%)	(38.25)	(0.67%)	(0.25)	(0.26%)	(38.50)
L&T Special Steels and Heavy Forgings Private Limited	(1.99%)	(1939.31)	1.97%	296.71	(1.23%)	(0.46)	1.97%	296.25
IT & Technology Services:								
LTIMindtree Limited	22.36%	21833.78	29.57%	4446.45	(130.33%)	(48.68)	29.17%	4397.77
L&T Technology Services Limited	5.89%	5748.19	8.12%	1220.94	(85.97%)	(32.11)	7.89%	1188.83
L&T Thales Technology Services Private Limited	0.07%	65.91	(0.08%)	(12.43)	0.64%	0.24	(0.08%)	(12.19)
L&T Network Services Private Limited	0.02%	15.60	(0.02%)	(2.50)	–	–	(0.02%)	(2.50)
L&T Semiconductor Technologies Limited	0.13%	130.77	(1.08%)	(162.81)	(0.37%)	(0.14)	(1.08%)	(162.95)
Siliconch Systems Private Limited	0.01%	12.33	(0.04%)	(6.68)	(0.62%)	(0.23)	(0.05%)	(6.91)
Intelliswift Software (India) Private Limited	0.05%	51.63	0.03%	3.95	0.35%	0.13	0.03%	4.08
Financial Services:								
L&T Finance Limited	25.90%	25294.72	17.41%	2617.81	65.52%	24.47	17.53%	2642.28
L&T Infra Investment Partners Advisory Private Limited	0.03%	29.36	0.00%	0.53	–	–	0.00%	0.53
L&T Infra Investment Partners Trustee Private Limited	0.00%	0.11	0.00%	0.01	–	–	0.00%	0.01
L&T Financial Consultants Limited	0.41%	404.17	0.16%	24.33	(0.03%)	(0.01)	0.16%	24.32
L&T Infra Investment Partners (The Fund)	0.15%	150.86	0.01%	0.88	–	–	0.01%	0.88
Developmental Projects:								
L&T Metro Rail (Hyderabad) Limited	0.83%	807.49	(4.16%)	(625.88)	(0.72%)	(0.27)	(4.15%)	(626.15)
L&T Himachal Hydropower Limited	(0.00%)	(2.10)	(0.00%)	(0.32)	–	–	(0.00%)	(0.32)
L&T Power Development Limited	2.76%	2690.64	0.00%	0.66	–	–	0.00%	0.66
Nabha Power Limited	5.35%	5225.96	2.94%	441.93	(0.51%)	(0.19)	2.93%	441.74

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [62] (contd.)

Name of the entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or (loss)		Share in Other comprehensive income		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated Other comprehensive income	Amount (₹ crore)	As % of consolidated Total comprehensive income	Amount (₹ crore)
Realty:								
Chennai Vision Developers Private Limited	(0.00%)	(0.05)	(0.00%)	(0.01)	–	–	(0.00%)	(0.01)
Elevated Avenue Realty LLP	0.34%	334.89	(2.18%)	(328.06)	0.03%	0.01	(2.18%)	(328.05)
Elante Properties Private Limited [a]	0.29%	284.49	(0.09%)	(13.04)	(0.03%)	(0.01)	(0.09%)	(13.05)
L&T Realty Developers Limited	1.52%	1488.83	3.20%	480.76	–	–	3.19%	480.76
L&T Realty Properties Limited [b]	2.78%	2718.40	1.59%	239.34	(0.11%)	(0.04)	1.59%	239.30
L&T Westend Project LLP	–	–	–	–	–	–	–	–
Prime Techpark (Chennai) Private Limited	(0.00%)	(0.02)	(0.00%)	(0.03)	–	–	(0.00%)	(0.03)
Avenue Techpark (Bangalore) Private Limited	–	–	(0.00%)	(0.03)	–	–	(0.00%)	(0.03)
Bangalore Spectrum Techpark Private Limited	–	–	(0.00%)	(0.05)	–	–	(0.00%)	(0.05)
Bangalore Galaxy Techpark Private Limited	0.00%	0.04	–	–	–	–	–	–
Chennai Nova Techpark Private Limited	0.00%	0.03	(0.00%)	(0.01)	–	–	(0.00%)	(0.01)
Business Park (Powai) Private Limited	0.19%	186.74	(0.01%)	(1.14)	–	–	(0.01%)	(1.14)
Millennium Techpark (Chennai) Private Limited	0.00%	0.03	(0.00%)	(0.01)	–	–	(0.00%)	(0.01)
Bangalore Fortune Techpark Private Limited	–	–	(0.00%)	(0.03)	–	–	(0.00%)	(0.03)
Corporate Park (Powai) Private Limited	0.20%	200.17	(0.00%)	(0.15)	–	–	(0.00%)	(0.15)
LH Residential Housing Private Limited	(0.06%)	(61.97)	(0.34%)	(51.66)	–	–	(0.34%)	(51.66)
LH Uttarayan Premium Realty Private Limited	(0.00%)	(0.01)	(0.00%)	(0.06)	–	–	(0.00%)	(0.06)
Valves, Construction Equipment and Others:								
L&T Construction Equipment Limited	0.22%	210.83	0.11%	16.66	(0.37%)	(0.14)	0.11%	16.52
L&T Valves Limited	0.61%	594.85	1.23%	184.55	(9.02%)	(3.37)	1.20%	181.18
Others:								
Bhilai Power Supply Company Limited	0.00%	0.05	–	–	–	–	–	–
L&T Aviation Services Private Limited	0.04%	37.62	(0.00%)	(0.44)	(0.03%)	(0.01)	(0.00%)	(0.45)
L&T Capital Company Limited	0.00%	4.39	0.00%	0.17	–	–	0.00%	0.17

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [62] (contd.)

Name of the entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or (loss)		Share in Other comprehensive income		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated Other comprehensive income	Amount (₹ crore)	As % of consolidated Total comprehensive income	Amount (₹ crore)
Foreign Subsidiaries								
Infrastructure:								
Larsen & Toubro (Oman) LLC	0.49%	482.20	0.82%	123.19	21.42%	8.00	0.87%	131.19
Larsen & Toubro Qatar LLC	(0.00%)	(0.96)	(0.00%)	(0.06)	(0.05%)	(0.02)	(0.00%)	(0.08)
Larsen & Toubro Saudi Arabia LLC	0.94%	913.31	1.70%	256.11	35.26%	13.17	1.79%	269.28
Larsen & Toubro T&D SA (Proprietary) Limited	0.00%	4.19	0.00%	0.41	0.75%	0.28	0.00%	0.69
Larsen & Toubro (East Asia) Sdn. Bhd.	0.03%	29.64	0.08%	12.03	4.77%	1.78	0.09%	13.81
PT Larsen and Toubro	0.01%	10.44	(0.00%)	(0.74)	(0.54%)	(0.20)	(0.01%)	(0.94)
Larsen & Toubro International FZE	1.83%	1790.21	7.65%	1149.85	55.07%	20.57	7.76%	1170.42
Larsen & Toubro CIS FE LLC	(0.01%)	(6.84)	(0.05%)	(7.12)	0.05%	0.02	(0.05%)	(7.10)
Larsen & Toubro Kuwait Construction General Contracting Co. W.L.L.	0.01%	9.70	(0.00%)	(0.65)	0.62%	0.23	(0.00%)	(0.42)
Energy:								
Larsen & Toubro Heavy Engineering LLC	0.00%	2.07	1.09%	163.34	(5.62%)	(2.10)	1.07%	161.24
L&T Modular Fabrication Yard LLC	0.31%	301.63	0.10%	14.40	19.25%	7.19	0.14%	21.59
Larsen Toubro Arabia LLC	0.06%	54.27	0.84%	127.00	(9.05%)	(3.38)	0.82%	123.62
L&T Hydrocarbon Saudi Company	(0.94%)	(917.92)	(0.96%)	(144.79)	(637.72%)	(238.19)	(2.54%)	(382.98)
Larsen & Toubro Electromech LLC	0.10%	100.15	0.50%	74.65	4.04%	1.51	0.51%	76.16
IT & Technology Services:								
LTIMindtree Information Technology Services (Shanghai) Co., Ltd	0.01%	6.23	0.02%	2.72	0.24%	0.09	0.02%	2.81
LTIMindtree Financial Services Technologies Inc.	0.66%	644.50	0.74%	110.93	(43.91%)	(16.40)	0.63%	94.53
LTIMindtree Canada Limited	0.14%	132.30	0.25%	37.23	(8.70%)	(3.25)	0.23%	33.98
LTIMindtree South Africa (Pty) Limited	0.04%	42.40	0.07%	10.68	6.48%	2.42	0.09%	13.10
LTIMindtree GmbH	0.51%	497.10	0.01%	1.70	71.03%	26.53	0.19%	28.23
LTIMindtree Spain S.L.	0.00%	1.60	(0.00%)	(0.59)	0.11%	0.04	(0.00%)	(0.55)
LTIMindtree Norge AS	0.02%	17.30	0.01%	2.20	2.49%	0.93	0.02%	3.13
LTIMindtree S.De.RL.De.C.V.	0.02%	21.45	0.07%	9.93	(5.57%)	(2.08)	0.05%	7.85
LTIMindtree S.A.	(0.04%)	(42.28)	(0.75%)	(112.28)	(1.42%)	(0.53)	(0.75%)	(112.81)
Syncordis France SARL	–	–	0.05%	8.24	(0.29%)	(0.11)	0.05%	8.13
Syncordis Limited	–	–	0.48%	72.03	(5.06%)	(1.89)	0.47%	70.14
LTIMindtree PSF S.A.	0.03%	28.99	(0.05%)	(7.35)	2.06%	0.77	(0.04%)	(6.58)
LTIMindtree Swizerland AG	(0.00%)	(0.92)	(0.09%)	(14.18)	(4.69%)	(1.75)	(0.11%)	(15.93)
Nielsen+Partner Pte Ltd	(0.05%)	(51.20)	(0.06%)	(9.56)	(3.67%)	(1.37)	(0.07%)	(10.93)
LTIMindtree (Thailand) Limited	(0.01%)	(7.75)	(0.03%)	(3.84)	(0.72%)	(0.27)	(0.03%)	(4.11)
Nielsen&Partner Pty Ltd	–	–	0.07%	11.15	(0.56%)	(0.21)	0.07%	10.94

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [62] (contd.)

Name of the entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or (loss)		Share in Other comprehensive income		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated Other comprehensive income	Amount (₹ crore)	As % of consolidated Total comprehensive income	Amount (₹ crore)
LTIMindtree USA Inc	0.00%	1.39	0.02%	2.27	(1.04%)	(0.39)	0.01%	1.88
L&T Technology Services LLC	1.18%	1149.66	0.38%	57.68	26.56%	9.92	0.45%	67.60
L&T Technology Services Pte. Ltd.	0.00%	0.25	(0.00%)	(0.09)	0.03%	0.01	(0.00%)	(0.08)
Graphene Solutions SDN. BHD.	0.00%	0.07	(0.00%)	(0.01)	0.03%	0.01	–	–
Graphene Solutions Taiwan Limited	0.00%	0.17	0.00%	0.13	–	–	0.00%	0.13
L&T Technology Services (Shanghai) Co. Ltd.	0.00%	4.23	(0.00%)	(0.28)	0.05%	0.02	(0.00%)	(0.26)
LTIMindtree UK Limited	0.08%	81.58	0.17%	26.06	9.37%	3.50	0.20%	29.56
LTIMindtree Middle East FZ-LLC	0.05%	46.75	0.08%	12.20	2.57%	0.96	0.09%	13.16
L&T Technology Services (Canada) Ltd	(0.00%)	(2.59)	(0.00%)	(0.38)	0.19%	0.07	(0.00%)	(0.31)
L&T Technology Services Poland spółka z ograniczoną odpowiedzialnością	–	–	(0.00%)	(0.01)	–	–	(0.00%)	(0.01)
LTIMindtree Consulting Brazil LTDA	0.00%	2.75	(0.00%)	(0.14)	0.24%	0.09	(0.00%)	(0.05)
Intelliswift Software Inc. (Consolidated)	0.09%	88.07	0.05%	7.02	(0.56%)	(0.21)	0.05%	6.81
Valves, Construction Equipment and Others:								
L&T Valves Arabia Manufacturing LLC	(0.00%)	(3.47)	(0.04%)	(6.27)	(0.03%)	(0.01)	(0.04%)	(6.28)
L&T Valves USA LLC	0.01%	6.38	(0.01%)	(1.78)	0.48%	0.18	(0.01%)	(1.60)
Others:								
L&T Global Holdings Limited	0.69%	678.67	2.81%	422.58	60.88%	22.74	2.95%	445.32
Total Subsidiaries		73488.80		11180.29		(211.76)		10968.53
Non-controlling Interest in all subsidiaries	(18.17%)	(17748.08)	(17.53%)	(2636.22)	69.77%	26.06	(17.32%)	(2610.16)
Indian Associates								
Gujarat Leather Industries Limited	–	–	–	–	–	–	–	–
Magtorq Private Limited	0.01%	8.74	0.01%	1.34	–	–	0.01%	1.34
E2E Networks Limited	0.24%	237.64	0.02%	2.54	(0.05%)	(0.02)	0.02%	2.52
Foreign Associates								
Larsen & Toubro Qatar & HBK Contracting Co. WLL	(0.00%)	(4.55)	–	–	(0.59%)	(0.22)	(0.00%)	(0.22)
L&T Camp Facilities LLC	–	–	0.01%	1.36	(1.82%)	(0.68)	0.00%	0.68
Total Associates		241.83		5.24		(0.92)		4.32

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [62] (contd.)

Name of the entity	Net Assets, i.e., total assets minus total liabilities		Share in profit or (loss)		Share in Other comprehensive income		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated Other comprehensive income	Amount (₹ crore)	As % of consolidated Total comprehensive income	Amount (₹ crore)
Indian Joint Ventures								
Energy:								
L&T - MHI Power Boilers Private Limited	0.78%	757.84	(0.13%)	(18.97)	3.69%	1.38	(0.12%)	(17.59)
L&T - MHI Power Turbine Generators Private Limited	0.15%	150.00	(0.09%)	(13.27)	(3.16%)	(1.18)	(0.10%)	(14.45)
L&T Howden Private Limited	0.08%	80.99	0.09%	13.70	(0.08%)	(0.03)	0.09%	13.67
L&T-Sargent & Lundy Limited	0.05%	51.00	0.17%	26.07	(0.19%)	(0.07)	0.17%	26.00
L&T Sapura Shipping Private Limited	0.09%	87.33	(0.12%)	(18.15)	6.29%	2.35	(0.10%)	(15.80)
Hi-Tech Manufacturing:								
L&T MBDA Missile Systems Limited	0.10%	96.77	0.02%	2.83	–	–	0.02%	2.83
Developmental Projects:								
GH4India Private Limited	(0.00%)	(1.50)	(0.01%)	(1.13)	–	–	(0.01%)	(1.13)
Others:								
Raykal Aluminium Company Private Limited	(0.00%)	(0.66)	(0.00%)	(0.01)	–	–	(0.00%)	(0.01)
Foreign Joint Ventures								
Energy:								
Indiran Engineering Projects & Systems Kish PJSC	0.00%	0.09	0.00%	0.03	–	–	0.00%	0.03
Hydrocarbon Arabia Limited Company	(0.01%)	(8.38)	(0.07%)	(10.13)	–	–	(0.07%)	(10.13)
IT & Technology Services:								
LTIM Aramco Digital Solutions for Information Technology	0.00%	0.59	–	–	–	–	–	–
Total Joint Ventures		1214.07		(19.03)		2.45		(16.58)
CFS adjustment and elimination	(32.17%)	(31436.86)	(29.05%)	(4363.89)	(101.02%)	(37.73)	(29.20%)	(4401.62)
Total		97655.60		15037.11		37.35		15074.46

[a] formerly known as L&T Parel Project Private Limited

[b] formerly known as L&T Seawoods Limited

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

a) Notes with respect to remarks in CARO Report:

(i) During the year, the Parent Company renewed the loan of ₹ 182.06 crore to L&T Sapura Shipping Private Limited (LTSSPL), a subsidiary [1] on account of shortfall in operational cashflows of the subsidiary. The management is deliberating various options for repayment of loan.

(ii) L&T Special Steels and Heavy Forgings Private Limited (LTSSHF), a wholly owned subsidiary, has not repaid the loan and net interest thereon aggregating to ₹ 2308.63 (amount due for more than 90 days is ₹ 2,290.14 crore) to the Parent Company due to insufficient funds. During the year, the Company has acquired the balance 26% stake in LTSSHF from the JV partner. Pursuant to this, LTSSHF has become a wholly owned subsidiary of the Company with effect from February 18, 2025. This acquisition of stake is a part of its strategic plan to restructure and improve financial & operational efficiency of LTSSHF [Refer note 48(a)].

(iii) Intelliswift Software (India) Private Limited, a wholly owned subsidiary of L&T Technology Services limited (LTTS), had granted loans to its directors in earlier years which were non-compliant with the provisions of section 185 and 186 of the Companies Act, 2013. Further, it has been sanctioned working capital limit in excess of ₹ 5 crores in aggregate from Banks/financial institutions on the basis of security of their current assets. The company has not filed quarterly returns/statements with such Banks/financial institutions. Such non-compliances pertains to the period before the acquisition of the said company by LTTS i.e. January 03, 2025. The above mentioned loan has been repaid and closing balance as on March 31, 2025 is Nil.

[1] Subsidiary classification is in accordance with the Companies Act, 2013.

b) Miscellaneous expenses under the heading Sales, Administration and Other Expenses [Note 38] during the year include contribution paid to a Trust: ₹ 300.00 crore (previous year: ₹ 200.00 crore).

c) Balance outstanding with struck off companies:

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
1	AT and LS Private Limited	Accounts Payables	NA	0.05	0.05
2	Terra Firma Promoters andDevelopers Private Limited	Accounts Payables	NA	0.13	0.13
3	Genesis Infosolutions Private Limited	Accounts Payables	NA	0.05	0.05
4	Wipo Teleservices Private Limited	Accounts Payables	NA	0.07	0.07
5	P S Steel Tubes Limited	Accounts Payables	NA	–	–
6	Century Cement Limited	Accounts Payables	NA	– [1]	– [1]
7	Diamond Cements Private Limited	Accounts Payables	NA	–	0.05
8	Tropical Granites India Private Limited	Accounts Payables	NA	– [1]	– [1]
9	P S Steel Tubes Private Limited	Accounts Payables	NA	0.49	0.03
10	Planet Hard Consultancy Private Limited	Accounts Payables	NA	0.01	0.01
11	Payal Synthetics Private Limited	Accounts Payables	NA	– [1]	– [1]
12	RK Gautam Construction Private Limited	Accounts Payables	NA	0.01	0.01
13	Ethos Coatings andEngineers Private Limited	Accounts Payables	NA	0.38	0.53
14	Probus Infratech Private Limited	Accounts Payables	NA	0.01	0.01
15	Unique Fabricators andErectors Private Limited	Accounts Payables	NA	–	0.03
16	Varad Infra Projects (P) Limited	Accounts Payables	NA	0.01	0.02
17	SI Mallik Infrastructure Private Limited	Accounts Payables	NA	–	0.05
18	Profusion Engineering Private Limited	Accounts Payables	NA	–	– [1]
19	Bently Nevada India Private Limited	Accounts Payables	NA	– [1]	0.33
20	Ye Power Transmission Private Limited	Accounts Payables	NA	– [1]	– [1]
21	Aarib Constructions Private Limited	Accounts Payables	NA	0.02	0.02
22	Sriya Tunnel Construction Private Limited	Accounts Payables	NA	0.02	0.02
23	Onella Visions Private Limited	Accounts Payables	NA	0.01	0.01
24	Sheoveena Construction Private Limited	Accounts Payables	NA	0.01	0.01

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
25	Jatra Services India Private Limited	Accounts Payables	NA	0.01	0.01
26	Shri Vedika Engineering Private Limited	Accounts Payables	NA	0.06	0.09
27	Arj Infra Private Limited	Accounts Payables	NA	– [1]	– [1]
28	Om Pranav Infrastructure Engineering Private Limited	Accounts Payables	NA	0.02	0.02
29	Balaji Infrastructure Td Private Limited	Accounts Payables	NA	0.01	0.01
30	Manish Duggal Telecom Private Limited	Accounts Payables	NA	– [1]	0.01
31	Torobuild Constructions Opc Private Limited	Accounts Payables	NA	– [1]	– [1]
32	Zaaharveer Projects Private Limited	Accounts Payables	NA	0.13	0.13
33	Real Construction Private Limited	Accounts Payables	NA	0.02	0.02
34	Shrishti Technologies Private Limited	Accounts Payables	NA	0.04	0.04
35	Yira Tranmission Private Limited	Accounts Payables	NA	– [1]	– [1]
36	Raas Infratech Private Limited	Accounts Payables	NA	– [1]	– [1]
37	Marine Outfitting Private Limited	Accounts Payables	NA	0.04	0.04
38	Advance Mep Solutions Private Limited	Accounts Payables	NA	– [1]	– [1]
39	Aerocon Hyderabad Infraprojects Private Limited	Accounts Payables	NA	0.01	0.02
40	Maxtel Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
41	Complete Health And Enviro Solutions Private Limited	Accounts Payables	NA	– [1]	0.01
42	S K Modern Construction andEngineering Private Limited	Accounts Payables	NA	0.10	0.10
43	Presstech Engineering And Technologies (Chennai) Private Limited	Accounts Payables	NA	0.03	0.06
44	Q-Tec Management Services India Private Limited	Accounts Payables	NA	– [1]	– [1]
45	Domya Contracts Private Limited	Accounts Payables	NA	– [1]	0.02
46	R K Cranes Private Limited	Accounts Payables	NA	– [1]	– [1]
47	Rdengicon Private Limited	Accounts Payables	NA	0.06	0.06
48	N T Enterprise Private Limited	Accounts Payables	NA	0.03	0.03
49	Vk Management Services Private.Limited	Accounts Payables	NA	– [1]	– [1]
50	Rani Aishwarya Infracon Private Limited	Accounts Payables	NA	0.01	0.01
51	Gulba Topographical Surveyors Private Limited	Accounts Payables	NA	– [1]	– [1]
52	JD Safety Efficency Bureau Guarding Experts Private Limited	Accounts Payables	NA	– [1]	– [1]
53	Ace Industrial Electrical And Engineering Private Limited	Accounts Payables	NA	– [1]	– [1]
54	Swift Equipments Private Limited	Accounts Payables	NA	0.01	0.01
55	Sieat Consultancy Private Limited	Accounts Payables	NA	0.06	0.06
56	Brightom Hospitality andEvents Private Limited	Accounts Payables	NA	– [1]	– [1]
57	Escalador Geo-Systems And Engineering Survey Private Limited	Accounts Payables	NA	0.01	0.01
58	Priyanka Managment Solution (India) Private Limited	Accounts Payables	NA	0.48	0.50

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
59	Dream Shine Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
60	Thought Zone Consulting Private Limited	Accounts Payables	NA	– [1]	– [1]
61	Rockhard Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
62	Stellent Engineering Solutions Private Limited	Accounts Payables	NA	– [1]	– [1]
63	Saj Infratech Private Limited	Accounts Payables	NA	0.01	0.01
64	Kegan Constructions Private Limited	Accounts Payables	NA	0.03	0.03
65	Kiswa Engineering Private Limited	Accounts Payables	NA	0.04	0.04
66	Kilimanjaro Energy Resurgence Private Limited	Accounts Payables	NA	– [1]	– [1]
67	Aircon System Engineers Private Limited (Agartala)	Accounts Payables	NA	– [1]	– [1]
68	UKR Infra Private Limited	Accounts Payables	NA	0.02	0.02
69	Jodhpur Infra-Con Private Limited	Accounts Payables	NA	– [1]	– [1]
70	Mohapatra Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
71	Artisans Design andBuild Private.Limited	Accounts Payables	NA	– [1]	– [1]
72	Ham Constructions andEngineering Works Private Limited	Accounts Payables	NA	0.01	0.01
73	Elemech Buildcon Private Limited	Accounts Payables	NA	0.01	0.01
74	Safety And Environment Education For Development Private Limited	Accounts Payables	NA	– [1]	– [1]
75	Hi-Volt Engineering Private Limited	Accounts Payables	NA	0.01	0.01
76	Chaudhary Om Parkash Earth Movers Private Limited	Accounts Payables	NA	0.04	0.04
77	Amritlaxmi Properties Private Limited	Accounts Payables	NA	0.02	0.02
78	Float Italino Private Limited	Accounts Payables	NA	– [1]	– [1]
79	Vishnuvedanga Infra-Tech Private Limited	Accounts Payables	NA	– [1]	– [1]
80	Rattiputra Construction Private Limited	Accounts Payables	NA	0.01	0.01
81	JRK Infra Projects (India) Private Limited	Accounts Payables	NA	– [1]	– [1]
82	Friends Civil Works Private Limited	Accounts Payables	NA	0.01	0.01
83	Z Rose Constructions andInteriors Private Limited	Accounts Payables	NA	– [1]	– [1]
84	Vishwa Infratech andProjects Private Limited	Accounts Payables	NA	0.01	0.01
85	Mei Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
86	Chandrawati Power Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
87	Utech Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
88	Silk Route Infrastructure Private Limited	Accounts Payables	NA	0.05	0.05
89	Jrc Biuildcon Private Limited	Accounts Payables	NA	– [1]	– [1]
90	Brahmaputra Engitech Private Limited	Accounts Payables	NA	0.01	0.01
91	Nevil Consultancy Services Private. Limited	Accounts Payables	NA	– [1]	– [1]
92	Timely Developers Consultants Private Limited	Accounts Payables	NA	0.02	0.02

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
93	Dwarkesh Buildcom Private Limited	Accounts Payables	NA	0.05	0.06
94	Neon Elecon Services Private Limited	Accounts Payables	NA	– [1]	– [1]
95	Ampere Engineering And Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
96	Vertex Realtech Infra Private. Limited	Accounts Payables	NA	0.49	0.50
97	Janakraj Infraservices Private Limited	Accounts Payables	NA	0.01	0.01
98	Mordengreen Biotech Private Limited	Accounts Payables	NA	0.03	0.03
99	Brjs Contractors Private Limited	Accounts Payables	NA	0.24	0.24
100	Sri Ajant Marketing Private Limited	Accounts Payables	NA	– [1]	– [1]
101	Matrrix Fabs Private Limited	Accounts Payables	NA	– [1]	– [1]
102	Knight Engineers Contractors andConsultants Private Limited	Accounts Payables	NA	0.01	0.02
103	Sharma Infrabuild Private Limited	Accounts Payables	NA	0.05	0.05
104	Banjara Buildtech Private Limited	Accounts Payables	NA	– [1]	– [1]
105	R Square E Service Private Limited	Accounts Payables	NA	– [1]	– [1]
106	Deepak Singh Chouhan Construction Private Limited	Accounts Payables	NA	0.01	0.01
107	Rgk Infracon Private Limited	Accounts Payables	NA	0.05	0.05
108	Paf Infrastructure Private Limited	Accounts Payables	NA	0.04	0.04
109	CSP Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
110	Touch Globe Electrical Consortium Private Limited	Accounts Payables	NA	0.02	0.02
111	JBS Estcon Private Limited	Accounts Payables	NA	0.13	0.13
112	Toptech Engineering Company Private Limited	Accounts Payables	NA	0.01	0.01
113	Soul And Mind Concrete System Private Limited	Accounts Payables	NA	0.06	0.07
114	Sunil Sagar Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
115	S V Infraproperties Private Limited	Accounts Payables	NA	0.04	0.04
116	Kissan Land Promoters Private Limited	Accounts Payables	NA	0.01	0.01
117	Samrat Fabrication And Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
118	Hoover Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
119	Triplex Builders Private Limited	Accounts Payables	NA	0.04	0.04
120	Dynastyraj Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
121	Shree Kranti Infracon Private Limited	Accounts Payables	NA	0.22	0.23
122	Hudor Projects India Private Limited	Accounts Payables	NA	0.04	0.04
123	Akashdeep Infratech Private Limited	Accounts Payables	NA	– [1]	0.01
124	Vidhatri Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
125	Shahid Engineers andContractors Private Limited	Accounts Payables	NA	0.02	0.02
126	Zain Thermal Solutions Private Limited	Accounts Payables	NA	– [1]	– [1]
127	Basebuild Developer Private Limited	Accounts Payables	NA	– [1]	– [1]
128	ER Infra Innovative Private Limited	Accounts Payables	NA	0.01	0.01
129	Ayurda Millennium Ventures Private. Limited	Accounts Payables	NA	0.04	0.04
130	Essa Infrabuild Private Limited	Accounts Payables	NA	0.02	0.02

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
131	North India Infradevelopers andConsultants Private Limited	Accounts Payables	NA	– [1]	– [1]
132	Paradisegarden Infraproject Private Limited	Accounts Payables	NA	– [1]	0.01
133	Sbh Shoring Systems Private Limited	Accounts Payables	NA	– [1]	– [1]
134	HSB Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
135	G NXT Energy Private Limited	Accounts Payables	NA	0.01	0.01
136	Sristi Ventures Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
137	Muskan Techno Engineering Construction Private Limited	Accounts Payables	NA	0.07	0.07
138	ADM Infracon India Private Limited	Accounts Payables	NA	0.01	0.01
139	RK Build Solutions Private Limited	Accounts Payables	NA	– [1]	– [1]
140	Lanster Developer Private Limited	Accounts Payables	NA	– [1]	– [1]
141	HP Design Private Limited	Accounts Payables	NA	0.07	0.07
142	Akonn Infra Tech (India) Private Limited	Accounts Payables	NA	0.03	0.03
143	Set Sanayi Elektrik-Tesisat Taahhut Ve Ticaret India Private Limited	Accounts Payables	NA	0.02	0.02
144	SCE Global Steel And Facade Private Limited	Accounts Payables	NA	0.01	0.01
145	Alufascia Private.Limited	Accounts Payables	NA	– [1]	– [1]
146	Suhashini Infra Engineering Private Limited	Accounts Payables	NA	– [1]	– [1]
147	Gogreen Facility Management Private Limited	Accounts Payables	NA	0.07	0.07
148	Antilia Facility Management Private Limited	Accounts Payables	NA	0.15	0.15
149	A K Infrasolutions Private Limited	Accounts Payables	NA	0.02	0.02
150	Active Brain Infra Engg Private Limited	Accounts Payables	NA	– [1]	– [1]
151	Sahu Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
152	M D House Keeping Services Private Limited	Accounts Payables	NA	– [1]	– [1]
153	Sumera Builders andDevelopers Private Limited	Accounts Payables	NA	– [1]	– [1]
154	Avn Green Technologies Private Limited	Accounts Payables	NA	– [1]	– [1]
155	Sampada Infratech Private Limited	Accounts Payables	NA	– [1]	– [1]
156	Shreeji Home Infra Private Limited	Accounts Payables	NA	0.03	0.03
157	A 4 Infra Private Limited	Accounts Payables	NA	0.02	0.02
158	Sublime Contractors Private Limited	Accounts Payables	NA	– [1]	– [1]
159	Auskini Infraqp Private Limited	Accounts Payables	NA	0.11	0.12
160	Umansh Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
161	Galaxy India Realtech Advisory Private Limited	Accounts Payables	NA	0.01	0.01
162	Vissa Engineering Private Limited	Accounts Payables	NA	0.01	0.02
163	Real Tech Engineering And Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
164	Spectro Testing And Research Centre Private Limited	Accounts Payables	NA	– [1]	– [1]

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
165	Supreme Housekeeping Services Private Limited	Accounts Payables	NA	0.04	0.10
166	Fairmans Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
167	Alakshya Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
168	Divaah Adya Facility Solutions (P) Limited	Accounts Payables	NA	– [1]	– [1]
169	SV Engineering And Contracting Services Private Limited	Accounts Payables	NA	0.03	0.03
170	Roy Management And Information Technology Private Limited	Accounts Payables	NA	0.01	0.01
171	Nexgen Transcom Private Limited	Accounts Payables	NA	0.04	0.04
172	Care Infra Engineers Limited	Accounts Payables	NA	– [1]	– [1]
173	Nova Tools andTechnologies Private Limited	Accounts Payables	NA	0.13	0.13
174	White Vibes Private Limited	Accounts Payables	NA	– [1]	0.19
175	Shravani Environment Technology Private Limited	Accounts Payables	NA	0.03	0.03
176	Global Engineering andMarketing Services Private Limited	Accounts Payables	NA	0.05	0.05
177	Infinitypmc Private Limited	Accounts Payables	NA	0.01	0.01
178	Aayansh Securities Systems Private Limited	Accounts Payables	NA	0.15	0.15
179	Telmax Construction Private Limited	Accounts Payables	NA	0.02	0.02
180	Posorbis Infrastucture Private Limited	Accounts Payables	NA	0.01	0.02
181	Nirmal Aircon Private Limited	Accounts Payables	NA	0.01	0.01
182	Victra Constructions Private Limited	Accounts Payables	NA	0.01	0.01
183	Maurya Devbuild Private Limited	Accounts Payables	NA	– [1]	– [1]
184	S S D N Infratech Private Limited	Accounts Payables	NA	– [1]	– [1]
185	Innovations Events And Entertainment Private Limited	Accounts Payables	NA	– [1]	– [1]
186	G-5 Construction Private Limited	Accounts Payables	NA	0.02	0.02
187	Nirmal Sai Construction Private.Limited	Accounts Payables	NA	– [1]	– [1]
188	DNE Infra Private Limited	Accounts Payables	NA	– [1]	– [1]
189	Cheyuta Infrasturcture Private Limited	Accounts Payables	NA	0.03	0.03
190	Mecvil Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
191	Edgecon Engineering Projects Private Limited	Accounts Payables	NA	0.09	0.13
192	Kazmi And Sons Builders Private Limited	Accounts Payables	NA	0.07	0.07
193	Bramhands Infrastructure Private Limited	Accounts Payables	NA	0.01	0.01
194	Om Sai Project Developers And Engineers Private Limited	Accounts Payables	NA	0.05	0.05
195	Zafcon Engineering Private Limited	Accounts Payables	NA	0.03	0.03
196	Alias Management Marketing Private. Limited	Accounts Payables	NA	– [1]	– [1]
197	Bindra Evolutiion Enterprises Private Limited	Accounts Payables	NA	– [1]	– [1]
198	Sikar Trading And Contracting Private Limited	Accounts Payables	NA	0.04	0.04

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
199	Alpana Buildtech Private Limited	Accounts Payables	NA	– [1]	– [1]
200	Sudha Rehabs And Hospitality Private Limited	Accounts Payables	NA	0.01	0.01
201	Vams Construction Private Limited	Accounts Payables	NA	0.13	0.13
202	Paramshiv Infra Private Limited	Accounts Payables	NA	– [1]	– [1]
203	Thakurai Engineering Private Limited	Accounts Payables	NA	0.15	0.15
204	Fundamental Infratech Private Limited	Accounts Payables	NA	0.01	0.01
205	New Proponent Security Services Private Limited	Accounts Payables	NA	– [1]	– [1]
206	Honeyed Engineering Private Limited Opc	Accounts Payables	NA	0.04	0.04
207	Kiwi Projects Private Limited	Accounts Payables	NA	0.01	0.03
208	Kishley Constructions Private Limited	Accounts Payables	NA	– [1]	– [1]
209	Csk Engineering And Construction Private Limited	Accounts Payables	NA	0.02	0.02
210	Ramakrishna Power Tech Private Limited	Accounts Payables	NA	0.29	0.33
211	Siyaram Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
212	Ifensys Software Solutions Private Limited	Accounts Payables	NA	0.01	0.01
213	Narshimha Buildtech Private Limited	Accounts Payables	NA	0.03	0.03
214	Parim Infocomm Private.Limited	Accounts Payables	NA	– [1]	– [1]
215	Scotnix Solution Private Limited	Accounts Payables	NA	– [1]	– [1]
216	Msp Develco Private Limited	Accounts Payables	NA	– [1]	0.01
217	Harhar Mahadev Infra Developer Private Limited	Accounts Payables	NA	– [1]	– [1]
218	Expeditive Infotech Private Limited	Accounts Payables	NA	– [1]	– [1]
219	Aahsin India Private Limited	Accounts Payables	NA	– [1]	0.02
220	Sukita Security And Services Private Limited	Accounts Payables	NA	0.01	0.01
221	Dv Procon Private Limited	Accounts Payables	NA	0.01	0.01
222	Indco Engineers andContractors Private Limited	Accounts Payables	NA	– [1]	– [1]
223	Leadleap Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
224	Creo Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
225	Abhiraksha Constructions Private Limited	Accounts Payables	NA	0.03	0.03
226	Filtm Online Services Private.Limited	Accounts Payables	NA	– [1]	– [1]
227	Sri Abs Lakshn Projects Private Limited	Accounts Payables	NA	0.03	0.03
228	Veekay Engineering India Private Limited	Accounts Payables	NA	– [1]	– [1]
229	Dhanamjay Infra Private Limited	Accounts Payables	NA	0.01	0.01
230	Blueman Construction Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
231	Opti Tech Infra Projects India Opc Private Limited	Accounts Payables	NA	– [1]	– [1]
232	Nap Energy And Infratech Private Limited	Accounts Payables	NA	– [1]	– [1]
233	Jps Engineering Private Limited	Accounts Payables	NA	0.04	0.06

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
234	M/S Ganga Mechanical Works Private Limited	Accounts Payables	NA	– [1]	– [1]
235	Savitri Infrastrcuture Private Limited	Accounts Payables	NA	0.02	0.02
236	Trunk Facility Management Services Private Limited	Accounts Payables	NA	– [1]	– [1]
237	Riccardo Readymixs And Infra Projects Private Limited	Accounts Payables	NA	0.01	0.01
238	Shreya Infra Venture Private Limited	Accounts Payables	NA	– [1]	– [1]
239	Faithful Creator Infra Private Limited	Accounts Payables	NA	0.01	0.01
240	Lakshman Singh Construction Private Limited	Accounts Payables	NA	– [1]	– [1]
241	Realsharp Infraatech Services Private Limited	Accounts Payables	NA	0.01	0.01
242	Ashok Balyan Infra Project Private Limited	Accounts Payables	NA	0.01	0.01
243	Pinak Security andManagement Private Limited	Accounts Payables	NA	– [1]	– [1]
244	Infisoft India Technology Private Limited	Accounts Payables	NA	– [1]	– [1]
245	Ace Offshore And Engineering Private Limited	Accounts Payables	NA	0.01	0.01
246	Farhad Interior And Exterior Private Limited	Accounts Payables	NA	– [1]	– [1]
247	Dipl Construction Private Limited	Accounts Payables	NA	0.10	0.10
248	Aadhiraj Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
249	Manha Earthcon Private Limited	Accounts Payables	NA	– [1]	– [1]
250	Bulsar Construction And Consulting Opc Private Limited	Accounts Payables	NA	0.07	0.07
251	Acrp Infracon Private Limited	Accounts Payables	NA	– [1]	– [1]
252	Devine Devbuild Private Limited	Accounts Payables	NA	– [1]	– [1]
253	Maxx Ultra Conchem Opc Private Limited	Accounts Payables	NA	– [1]	– [1]
254	Tmmindustries Private Limited	Accounts Payables	NA	– [1]	– [1]
255	Vee Gee Yem Engineers India Private Limited	Accounts Payables	NA	– [1]	– [1]
256	Mudra Security Services Private Limited	Accounts Payables	NA	0.03	0.03
257	Dynamic Enpro Limited	Accounts Payables	NA	0.01	0.01
258	Star Wire (India) Limited	Accounts Payables	NA	0.19	0.21
259	Lcz Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
260	D.B.Constructions Private Limited	Accounts Payables	NA	0.28	0.28
261	Genius Security Services P Limited	Accounts Payables	NA	0.01	0.01
262	Maa Shakti Power Transmission Private Limited	Accounts Payables	NA	– [1]	– [1]
263	Geo Engineering India Private Limited	Accounts Payables	NA	0.33	0.30
264	Shakthi Marketing Private Limited	Accounts Payables	NA	0.01	0.01
265	Mangalam Consultancy Private Limited	Accounts Payables	NA	– [1]	– [1]
266	Pioneer Tech Engineering Services Private Limited	Accounts Payables	NA	– [1]	– [1]
267	Atlantic Works Private Limited	Accounts Payables	NA	– [1]	– [1]

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
268	Kripa S&S Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
269	Ultra-Tech Concretes Works Private. Limited	Accounts Payables	NA	– [1]	– [1]
270	Compro Engineers Private Limited	Accounts Payables	NA	– [1]	– [1]
271	Winco Infrastructure Private Limited	Accounts Payables	NA	– [1]	– [1]
272	Imperium Infratech Private Limited	Accounts Payables	NA	– [1]	0.05
273	Aura Metlab Private Limited	Accounts Payables	NA	– [1]	– [1]
274	Netcomonline Solutions India Private Limited	Accounts Payables	NA	– [1]	– [1]
275	Ms Metallization Private Limited	Accounts Payables	NA	– [1]	– [1]
276	Mecavo (R&D) Private Limited	Accounts Payables	NA	– [1]	–
277	Peass Infra Private Limited	Accounts Payables	NA	– [1]	– [1]
278	Swadeshi Buildtrade Private Limited	Accounts Payables	NA	– [1]	– [1]
279	Swadesh Energy Private Limited	Accounts Payables	NA	– [1]	– [1]
280	Amaravati Rcc Pipes India Private Limited	Accounts Payables	NA	0.01	0.02
281	Elena Management andServices Private Limited	Accounts Payables	NA	– [1]	– [1]
282	Stock And Flow Projects Private Limited	Accounts Payables	NA	– [1]	– [1]
283	Techcon Chemicals Private Limited	Accounts Payables	NA	0.36	0.08
284	Walls Infra Solution Private Limited	Accounts Payables	NA	0.01	0.01
285	Geo Engineering Company Private Limited	Accounts Payables	NA	– [1]	– [1]
286	INL Intech India Automation (P) Limited	Accounts Payables	NA	– [1]	– [1]
287	Inox India Private Limited	Accounts Payables	NA	– [1]	– [1]
288	P S Steel Tubes Private Limited	Accounts Payables	NA	0.03	0.41
289	Rbc Bearings Private Limited	Accounts Payables	NA	0.02	– [1]
290	Vankeshwar Hydro Expressways Laines Private Limited	Accounts Payables	NA	–	– [1]
291	Siddhu Shubham Infra Developer Private Limited	Accounts Payables	NA	–	– [1]
292	Earth Paradise Infratech Private Limited	Accounts Payables	NA	–	– [1]
293	Handa Infrastructure Private Limited	Accounts Payables	NA	–	– [1]
294	CMCS Collaboration Management And Control Solutions India Private Limited	Accounts Payables	NA	–	– [1]
295	Celem Constructions Private Limited	Accounts Payables	NA	–	– [1]
296	Sssc Projects Private Limited	Accounts Payables	NA	–	– [1]
297	Vitika Global Enterprises Private Limited	Accounts Payables	NA	–	0.05
298	Archsys Consultancy Services Private Limited	Accounts Payables	NA	–	– [1]
299	Singham Contractors Private Limited	Accounts Payables	NA	–	– [1]
300	Mepson Engitech Private Limited	Accounts Payables	NA	–	0.01
301	Garren Labs Private Limited	Accounts Payables	NA	–	0.01
302	Dynamic Eltech Private Limited	Accounts Payables	NA	–	0.02
303	Sahi Builders And Promoters Private Limited	Accounts Payables	NA	–	0.01
304	Z Plus Builders And Developers Private Limited	Accounts Payables	NA	–	– [1]

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
305	Jangra Supertech Construction (Opc) Private Limited	Accounts Payables	NA	–	– [1]
306	Per Square Feet Technocrats Private Limited	Accounts Payables	NA	–	– [1]
307	Devnandhini Construction Private Limited	Accounts Payables	NA	–	–
308	Brahmos Infrastructure Private Limited	Accounts Payables	NA	–	0.02
309	Johny Infrastructure Private Limited	Accounts Payables	NA	–	– [1]
310	Chitransh Solution Services Private Limited	Accounts Payables	NA	–	– [1]
311	Fabhomz Interiors Private Limited	Accounts Payables	NA	–	0.03
312	Ravi Murthy Interiors Private Limited	Accounts Payables	NA	–	– [1]
313	Mass Ventures Limited	Accounts Payables	NA	–	– [1]
314	Svardhan Engineering And Construction Private Limited	Accounts Payables	NA	–	– [1]
315	Quansys Tech Private Limited	Accounts Payables	NA	–	– [1]
316	Mandaxa Resources Management Private Limited	Accounts Payables	NA	–	– [1]
317	Orsang Infotech Private Limited	Accounts Payables	NA	–	– [1]
318	Zippy Facility Management and Services Private Limited	Accounts Payables	NA	–	0.01
319	Perfect Office Systems Private Limited	Accounts Payables	NA	– [1]	– [1]
320	Lucky Marketing Company Private Limited	Accounts Payables	NA	–	0.01
321	Ocean King Construction Private Limited	Accounts Payables	NA	–	0.04
322	Jain Suppliers Private Limited	Accounts Payables	NA	– [1]	– [1]
323	Purma Plast Private Limited	Accounts Payables	NA	–	–
324	CMI Limited	Accounts Payables	NA	–	–
325	Trimaax Technologies Private Limited	Accounts Payables	NA	–	– [1]
326	Powerline Product Private Limited	Accounts Payables	NA	– [1]	– [1]
327	Ommshree Construction And Building Repair Engineers Private Limited	Accounts Payables	NA	0.01	0.01
328	Logu Infra India Private Limited	Accounts Payables	NA	– [1]	– [1]
329	Evergreen Traffic Management and Manpower Services	Accounts Payables	NA	0.02	0.11
330	Santosh Infrastructure Private Limited	Accounts Payables	NA	–	0.01
331	Ramtec Construction covers and blocks Private Limited	Accounts Payables	NA	– [1]	– [1]
332	S M Infracon Private Limited	Accounts Payables	NA	0.05	– [1]
333	Shiv Gauri Developers Private Limited	Accounts Payables	NA	– [1]	– [1]
334	B K Equipments Private Limited	Accounts Payables	NA	0.01	0.01
335	H and L Gases Private Limited	Accounts Payables	NA	–	–
336	Kryfs Engineering Private Limited	Accounts Payables	NA	–	–
337	9 Media Networks Private Limited	Accounts Payables	NA	–	2.38
338	Buildness Infra & Tech Private Limited	Accounts Payables	NA	5.62	6.16
339	Nisarg Landscapes Private Limited	Accounts Payables	NA	2.91	2.91
340	Banadurga Tele Service Private Limited	Accounts Payables	NA	– [1]	–
	Total payables (A)			16.84	20.94

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
1	Akarsh Portfolio Services Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
2	Alley Fisheries Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
3	Dr Sabharwals Manufacturing Labs Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
4	Demuric Holdings Private Limited	Holding Parent Company's equity shares	NA	–	– [1]
5	Dhamankar Investments Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
6	Exponential Financial Services Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
7	Meenakshi (India) Limited	Holding Parent Company's equity shares	NA	– [1]	–
8	Siddha Papers Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
9	Shivalik Kinema Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
10	Satidham Industries Private.Limited	Holding Parent Company's equity shares	NA	– [1]	–
11	Upgrade Management Ser Private Limited	Holding Parent Company's equity shares	NA	–	– [1]
12	Vms Consultants Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
13	Wizard Insurance Services Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
14	Yogesh Investment Private.Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
15	Aloke Speciality Machines And Components Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
16	Agencies Rajasthan Private Limited	Holding Parent Company's equity shares	NA	– [1]	–
17	Amersey Brothers Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
18	Haji Malang Baba Infrastructure Limited	Holding Parent Company's equity shares	NA	–	– [1]
19	Jivdani Infrastructure Limited	Holding Parent Company's equity shares	NA	–	– [1]
20	Omni Market Research Services Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
21	Thakorlal Hiralal Exports Private Limited	Holding Parent Company's equity shares	NA	– [1]	–
22	Victor Properties Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
23	Voyager 2 Infotech Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
24	Ayesha Investments Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
25	Fairtrade Securities Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
26	Good Team Investment And Trading Co Private Limited	Holding Parent Company's equity shares	NA	– [1]	–
27	J M Lifestyle Interior Projects Private Limited	Holding Parent Company's equity shares	NA	– [1]	–
28	Kothari Intergroup Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
29	Jabac Consultancies Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
30	Alike Trading Private. Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
31	Avni Financial Advisors Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
32	Nide India Private Limited	Holding Parent Company's equity shares	NA	– [1]	– [1]
33	Satvik Financial Services Limited	Holding Parent Company's equity shares	NA	–	– [1]
34	Safna Consultancy Private Limited	Holding Parent Company's equity shares	NA	–	– [1]
	Total equity shares held (B)			– [1]	– [1]
1	Akarsh Portfolio Services Limited	Dividend payable	NA	– [1]	– [1]
2	Alley Fisheries Private Limited	Dividend payable	NA	– [1]	– [1]
3	Dr Sabharwals Manufacturing Labs Private Limited	Dividend payable	NA	– [1]	–
4	Demuric Holdings Private Limited	Dividend payable	NA	– [1]	– [1]
5	Dhamankar Investments Private Limited	Dividend payable	NA	– [1]	– [1]
6	Exponential Financial Services Private Limited	Dividend payable	NA	– [1]	– [1]
7	Meenakshi (India) Limited	Dividend payable	NA	–	–
8	Siddha Papers Private Limited	Dividend payable	NA	– [1]	– [1]
9	Shivalik Kinema Private Limited	Dividend payable	NA	– [1]	– [1]
10	Satidham Industries Private.Limited	Dividend payable	NA	– [1]	–
11	Upgrade Management Ser Private Limited	Dividend payable	NA	– [1]	– [1]
12	Vms Consultants Private Limited	Dividend payable	NA	– [1]	– [1]
13	Wizard Insurance Services Private Limited	Dividend payable	NA	– [1]	– [1]
14	Yogesh Investment Private.Limited	Dividend payable	NA	– [1]	– [1]
15	Aloke Speciality Machines And Components Private Limited	Dividend payable	NA	– [1]	– [1]
16	Agencies Rajasthan Private Limited	Dividend payable	NA	– [1]	– [1]
17	Amersey Brothers Private Limited	Dividend payable	NA	– [1]	– [1]
18	Haji Malang Baba Infrastructure Limited	Dividend payable	NA	– [1]	– [1]
19	Jivdani Infrastructure Limited	Dividend payable	NA	– [1]	– [1]
20	Omni Market Research Services Private Limited	Dividend payable	NA	– [1]	– [1]
21	Thakorlal Hiralal Exports Private Limited	Dividend payable	NA	–	–

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
22	Victor Properties Private Limited	Dividend payable	NA	0.02	0.02
23	Voyager 2 Infotech Private Limited	Dividend payable	NA	– [1]	– [1]
24	Ayesha Investments Private Limited	Dividend payable	NA	– [1]	– [1]
25	Fairtrade Securities Limited	Dividend payable	NA	– [1]	– [1]
26	Good Team Investment And Trading Co Private Limited	Dividend payable	NA	–	–
27	J M Lifestyle Interior Projects Private Limited	Dividend payable	NA	– [1]	–
28	Kothari Intergroup Limited	Dividend payable	NA	– [1]	– [1]
29	Jabac Consultancies Private Limited	Dividend payable	NA	– [1]	– [1]
30	Alike Trading Private. Limited	Dividend payable	NA	– [1]	– [1]
31	Avni Financial Advisors Private Limited	Dividend payable	NA	– [1]	– [1]
32	Nide India Private Limited	Dividend payable	NA	– [1]	– [1]
33	Satvik Financial Services Limited	Dividend payable	NA	– [1]	– [1]
34	Safna Consultancy Private Limited	Dividend payable	NA	–	– [1]
	Total dividend payable (C)			0.02	0.02
1	NCR Aggregate Solutions Private Limited	Advance given to	NA	1.79	1.79
	Total advance given to (D)			1.79	1.79
1	Icon Engineers Private Limited	Accounts Receivables	NA	–	–
2	Great Eastern Trading Co Limited	Accounts Receivables	NA	– [1]	– [1]
3	Star Wire (India) Limited	Accounts Receivables	NA	–	–
4	Pranavam Constructions Private Limited	Accounts Receivables	NA	– [1]	– [1]
5	The Rubber Products Limited	Accounts Receivables	NA	– [1]	– [1]
6	Gen Contours Private Limited	Accounts Receivables	NA	– [1]	– [1]
7	Abc Fire Security Systems Private Limited	Accounts Receivables	NA	– [1]	– [1]
8	Vankeshwar Hydro Expressways Laines Private Limited	Accounts Receivables	NA	– [1]	–
9	Unique Fabricators and Erectors Private Limited	Accounts Receivables	NA	– [1]	– [1]
10	Si Mallik Infrastructure Private Limited	Accounts Receivables	NA	– [1]	– [1]
11	Siddhu Shubham Infra Developer Private Limited	Accounts Receivables	NA	– [1]	–
12	Dimensions India Private Limited	Accounts Receivables	NA	0.02	0.02
13	Lavendon Access Services India Private Limited	Accounts Receivables	NA	0.01	0.01
14	Firewall Security Solutions Private Limited	Accounts Receivables	NA	– [1]	– [1]
15	Raxxmo Networks Private Limited	Accounts Receivables	NA	– [1]	– [1]
16	Laxmi Infra Eng Private Limited	Accounts Receivables	NA	– [1]	– [1]
17	Pravalika Infra Private Limited	Accounts Receivables	NA	– [1]	– [1]
18	Earth Paradise Infratech Private Limited	Accounts Receivables	NA	– [1]	–
19	Sai Ashray Infratech Private Limited	Accounts Receivables	NA	0.01	0.01
20	Angelina Infratech Private Limited	Accounts Receivables	NA	0.01	0.01
21	Aargee Contracts Private Limited	Accounts Receivables	NA	– [1]	– [1]
22	Bhagwati Prasad Agarwalla Engineering Works Private Limited	Accounts Receivables	NA	0.18	–

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
23	Handa Infrastructure Private Limited	Accounts Receivables	NA	– [1]	–
24	Rpnr Concrete Solutions Private Limited	Accounts Receivables	NA	– [1]	– [1]
25	Cmcs Collaboration Management And Control Solutions India Private Limited	Accounts Receivables	NA	– [1]	–
26	Mas Teltech Solutions Private Limited	Accounts Receivables	NA	– [1]	– [1]
27	Calorifique Renewable Energie India Private Limited	Accounts Receivables	NA	– [1]	– [1]
28	Igniva Engineering Private Limited	Accounts Receivables	NA	– [1]	– [1]
29	Prameela Granites And Marbles Private Limited	Accounts Receivables	NA	– [1]	– [1]
30	Marvel Technicals Sales And Service Privte Limited	Accounts Receivables	NA	– [1]	– [1]
31	Ktek Level Engg Private Limited	Accounts Receivables	NA	– [1]	– [1]
32	Janatha Readymix Concrete India Private Limited	Accounts Receivables	NA	– [1]	– [1]
33	Venus Fittings And Valves Private Limited	Accounts Receivables	NA	– [1]	– [1]
34	Texsa India Limited	Accounts Receivables	NA	– [1]	– [1]
35	Tumbi Office Systems Private Limited	Accounts Receivables	NA	– [1]	– [1]
36	Threess Innovative Tech India Private. Limited	Accounts Receivables	NA	– [1]	– [1]
37	Mars Dsp Waves Private Limited	Accounts Receivables	NA	– [1]	– [1]
38	Geo Engineering Company Private Limited	Accounts Receivables	NA	–	0.42
	Total receivables (E)			0.23	0.47
1	Digikore Studios Private Limited	Loan given by subsidiary	NA	0.29	–
2	Underground Pipeline And Non Destructive Testing Services Private Limited	Loan given by subsidiary	NA	0.11	–
3	B S R Engineers Private Limited	Loan given by subsidiary	NA	0.19	–
4	Shopforprop Realty Private Limited	Loan given by subsidiary	NA	2.66	2.52
5	S D Motors Private Limited	Loan given by subsidiary	NA	0.17	–
6	Virtuoso Offshore It And Management Services Pvt Limited	Loan given by subsidiary	NA	–	0.64
	Total loan given by subsidiary (F)			3.42	3.16
1	Nitin Commercials Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
2	Gdbk Invesment Advisory Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
3	Mechanical And Electrical Engineering Co Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
4	Unicon Fincap Private Limited	Subsidiary's shares held by struck off companies	NA	0.01	0.01
5	Zenith Insurance Services Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
6	Architectural Glass Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
7	Victor Properties Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	–

Notes forming part of the Consolidated Financial Statements (contd.)

NOTE [63]

c) Balance outstanding with struck off companies: *(contd.)*

₹ crore

Sr. No.	Name of struck off company	Nature of transaction	Relationship with the struck off company	Balance outstanding as at March 31, 2025	Balance outstanding as at March 31, 2024
8	Vitalink Wealth Advisory Services Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
9	Kothari Intergroup Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
10	Fam Ensemble Facon Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
11	Pegasus Mercantile Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
12	Mahila Credit And Investment Co Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	–
13	Sanvi Fincare Consultancy Private Limited	Subsidiary's shares held by struck off companies	NA	– [1]	– [1]
	Total subsidiary's shares held by struck off companies (G)			0.01	0.01
	Grand total (A+B+C+D+E+F+G)			22.31	26.39

[1] Less than ₹ 1 Lakh

d) a. The Group has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) (other than subsidiaries) with the understanding (whether recorded in writing or otherwise) that the Group shall:

i. Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

ii. Provide any guarantee, security or the like on behalf of the ultimate beneficiaries.

b. The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) (other than subsidiaries) with the understanding (whether recorded in writing or otherwise) that the Intermediary shall:

i. Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or

ii. Provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries.

NOTE [64]

There are no amounts due and outstanding to be credited to Investor Education & Protection Fund as at March 31, 2025 except in case of step-down subsidiary acquired on January 3, 2025 for which there is an outstanding balance of ₹ 0.004 crore even before the acquisition date. The subsidiary is not material to the consolidation financial statements of the Group.

NOTE [65]

Figures for the previous year have been regrouped/re-classified to conform to the figures of the current year.

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013]

₹ crore

Sr. No.	Sr. No.	1	2	3	4	5	6
Sr. No.	**Particulars**	**Hi-Tech Rock Products and Aggregates Limited**	**L&T Geostructure Private Limited**	**LTIMindtree Limited**	**L&T Technology Services Limited**	**L&T Thales Technology Services Private Limited**	**L&T Network Services Private Limited**
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**INR**	**INR**	**INR**	**INR**	**INR**	**INR**
	Exchange rate on the last day of financial year	**–**	**–**	**–**	**–**	**–**	**–**
	Date of incorporation	**01-Jan-08**	**25-Nov-20**	**23-Dec-96**	**14-Jun-12**		**07-Dec-22**
	Date of Acquisition					**15-Feb-14**	
1	Share capital (including share application money pending allotment)	26.55	25.00	29.63	21.18	2.05	18.00
2	Other equity/Reserves and surplus (as applicable)	(2.31)	504.16	21804.16	5727.01	63.86	(2.40)
3	Liabilities	66.71	1312.93	7382.82	3038.56	36.66	2.65
4	Total equity and liabilities	90.95	1842.09	29216.61	8786.75	102.57	18.25
5	Total assets	90.95	1842.09	29216.61	8786.75	102.57	18.25
6	Investments	11.53	–	10356.59	2218.84	49.29	–
7	Turnover	24.95	1123.84	36682.51	9533.08	55.22	0.19
8	Profit before taxation	0.48	113.91	5968.72	1682.88	(15.30)	(2.46)
9	Provision for taxation	–	29.03	1522.22	461.92	(2.87)	0.04
10	Profit after taxation	0.48	84.88	4446.50	1220.96	(12.43)	(2.50)
11	Interim dividend - equity	–	–	(592.24)	(179.93)	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	(1332.74)	(401.86)	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	100.00	100.00	68.58	73.66	54.51	100.00

Sr. No.	Sr. No.	7	8	9	10	11	12
Sr. No.	**Particulars**	**L&T Finance Limited**	**L&T Infra Investment Partners Advisory Private Limited**	**L&T Infra Investment Partners Trustee Private Limited**	**L&T Financial Consultants Limited**	**L&T Metro Rail (Hyderabad) Limited**	**L&T Himachal Hydropower Limited**
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**INR**	**INR**	**INR**	**INR**	**INR**	**INR**
	Exchange rate on the last day of financial year	**–**	**–**	**–**	**–**	**–**	**–**
	Date of incorporation	**01-May-08**	**30-May-11**	**12-Aug-11**	**16-Jun-11**	**24-Aug-10**	**22-Jun-10**
	Date of Acquisition						
1	Share capital (including share application money pending allotment)	2494.87	5.00	0.10	27.75	7413.00	200.55
2	Other equity/Reserves and surplus (as applicable)	22799.85	24.36	0.01	376.42	(6605.51)	(202.65)
3	Liabilities	94738.07	0.77	0.04	33.15	15112.76	2.20
4	Total equity and liabilities	120032.79	30.13	0.15	437.32	15920.25	0.10
5	Total assets	120032.79	30.13	0.15	437.32	15920.25	0.10
6	Investments	12135.93	28.66	–	116.66	–	–
7	Turnover	15193.58	0.37	0.03	48.85	1100.13	–
8	Profit before taxation	3454.93	0.71	0.01	34.86	(625.91)	(0.32)
9	Provision for taxation	837.12	0.18	–	10.53	(0.03)	–
10	Profit after taxation	2617.81	0.53	0.01	24.33	(625.88)	(0.32)
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	(686.09)	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	66.24	66.24	66.24	66.24	99.99	100.00

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

₹ crore

Sr. No.	Particulars	L&T Power Development Limited	Nabha Power Limited	Chennai Vision Developers Private Limited	Elante Properties Private Limited [a]	L&T Realty Developers Limited	L&T Realty Properties Limited [b]
	Sr. No.	**13**	**14**	**15**	**16**	**17**	**18**
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**INR**	**INR**	**INR**	**INR**	**INR**	**INR**
	Exchange rate on the last day of financial year	–	–	–	–	–	–
	Date of incorporation	**12-Sep-07**	**09-Apr-07**	**14-Aug-08**	**25-Jan-22**	**29-Jul-97**	**13-Mar-08**
	Date of Acquisition						
1	Share capital (including share application money pending allotment)	2289.66	2325.00	0.01	0.01	167.16	1403.98
2	Other equity/Reserves and surplus (as applicable)	400.98	2900.96	(0.06)	284.48	1321.67	1314.42
3	Liabilities	3.85	4691.08	0.06	169.58	389.78	1092.64
4	Total equity and liabilities	2694.49	9917.04	0.01	454.07	1878.61	3811.04
5	Total assets	2694.49	9917.04	0.01	454.07	1878.61	3811.04
6	Investments	2688.00	796.20	–	–	228.38	1425.97
7	Turnover	–	4421.54	–	68.91	1346.75	246.56
8	Profit before taxation	(0.01)	441.93	(0.01)	(16.13)	693.73	200.76
9	Provision for taxation	(0.67)	–	–	(3.09)	212.97	(38.58)
10	Profit after taxation	0.66	441.93	(0.01)	(13.04)	480.76	239.34
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	100.00	100.00	100.00	100.00	100.00	100.00

Sr. No.	Particulars	Prime Techpark (Chennai) Private Limited	L&T Construction Equipment Limited	L&T Valves Limited	Bhilai Power Supply Company Limited	L&T Energy Green tech Limited	L&T Aviation Services Private Limited
	Sr. No.	**19**	**20**	**21**	**22**	**23**	**24**
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**INR**	**INR**	**INR**	**INR**	**INR**	**INR**
	Exchange rate on the last day of financial year	–	–	–	–	–	–
	Date of incorporation	**24-Mar-23**	**18-Dec-18**	**23-Nov-61**	**11-Jul-95**	**09-Mar-06**	**06-Nov-09**
	Date of Acquisition						
1	Share capital (including share application money pending allotment)	0.05	199.14	18.00	0.05	245.05	45.60
2	Other equity/Reserves and surplus (as applicable)	(0.07)	11.68	576.85	–	(41.42)	(7.98)
3	Liabilities	0.04	107.64	617.54	1.06	312.63	2.68
4	Total equity and liabilities	0.02	318.46	1212.39	1.11	516.26	40.30
5	Total assets	0.02	318.46	1212.39	1.11	516.26	40.30
6	Investments	–	–	24.75	–	181.64	–
7	Turnover	–	411.33	1538.35	–	16.67	27.54
8	Profit before taxation	(0.03)	19.70	246.98	–	(42.77)	(0.58)
9	Provision for taxation	–	3.04	62.43	–	–	(0.14)
10	Profit after taxation	(0.03)	16.66	184.55	–	(42.77)	(0.44)
11	Interim dividend - equity	–	(49.79)	(103.00)	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	(18.00)	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	100.00	100.00	100.00	99.90	100.00	100.00

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

₹ crore

Sr. No.	Sr. No.	25	26	27	28	29	30
Sr. No.	Particulars	L&T Capital Company Limited	Millennium Techpark (Chennai) Private Limited	Chennai Nova Techpark Private Limited	Bangalore Galaxy Techpark Private Limited	Business Park (Powai) Private Limited	Corporate Park (Powai) Private Limited
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**INR**	**INR**	**INR**	**INR**	**INR**	**INR**
	Exchange rate on the last day of financial year	–	–	–	–	–	–
	Date of incorporation	**06-Apr-00**	**30-Apr-23**	**17-Apr-23**	**13-Apr-23**	**20-Apr-23**	**01-May-23**
	Date of Acquisition						
1	Share capital (including share application money pending allotment)	0.05	0.05	0.05	0.05	188.03	200.33
2	Other equity/Reserves and surplus (as applicable)	4.33	(0.02)	(0.02)	(0.01)	(1.29)	(0.15)
3	Liabilities	0.01	0.02	0.02	–	529.60	102.67
4	Total equity and liabilities	4.39	0.05	0.05	0.04	716.34	302.85
5	Total assets	4.39	0.05	0.05	0.04	716.34	302.85
6	Investments	0.00	–	–	–	–	–
7	Turnover	1.10	–	–	–	–	–
8	Profit before taxation	0.22	(0.01)	(0.01)	–	(1.52)	(0.20)
9	Provision for taxation	0.05	–	–	–	(0.38)	(0.05)
10	Profit after taxation	0.17	(0.01)	(0.01)	–	(1.14)	(0.15)
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	100.00	100.00	100.00	100.00	100.00	100.00

Sr. No.	Sr. No.	31	32	33	34	35	36
Sr. No.	Particulars	L&T Electrolysers Limited	LH Residential Housing Private Limited	L&T Semiconductor Technologies Limited	LH Uttarayan Premium Realty Private Limited	L&T - MHI Power Boilers Private Limited	L&T - MHI Power Turbine Generators Private Limited
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**INR**	**INR**	**INR**	**INR**	**INR**	**INR**
	Exchange rate on the last day of financial year	–	–	–	–	–	–
	Date of incorporation	**27-Jun-23**	**31-Jul-23**	**23-Nov-23**	**17-Feb-24**	**09-Oct-06**	**27-Dec-06**
	Date of Acquisition						
1	Share capital (including share application money pending allotment)	165.05	0.10	186.03	0.05	234.10	710.60
2	Other equity/Reserves and surplus (as applicable)	(68.42)	(62.07)	(55.26)	(0.06)	1251.88	(416.49)
3	Liabilities	116.64	885.55	159.92	0.07	837.60	722.95
4	Total equity and liabilities	213.27	823.58	290.69	0.06	2323.58	1017.06
5	Total assets	213.27	823.58	290.69	0.06	2323.58	1017.06
6	Investments	23.45	–	170.14	–	85.12	144.67
7	Turnover	3.43	0.15	–	–	920.00	292.45
8	Profit before taxation	(38.25)	(69.04)	(162.81)	(0.08)	(48.47)	(26.02)
9	Provision for taxation	–	(17.38)	–	(0.02)	(11.28)	–
10	Profit after taxation	(38.25)	(51.66)	(162.81)	(0.06)	(37.19)	(26.02)
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	100.00	100.00	100.00	100.00	51.00	51.00

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

₹ crore

Sr. No.	Sr. No.	37	38	39	40	41
Sr. No.	Particulars	L&T Howden Private Limited	L&T-Sargent & Lundy Limited	L&T MBDA Missile Systems Limited	L&T Sapura Shipping Private Limited	Raykal Aluminium Company Private Limited
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**INR**	**INR**	**INR**	**INR**	**INR**
	Exchange rate on the last day of financial year	**–**	**–**	**–**	**–**	**–**
	Date of incorporation	**17-Jun-10**	**05-May-95**	**05-Apr-17**	**02-Sep-10**	**23-Feb-99**
	Date of Acquisition					
1	Share capital (including share application money pending allotment)	30.00	5.57	1.00	158.85	0.05
2	Other equity/Reserves and surplus (as applicable)	131.65	96.44	188.75	(13.31)	(0.93)
3	Liabilities	157.76	38.61	1.67	404.26	0.89
4	Total equity and liabilities	319.41	140.62	191.42	549.80	0.01
5	Total assets	319.41	140.62	191.42	549.80	0.01
6	Investments	17.84	86.30	–	–	–
7	Turnover	250.91	156.68	7.55	154.13	–
8	Profit before taxation	39.08	62.45	6.53	(30.21)	(0.01)
9	Provision for taxation	11.74	10.32	0.98	0.05	–
10	Profit after taxation	27.34	52.13	5.55	(30.26)	(0.01)
11	Interim dividend - equity	(30.00)	(15.58)	–	–	–
12	Interim dividend - preference	–	–	–	–	–
13	Proposed dividend - equity	–	(23.37)	–	–	–
14	Proposed dividend - preference	–	–	–	–	–
15	% of share holding	50.10	50.00	51.00	60.00	75.50

Sr. No.	Sr. No.	42	43	44	45
Sr. No.	Particulars	LTH Milcom Private Limited	Siliconch Systems Private Limited	Intelliswift Software (India) Private Limited	L&T Special Steels and Heavy Forgings Private Limited
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**INR**	**INR**	**INR**	**INR**
	Exchange rate on the last day of financial year	**–**	**–**	**–**	**–**
	Date of incorporation	**17-Aug-15**			**01-Jul-09**
	Date of Acquisition		**09-Aug-24**	**03-Jan-25**	
1	Share capital (including share application money pending allotment)	0.20	0.04	0.01	566.60
2	Other equity/Reserves and surplus (as applicable)	(0.21)	12.30	51.62	(2505.91)
3	Liabilities	0.03	4.06	47.03	2715.41
4	Total equity and liabilities	0.02	16.39	98.66	776.10
5	Total assets	0.02	16.39	98.66	776.10
6	Investments	–	–	–	–
7	Turnover	–	5.32	47.61	83.43
8	Profit before taxation	–	(7.05)	4.25	296.71
9	Provision for taxation	–	(0.37)	0.30	–
10	Profit after taxation	–	(6.68)	3.95	296.71
11	Interim dividend - equity	–	–	–	–
12	Interim dividend - preference	–	–	–	–
13	Proposed dividend - equity	–	–	–	–
14	Proposed dividend - preference	–	–	–	–
15	% of share holding	56.67	100.00	73.66	100.00

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

₹ crore

Sr. No.	Particulars	Larsen & Toubro (Oman) LLC	Larsen & Toubro Qatar LLC	Larsen & Toubro Saudi Arabia LLC	Larsen & Toubro T&D SA (Proprietary) Limited	Larsen & Toubro (East Asia) Sdn. Bhd.	PT Larsen and Toubro
	Sr. No.	46	47	48	49	50	51
	Financial year ending on	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**OMR**	**QAR**	**SAR**	**ZAR**	**MYR**	**IDR**
	Exchange rate on the last day of financial year	**222.38**	**23.49**	**22.80**	**4.71**	**19.26**	**0.01**
	Date of incorporation	**21-Jan-94**	**31-Mar-04**	**22-Jun-99**	**06-Sep-10**	**13-Jun-96**	**17-Dec-21**
	Date of Acquisition						
1	Share capital (including share application money pending allotment)	32.40	0.47	32.77	0.00	0.86	16.46
2	Other equity/Reserves and surplus (as applicable)	372.32	(2.31)	646.66	4.19	28.78	(6.02)
3	Liabilities	1262.40	1.99	6139.39	2.85	115.03	(0.20)
4	Total equity and liabilities	1667.12	0.15	6818.82	7.05	144.67	10.24
5	Total assets	1667.12	0.15	6818.82	7.05	144.67	10.24
6	Investments	–	–	159.57	–	–	–
7	Turnover	1287.85	–	13121.23	9.39	253.27	2.72
8	Profit before taxation	84.91	(0.05)	180.97	0.56	12.03	(0.74)
9	Provision for taxation	5.52	–	36.95	0.15	–	–
10	Profit after taxation	79.39	(0.05)	144.02	0.41	12.03	(0.74)
11	Interim dividend - equity	(63.98)	–	(84.44)	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	80.00	49.00	100.00	72.50	30.00	100.00

Sr. No.	Particulars	Larsen & Toubro Heavy Engineering LLC	L&T Modular Fabrication Yard LLC	Larsen Toubro Arabia LLC	L&T Hydrocarbon Saudi Company	Larsen & Toubro Kuwait Construction General Contracting Company WLL	Larsen & Toubro Electromech LLC
	Sr. No.	52	53	54	55	56	57
	Financial year ending on	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**
	Currency	**OMR**	**OMR**	**SAR**	**SAR**	**KWD**	**OMR**
	Exchange rate on the last day of financial year	**222.38**	**222.38**	**22.80**	**22.80**	**277.85**	**222.38**
	Date of incorporation	**07-Apr-08**	**05-Jul-06**	**01-Jul-12**	**08-Jul-07**	**29-Nov-06**	
	Date of Acquisition						**01-Jan-05**
1	Share capital (including share application money pending allotment)	125.98	64.15	22.80	2.28	28.40	6.67
2	Other equity/Reserves and surplus (as applicable)	(305.26)	194.87	43.25	(1187.85)	(18.70)	90.30
3	Liabilities	213.32	803.24	2946.54	7161.67	3.22	34.80
4	Total equity and liabilities	34.04	1062.26	3012.59	5976.10	12.92	131.77
5	Total assets	34.04	1062.26	3012.59	5976.10	12.92	131.77
6	Investments	–	–	1542.11	342.40	–	–
7	Turnover	–	2103.32	5390.06	9746.87	–	103.77
8	Profit before taxation	(19.69)	25.25	118.74	(346.03)	(0.65)	102.66
9	Provision for taxation	–	17.69	(16.89)	(64.97)	–	5.14
10	Profit after taxation	(19.69)	7.56	135.63	(281.06)	(0.65)	97.52
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	70.00	70.00	75.00	100.00	49.00	70.00

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

₹ crore

Sr. No.	Sr. No.	58	59	60	61	62	63
Sr. No.	Particulars	LTIMindtree Information Technology Services (Shanghai) Co., Ltd.	LTIMindtree Financial Services Technologies Inc.	LTIMindtree Canada Limited	LTIMindtree South Africa (PTY) Limited	LTIMindtree GmbH	LTIMindtree Spain S.L.
	Financial year ending on	**31-Dec-24**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**
	Currency	**CNY**	**CAD**	**CAD**	**ZAR**	**EURO**	**EURO**
	Exchange rate on the last day of financial year	**11.72**	**59.67**	**59.67**	**4.71**	**92.09**	**92.09**
	Date of incorporation	**28-Jun-13**				**14-Jun-99**	**01-Feb-16**
	Date of Acquisition		**01-Jan-11**	**25-Apr-00**	**25-Jul-12**		
1	Share capital (including share application money pending allotment)	1.10	112.00	–	0.20	0.90	0.40
2	Other equity/Reserves and surplus (as applicable)	5.10	532.50	132.30	42.20	496.20	1.20
3	Liabilities	21.10	96.70	67.20	15.70	251.20	1.38
4	Total equity and liabilities	27.30	741.20	199.50	58.10	748.30	2.98
5	Total assets	27.30	741.20	199.50	58.10	748.30	2.98
6	Investments	–	–	–	–	302.50	–
7	Turnover	72.54	430.99	984.56	62.17	464.96	5.05
8	Profit before taxation	3.90	152.74	51.04	14.68	6.25	0.08
9	Provision for taxation	1.13	41.81	13.81	4.00	4.55	0.67
10	Profit after taxation	2.77	110.93	37.23	10.68	1.70	(0.59)
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	68.58	68.58	68.58	47.73	68.58	68.58

Sr. No.	Sr. No.	64	65	66	67	68	69
Sr. No.	Particulars	LTIMindtree Norge AS	LTIMindtree S. DE R.L. DE C.V.	LTIMindtree S.A.	Syncordis Limited	LTIMindtree PSF S.A.	LTIMindtree Switzerland AG
	Financial year ending on	**31-Mar-25**	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**
	Currency	**NOK**	**MXN**	**EURO**	**GBP**	**EURO**	**CHF**
	Exchange rate on the last day of financial year	**8.14**	**4.10**	**89.20**	**107.48**	**89.20**	**94.72**
	Date of incorporation	**20-Nov-18**	**01-Mar-17**				
	Date of Acquisition			**15-Dec-17**	**15-Dec-17**	**15-Dec-17**	**01-Mar-19**
1	Share capital (including share application money pending allotment)	0.03	0.00	0.44	0.01	3.19	0.72
2	Other equity/Reserves and surplus (as applicable)	17.27	21.45	(42.70)	3.30	25.79	(1.64)
3	Liabilities	31.74	31.53	254.80	0.09	64.92	72.15
4	Total equity and liabilities	49.04	52.98	212.54	3.40	93.90	71.23
5	Total assets	49.04	52.98	212.54	3.40	93.90	71.23
6	Investments	–	–	3.20	–	–	–
7	Turnover	65.14	105.71	172.68	1.74	103.40	29.63
8	Profit before taxation	2.78	11.34	(114.87)	81.65	(8.97)	(11.70)
9	Provision for taxation	0.58	1.41	(2.58)	14.43	(1.62)	2.48
10	Profit after taxation	2.20	9.93	(112.29)	67.22	(7.35)	(14.18)
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	68.58	68.58	68.58	68.58	68.58	68.58

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

₹ crore

Sr. No.	Sr. No.	70	71	72	73	74	75
	Particulars	Nielsen+Partner Pte Ltd	LTIMindtree (Thailand) Limited	LTIMindtree USA Inc	L&T Technology Services LLC	L&T Technology Services Pte. Ltd.	Graphene Solutions SDN. BHD.
	Financial year ending on	31-Dec-24	31-Dec-24	31-Mar-25	31-Mar-25	31-Mar-25	31-Mar-25
	Currency	SGD	THB	USD	USD	SGD	MYR
	Exchange rate on the last day of financial year	62.91	2.50	85.48	85.48	63.71	19.26
	Date of incorporation				26-Jun-14		
	Date of Acquisition	01-Mar-19	01-Mar-19	29-Aug-19		15-Oct-18	15-Oct-18
1	Share capital (including share application money pending allotment)	0.53	0.23	0.56	290.45	0.30	0.17
2	Other equity/Reserves and surplus (as applicable)	(51.72)	(7.97)	0.83	859.21	(0.05)	(0.09)
3	Liabilities	57.58	9.77	65.13	382.39	0.08	–
4	Total equity and liabilities	6.39	2.03	66.52	1532.05	0.33	0.08
5	Total assets	6.39	2.03	66.52	1532.05	0.33	0.08
6	Investments	0.00	–	50.91	–	–	–
7	Turnover	1.23	(2.33)	55.01	1225.92	–	–
8	Profit before taxation	(9.51)	(3.83)	2.56	73.26	(0.06)	(0.01)
9	Provision for taxation	0.04	0.01	0.29	15.18	–	–
10	Profit after taxation	(9.55)	(3.84)	2.27	58.08	(0.06)	(0.01)
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	68.58	68.58	68.58	73.66	73.66	73.66

Sr. No.	Sr. No.	76	77	78	79	80	81
	Particulars	Graphene Solutions Taiwan Limited	L&T Technology Services (Shanghai) Co. Ltd.	LTIMindtree UK Limited	LTIMindtree Middle East FZ-LLC	L&T Technology Services (Canada) Ltd	L&T Valves Arabia Manufacturing LLC
	Financial year ending on	31-Dec-24	31-Dec-24	31-Mar-25	31-Mar-25	31-Mar-25	31-Mar-25
	Currency	TWD	CNY	GBP	AED	CAD	SAR
	Exchange rate on the last day of financial year	2.61	11.72	110.70	23.27	59.67	22.79
	Date of incorporation		06-Aug-19	17-Aug-20	25-Nov-20	20-Aug-19	25-Sep-01
	Date of Acquisition	15-Oct-18					
1	Share capital (including share application money pending allotment)	1.31	3.86	0.01	3.66	0.04	21.18
2	Other equity/Reserves and surplus (as applicable)	(1.18)	2.53	81.57	43.09	(2.63)	(24.65)
3	Liabilities	2.33	0.07	379.62	231.02	3.75	79.64
4	Total equity and liabilities	2.46	6.46	461.20	277.77	1.16	76.17
5	Total assets	2.46	6.46	461.20	277.77	1.16	76.17
6	Investments	–	–	–	–	–	–
7	Turnover	3.48	–	1102.65	302.53	1.43	42.98
8	Profit before taxation	(0.03)	(0.32)	37.04	12.97	(0.33)	(7.84)
9	Provision for taxation	–	–	10.98	0.77	–	(1.57)
10	Profit after taxation	(0.03)	(0.32)	26.06	12.20	(0.33)	(6.27)
11	Interim dividend - equity	–	–	–	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	73.66	73.66	68.58	68.58	73.66	100.00

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

₹ crore

Sr. No.	Sr. No.	82	83	84	85	86	87
Sr. No.	Particulars	L&T Valves USA LLC	Larsen & Toubro International FZE	L&T Global Holdings Limited	Hydrocarbon Arabia Limited Company	L&T Technology Services Poland spółka z ograniczoną odpowiedzialnością	Larsen & Toubro CIS FELLC
	Financial year ending on	**31-Mar-25**	**31-Mar-25**	**31-Mar-25**	**31-Dec-24**	**31-Mar-25**	**31-Dec-24**
	Currency	**USD**	**USD**	**USD**	**SAR**	**PLN**	**UZS**
	Exchange rate on the last day of financial year	**85.48**	**85.48**	**85.48**	**22.80**	**22.12**	**0.01**
	Date of incorporation	**28-May-19**	**25-Sep-01**	**24-Feb-16**	**19-Jun-23**	**30-Oct-23**	**10-Jul-24**
	Date of Acquisition						
1	Share capital (including share application money pending allotment)	4.27	146.16	68.38	1.14	0.01	–
2	Other equity/Reserves and surplus (as applicable)	2.10	1644.05	610.29	(14.30)	(0.01)	–
3	Liabilities	15.26	5355.16	0.04	16.17	–	(0.01)
4	Total equity and liabilities	21.64	7145.37	678.71	3.01	–	(0.01)
5	Total assets	21.64	7145.37	678.71	3.01	–	(0.01)
6	Investments	–	1859.02	677.58	–	–	–
7	Turnover	33.99	11697.52	–	–	–	–
8	Profit before taxation	(2.24)	1250.83	422.58	(16.72)	(0.01)	(0.01)
9	Provision for taxation	(0.46)	100.99	–	–	–	–
10	Profit after taxation	(1.78)	1149.84	422.58	(16.72)	(0.01)	(0.01)
11	Interim dividend - equity	–	(422.89)	(428.78)	–	–	–
12	Interim dividend - preference	–	–	–	–	–	–
13	Proposed dividend - equity	–	–	–	–	–	–
14	Proposed dividend - preference	–	–	–	–	–	–
15	% of share holding	100.00	100.00	100.00	60.00	73.66	100.00

Sr. No.	Sr. No.	88	89	90	91
Sr. No.	Particulars	LTIMindtree Consulting Brazil LTDA	Intelliswift Software (Canada) Inc.	Intelliswift Software Costa Rica Limitada	Global Infotech Corporation
	Financial year ending on	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**	**31-Dec-24**
	Currency	**BRL**	**CAD**	**CRC**	**USD**
	Exchange rate on the last day of financial year	**13.88**	**59.58**	**0.17**	**85.62**
	Date of incorporation	**26-Sep-24**			
	Date of Acquisition		**03-Jan-25**	**03-Jan-25**	**03-Jan-25**
1	Share capital (including share application money pending allotment)	2.80	–	–	0.01
2	Other equity/Reserves and surplus (as applicable)	(0.05)	0.94	(0.38)	14.18
3	Liabilities	1.82	1.80	0.50	7.23
4	Total equity and liabilities	4.57	2.74	0.12	21.42
5	Total assets	4.57	2.74	0.12	21.42
6	Investments	–	–	–	–
7	Turnover	1.08	13.44	2.22	55.57
8	Profit before taxation	(0.19)	1.22	0.20	9.15
9	Provision for taxation	(0.05)	0.31	–	–
10	Profit after taxation	(0.15)	0.91	0.20	9.15
11	Interim dividend - equity	–	–	–	–
12	Interim dividend - preference	–	–	–	–
13	Proposed dividend - equity	–	–	–	–
14	Proposed dividend - preference	–	–	–	–
15	% of share holding	68.64	73.66	73.66	73.66

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

₹ crore

Sr. No.	Particulars	92	93	94
Sr. No.	Particulars	Intelliswift Software (Hungary) Limited Liability Company	P. Murphy & Associates, Inc.	Intelliswift Software Inc.
	Financial year ending on	**31-Dec-24**	**31-Dec-24**	**31-Mar-25**
	Currency	**HUF**	**USD**	**USD**
	Exchange rate on the last day of financial year	**0.22**	**85.62**	**85.48**
	Date of incorporation			
	Date of Acquisition	**03-Jan-25**	**03-Jan-25**	**03-Jan-25**
1	Share capital (including share application money pending allotment)	0.09	–	0.01
2	Other equity/Reserves and surplus (as applicable)	1.06	45.75	(5.06)
3	Liabilities	17.62	0.27	194.87
4	Total equity and liabilities	18.77	46.02	189.82
5	Total assets	18.77	46.02	189.82
6	Investments	–	–	0.12
7	Turnover	4.51	5.07	811.16
8	Profit before taxation	0.35	(1.07)	(86.92)
9	Provision for taxation	–	–	–
10	Profit after taxation	0.35	(1.07)	(86.92)
11	Interim dividend - equity	–	–	–
12	Interim dividend - preference	–	–	–
13	Proposed dividend - equity			
14	Proposed dividend - preference			–
15	% of share holding	73.66	73.66	73.66

Notes:

A) Name changed:-

[a] formerly known as L&T Parel Project Private Limited

[b] formerly known as L&T Seawoods Limited

B) Names of subsidiaries which have been merged/sold/dissolved/struck-off.

(1) Merged:-

a) L&T Energy Hydrocarbon Engineering Limited - Merged with Larsen & Toubro Limited w.e.f. April 1, 2024

b) L&T Offshore Private Limited - Merged with Larsen & Toubro Limited w.e.f. April 1, 2024

c) Nielsen+Partner Unternehmensberater GmbH - Merged with LTIMindtree GmbH w.e.f October 2, 2024

(2) Stuck off:-

a) Avenue Techpark (Bangalore) Private Limited

b) Bangalore Fortune Techpark Private Limited

c) Bangalore Spectrum Techpark Private Limited

(3) Divested:-

a) EPIC Concesiones 3 Limited (formerly known as L&T Infrastructure Development Projects Limited)

b) Panipat Elevated Corridor Limited

c) Vadodara Bharuch Tollway Limited

d) Palanpur-Swaroopgunj Road Project Limited (formerly known as L&T Interstate Road Corridor Limited)

e) Neelambur Madukkarai Tollway Limited (formerly known as L&T Transportation Infrastructure Limited)

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part A: "Subsidiaries" [as per Section 2(87) of the Companies Act, 2013] *(contd.)*

f) Ahmedabad - Maliya Tollway Limited

g) Samkhiali Bhachau Gandhidham Tollway Limited (formerly known as L&T Samakhiali Gandhidham Tollway Limited)

h) Deccan Tollways Limited (formerly known as L&T Deccan Tollways Limited)

i) Kudgi Transmission Limited

j) Sambalpur - Rourkela Tollway Limited (formerly known as L&T Sambalpur-Rourkela Tollway limited)

k) PNG Tollway Limited

l) Rajkot - Vadinar Tollway Limited (formerly known as L&T Rajkot-Vadinar Tollway Limited)

m) Chennai-Tada Tollways Limited (formerly known as L&T Chennai-Tada Tollway Limited)

n) Watrak Infrastructure Private Limited

o) Rewin Infrastructure Limited

(4) Dissolved:-

a) LTIMindtree LLC

b) Syncordis SARL, France

c) Nielsen&Partner Pty Ltd

C) Names of joint venture entity which is yet to commence operations:-

a) LTIM Aramco Digital Solutions for Information Technology Company

Statement containing salient features of the financial statements of subsidiaries/associate companies/joint ventures

Part B: "Associates/Joint ventures"

Sr. No.	Sr. No.	1	2	3	4	5	6	7	8
Sr. No.	Name of Associates	Grameen Capital India Private Limited	L&T Camp Facilities LLC	Larsen & Toubro Qatar & HBK Contracting Co. WLL	Magtorq Private Limited	Indiran Engineering Projects and Systems Kish PJSC	GH4India Private Limited	Gujarat Leather Industries Limited	E2E Networks Limited
1	Latest audited balance sheet date	31-Mar-24	31-Dec-21	31-Dec-24	31-Mar-25	Refer Note 2	31-Mar-25		31-Mar-25
2	Date on which the associate or joint venture was associated or acquired	05-Jun-15	13-Sep-07	28-Jul-04	02-Aug-10	31-Oct-09	25-Aug-23	27-Jun-91	04-Dec-24
3	Shares of associate/joint ventures held by the company at the year end								
	Number	2,126,000	2,450	100	9,000	875	1,000,000	735,000	2,979,579
	Amount of investment in associates/joint venture (₹ Crore)	6.00	4.96	0.18	4.42	0.39	1.00	–	1080.30
	Total share capital (₹ Crore)	12.05	10.12	0.47	0.21	0.78	3.00	–	19.97
	Reserves closing	(5.74)	(3.75)	(9.29)	20.19	(0.61)	(7.50)	–	1572.81
	Total No of shares	8,177,887	5,000	200	21,003	1,750	3,000,000	Refer Note 3	19,967,858
	Extent of holding % (Effective)	17.22%	49.00%	50.00%	42.85%	50.00%	33.33%	50.00%	14.92%
4	Description of how there is significant influence	No Significant influence as per Ind AS 28	← Refer Note 1 →						
5	Reason why the associate/joint venture is not consolidated							Refer Note 3	
6	Net worth attributable to shareholding as per latest audited balance sheet (₹ Crore)	–	3.12	(4.41)	8.74	0.09	(1.50)	–	237.64
7	Profit/(Loss) for the year (₹ Crore)								
	Considered in consolidation	–	–	–	3.13	0.06	(3.40)	–	17.01
	Not considered in consolidation	–	–	–	–	–	–	–	30.49

Notes:

1. Significant influence is demonstrated by holding 20% or more of the total voting power, or control of or participation in Board/business decisions under an agreement of the investee.
2. The Incorporated joint venture is not required to be audited as per regulatory laws in Iran. Hence the management certified accounts have been considered for consolidation.
3. The associate company is under liquidation process and investment is fully provided in the accounts.

For and on behalf of the Board of Directors of Larsen & Toubro Limited

S. N. SUBRAHMANYAN
Chairman & Managing Director
(DIN 02255382)

R. SHANKAR RAMAN
President, Whole-time Director &
Chief Financial Officer
(DIN 00019798)

P. R. RAMESH
Independent Director
(DIN 01915274)

SIVARAM NAIR A
Company Secretary & Compliance Officer
Membership No. FCS3939

Mumbai, May 8, 2025


LARSEN & TOUBRO
WE LOVE CONNECTING YOUR SMILES.
The best roads can lead you to some of the most important destinations in life. So, whether you're commuting or traveling, the transport infrastructure we build, help you reach your loved ones during the times that really matter.
Afterall, when you smile, we know it's a job well done.

Fold here

Fold here

Fold here

LARSEN & TOUBRO LIMITED

CIN : L99999MH1946PLC004768
Regd. Office : L&T House, Ballard Estate, Mumbai 400 001.
Tel. No.: (022) 6752 5656, Fax No.: (022) 6752 5858
Email: IGRC@Larsentoubro.com, Website: www.larsentoubro.com

Dear Shareholder, Date: May 26, 2025

We are privileged to have you as our shareholder. It has been our constant endeavour to improve the services to our Investors and in this pursuit, we are sending you this Feedback Form, which is a self addressed prepaid Inland letter. We request you to kindly spare some time and return the same to us duly completed. We look forward to your feedback/valuable suggestions.

Thanking you,

Yours faithfully,

For **LARSEN & TOUBRO LIMITED**

Subramanian Narayan
Company Secretary & Compliance Officer
M. No. A16354

SHAREHOLDER'S FEEDBACK FORM

Name and address of the shareholder	Phone No: (with STD code)
	E-maii ID:
	Folio No./DP ID & Client ID

Shareholders Satisfaction Survey Questionnaire

(please ✓ the appropriate box)

A. Do you perceive the Company as creating shareholder value in the:

(i) Short Term or Yes ☐ No ☐

(ii) Long Term or Yes ☐ No ☐

(iii) Both Yes ☐ No ☐

B. Are you satisfied with the growth strategy of the Company?

Yes ☐ No ☐ Not aware ☐

		Excellent	Good	Poor*	Not experienced
C.	Please rate the contents and quality of Integrated Annual Report				
D.	Please rate the contents and quality of the website of the Company				
E.	Arrangements related to last year AGM				
F.	Quality and accuracy of response to your queries and complaints: - by Company				
	- by Registrar				
G.	Timeliness of response form - the Company				
	- the Registrar				
H.	Please rate the hospitality and efficiency of the persons attending to you when you interact with - Investors Relation Cell				
	- Office of Registrars				
I.	Overall quality of service provided by - the Company				
	- the Registrar				

* Kindly let us know your experience in space provided overleaf

J. Do you have any grievance which has not been redressed Yes ☐ No ☐

Signature

Fold here

Postage will be paid by addresssee

BUSINESS REPLY LETTER

No Postage stamp necessary if posted in India

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B. R. PERMIT No.: MBI GPO - 0049
Mumbai G.P.O.
Mumbai - 400 001.

Larsen & Toubro Limited
Secretarial Department
L&T House, Ballard Estate,
Mumbai - 400 001.

Second Fold

First Fold

* In case your response to any question overleaf is "Poor", kindly share your experience and let us know the reason/ instances to enable us to investigate the matter.

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In case of any queries, kindly contact our Registrar:

KFin Technologies Limited
Unit: Larsen & Toubro Limited
Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally,
Hyderabad, Rangareddy, Telangana, India - 500 032.
Toll free number: 1-800-3094-001 • Email: einward.ris@kfintech.com

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**