

INFRASTRUCTURE PROJECTS SEGMENT

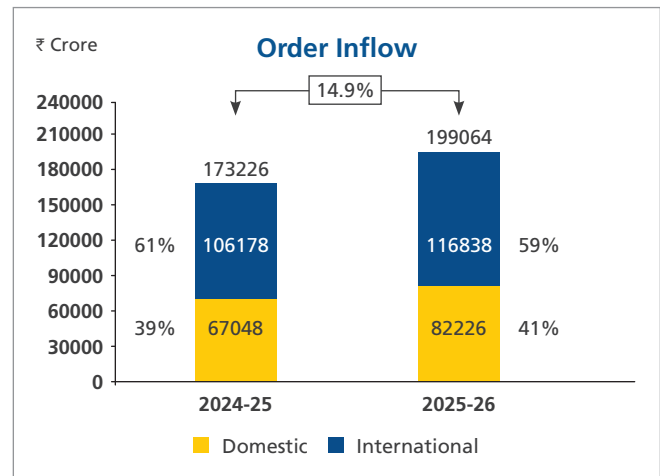


Common Central Secretariat, New Delhi

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

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

Financial performance of the segment



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



Patna Medical College & Hospital, Bihar

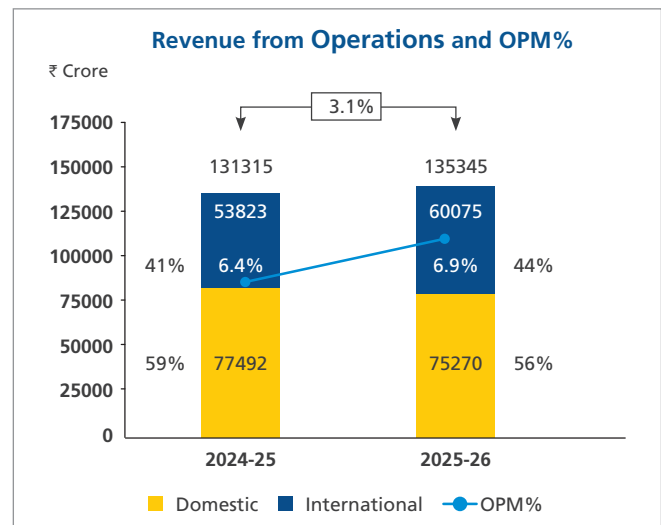
substation orders and RE projects, respectively. Similarly, the Transportation Infrastructure business registered growth over the previous year with receipt of multiple orders for roads, runways and a domestic HSR track package.

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

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

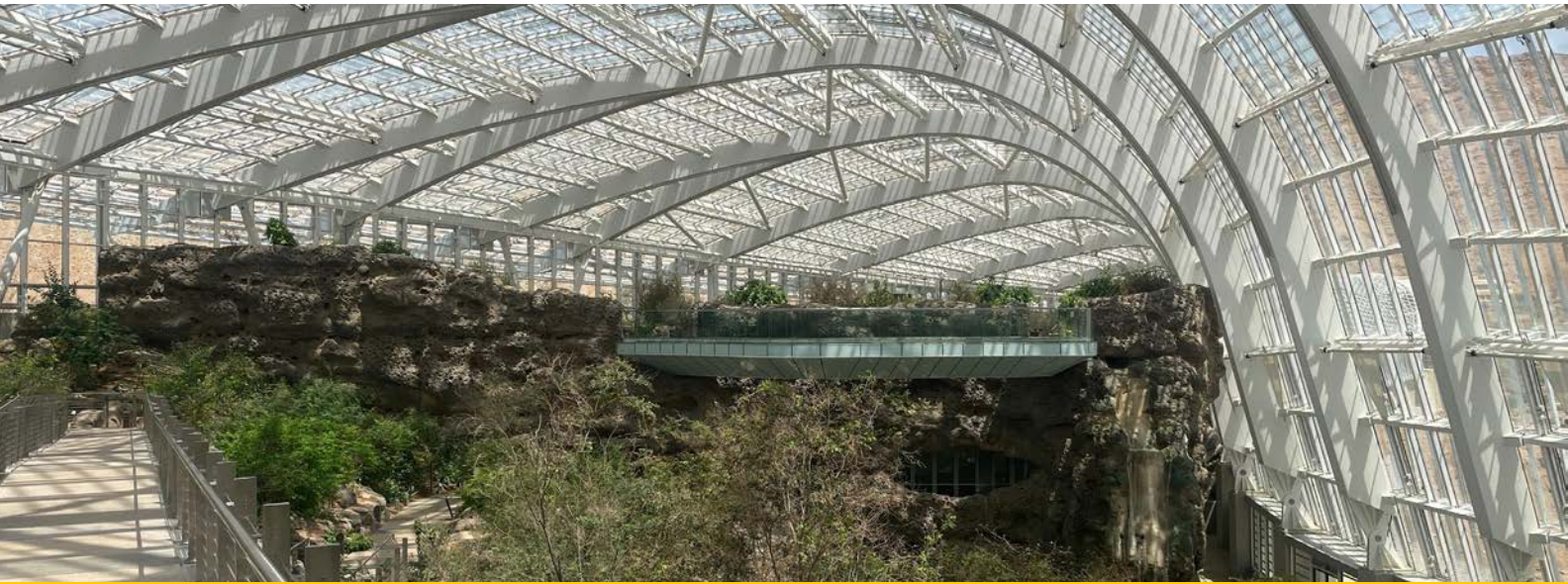
The Infrastructure segment registered revenue of ₹ 1,35,345 crore for FY 2025-26, a moderate growth of 3.1% over the previous year. The lower growth was mainly on account of Water & Effluent Treatment business which was impacted by customer project funding constraints leading to procurement delays and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

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



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

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



Oman Botanic Garden, Muscat

Buildings & Factories

Overview

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

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

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

Health, Public Spaces & Airports SBG

This SBG consists of the following four businesses:

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

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

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

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



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

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

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

Residential, Commercial Buildings & Factories SBG

This SBG consists of the following three businesses:

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

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

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

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

Business Environment

Health

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

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



Bhogapuram International Airport, Andhra Pradesh

Public Spaces

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

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

Airports

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

Data Center

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

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

Residential

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



The Prestige City, Bengaluru, Karnataka

Commercial Buildings

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

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

Factories

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

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

International

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

Major Achievements

Major Orders Won

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

Key Projects Commissioned

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



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

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

Significant Initiatives

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

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

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

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

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

Outlook

Health

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

Public Spaces

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



Semiconductor FAB Plant, Dholera, Gujarat

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

Airports

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

Residential

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

Commercial Buildings

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

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

Factories

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

Data Center

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

International

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



Kachchi Dargah Bridge Project (over the Ganges), Bihar

Transportation Infrastructure

Overview

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

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

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

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

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

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

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

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

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



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

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

Business Environment

Roads, Bridges & Formations

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

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

strengthen funding sustainability and enable continued investment in highway infrastructure.

Railways Business Group

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

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

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

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



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

Major Achievements

Major Orders Won

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

Projects Completed / Commissioned

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

Significant Initiatives

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



Artist's Impression

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

Outlook

Domestic

Roads, Bridges & Formations (RBF)

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

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

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

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

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

Railways Business Group (RBG)

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

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

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

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



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

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

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

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

International

RBF

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

RBG

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

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

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

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



Kudankulam Nuclear Power Plant (KKNPP) in Tamil Nadu

Heavy Civil Infrastructure

Overview

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

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

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

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

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

Metros, HSR & Semi-HSR

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

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



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

Urban Tunnels

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

Hydel & Tunnels

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

Nuclear

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

Ports & Harbours

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

Defence Infrastructure

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



Gandhi Sagar Pumped Storage Project (PSP) in Madhya Pradesh

L&T GeoStructure

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

Business Environment

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

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

Metros, HSR & Semi-HSR

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

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

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

Urban Tunnels

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

Hydel & Tunnels

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



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

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

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

Nuclear

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

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

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

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

Ports & Harbours

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

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

Defence

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



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

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

International

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

Major Achievements

Major Orders Won

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

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

Key Projects Completed

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

Other Key Achievements

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



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

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

Significant Initiatives

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

Outlook

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

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



765 kV Navsari–Phadge Transmission Line, Gujarat

Power Transmission & Distribution

Overview

The Power Transmission & Distribution (PT&D) business vertical is a leading EPC player providing technology-driven, end-to-end solutions that support reliable and efficient power delivery across a broad mix of generation sources. It offers integrated EPC services and related digital energy solutions, covering the development of smart and efficient transmission & distribution (T&D) networks through to last-mile electrification. The business serves utilities, energy developers and industrial and infrastructure customers across 30 countries in the SAARC, ASEAN, West Asia, Africa, North America and CIS regions.

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

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

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

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

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

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

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

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

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



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

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

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

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

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

Business Environment

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

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

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

Major Achievements

Major Orders Won

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



132 kV ESKAN YALAYIS Substation, UAE

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

Projects Completed and Commissioned

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

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

Significant Initiatives

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

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

Outlook

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

International

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



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

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

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

Domestic

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

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

Renewables

Overview

The Renewables business has evolved into an integrated EPC service provider for GW-scale solar PV, energy storage and hybrid renewable projects. The business is among a select group of firms with proven capabilities across a wide range of module technologies, mounting structures and contour-based solutions for challenging terrains and storage configurations. The business serves renewable energy (RE) developers, utilities, industrial and infrastructure customers across India, West Asia and CIS regions, with potential expansion into ASEAN and Africa.

The business has a well-established client base and has emerged as a preferred go-to partner for GW-size RE projects in West Asia, India and CIS. The business has consolidated its position as a market leader, supported by a globally diverse workforce representing 39 nationalities. This track record reflects a sustained emphasis on customer satisfaction, safety, quality and timely execution.

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



56 MW Floating PV Project, Ramagundam, Telangana

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

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

Business Environment

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

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

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

business already having executed floating solar projects in India.

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

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

Major Achievements

Major Orders Won

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



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

Projects Completed and Commissioned

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

Outlook

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

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

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

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

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

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



136 MLD Sewage Treatment Plant, Diggian, Chandigarh

Water & Effluent Treatment

Overview

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

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

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

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

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

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



85 MLD WTP, Keonjhar III Water Supply Scheme, Odisha

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

Business Environment

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

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

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

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

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

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

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



10 MLD Integrated Industrial Effluent Treatment Plant, Qatar

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

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

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

Major Achievements

Major Orders Won

- South East Guwahati Water Supply Project, Assam – intake with 98 MLD WTP, 555 km pipeline network
- Jhunjhunu-Surajgarh Water Supply Scheme, Rajasthan – 5,000 km pipeline network with pump houses and 170 service reservoirs

- UGPL Salandi Left Main Canal Project, Odisha – distribution system for 12,155 hectares
- Kekri-Sarwar Water Supply Project, Rajasthan – 43 km pipeline network
- Molarband STP, Delhi – sewage treatment plant with in-house AGRB technology

Major Projects Commissioned

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

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

Significant Initiatives

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



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

- The business is leveraging its WTC to roll out technology-led initiatives, focused on introducing new processes and enhancing existing ones
- To strengthen its presence in technology-focused markets, a New Business Incubation Cell has been formed to focus, identify and develop opportunities in untapped segments to support sustainable growth over the long-term
- To drive productivity, quality and speed of execution, a Fast Construct Cell has been formed to promote the adoption of precast construction technologies across projects
- Real-time risk monitoring systems are being deployed across project sites, alongside the implementation of control measures and standardised control procedures across risk profiles, to enhance operational excellence and strengthen safety awareness

Outlook

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

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

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

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



Bucket Wheel Stacker Reclaimer - AMNS Hazira, Gujarat

Minerals & Metals

Overview

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

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

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

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

Business Environment

Domestic Business

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

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

International Business

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



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

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

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

Product Business

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

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

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

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

Cement Sector

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

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

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



Blast Furnace #5, JVML Ballari, Karnataka

Mining, Power & Steel Sector

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

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

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

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

Construction Sector

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

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

Port Sector

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



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

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

Major Achievements

Major Orders Won

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

Key Projects Commissioned

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



Kalinganagar Coke Oven Battery Project, Odisha

Outlook

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

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

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

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