

Annexure 'A' to the Board Report

Information as required to be given under section 134(3)(m) read with rule 8(3) of the Companies (Accounts) Rules, 2014.

[A] CONSERVATION OF ENERGY:

(i) Steps taken or impact on conservation of energy:

- Retrofitting diesel compressor to electrical based compressor.
- Usage of LED fixtures in place of CFL and FTL Fixtures and Installation of daytime timers.
- Installation of Variable Voltage Frequency Drive (VVFDs) in gantry cranes functional motors to reduce power consumption.
- Usage of Inverter based welding machines instead of generator-based welding machines.
- Improved efficiency through implementation of Flux-cored Arc Welding-Gas Shielded (FCAW-GS) for automation and saving energy.
- Replacing existing Split AC units with inverter based energy efficient units.
- Replacing existing Pumps (Water, Sewage and HVAC) with energy efficient pumps.
- Power generation through Solar Roof top PV installation and utilization of solar lights for lighting around compound wall in factories.
- Utilization of Chiller for Heating Ventilation and Air Conditioning (HVAC) System – Campus Facility Management Division (FMD) initiated and controlled the chiller running hours for HVAC during holidays and extended working hours.
- Digital tools used to track, trace and improve the working of systems and to achieve the Company's ESG goals of Carbon and Water Neutrality.
- Adoption of Integrated Vehicle Management System has led to fuel saving.
- Installation of transparent sheets and turbo vents in Light Fabrication Shop in place of overhead lights and exhaust fans to provide sufficient illumination and ventilation.
- Installation of programmable timer for Air Handling Unit (AHU) at dust free chamber.
- Usage of light pipes, transparent sheets and noorikool daylighting systems in shop floors for effective utilization of natural light for ventilation.

(ii) Steps taken by the Company for utilizing alternate sources of energy:

- Usage of Green Hydrogen as an alternative to natural gas in refineries and fertilizers.
- Usage of PNG, cleaner energy source, at DIAL project to power the Hot Mix Plants.
- Solar Power Plant have been installed for generation of 1747 KW solar electricity that is utilized to power batching plants and project camps.
- Alternate usage of M-sand instead of Natural Sand at all project sites has helped in conserving the natural resources.
- Alternate curing solution has been implemented for all the vertical structures for conserving water.
- Installed carbon offsetting program through production of solar and wind power which compensated for non-renewable energy consumption and in-turn reduction in carbon footprint.

(iii) Capital investment on energy conservation equipments:

- Usage of Thyristor controlled welding machines for fabrication and energy saved 176,010 kwh.
- Existing metal halide lamps in high mast replaced with 300W LED fittings.
- Replaced existing submersible pumps with hydro-pneumatic pumps.
- Installed VFD panel in place of ELGi compressor.
- Replaced HVAC pump with efficient monoblock pump.
- Installed express feeder uninterrupted power supply at AIT plant.

The measures taken have resulted in savings in cost of production, power consumption and processing time at all locations.

[B] TECHNOLOGY ABSORPTION:

(i) Efforts made towards technology absorption:

- Online barcode reading system installed to automatically select recipes for GT Lube Spraying.
- Establishment of in-house expertise in areas such as Cathodic Protection (CP) system design and implementation.

- Adoption of advanced pneumatic valves which can control flow and pressure for lube spraying operation to automatically control spray width, flow and atomization.
 - Partnered with IIT-B to jointly pursue research and development work in the Green Hydrogen value chain and development of next generation technologies.
 - Memorandum of Understanding entered with a Technology partner for electrolyser manufacturing.
 - Development of 2nd Generation PCR HTCP and 3rd Generation PCR HTCP with Hollow Squeeze Cylinder and Ribbed construction.
 - Developed 56" MTCP with rope loader, parallel unloader and front bead lift arm developed for Petlas.
 - Introduction of Higher striping force BCM for 65.5" MTCP CEAT.
 - Development of OTR Cured tyre Handling system with Trimming and Inspection Machine.
 - Implemented Antivibration pad in power press machine to reduce the vibration and noise thereby reducing noise pollution.
 - Developed SMS alert (Digital initiative) for monitoring the pressure at fire hydrant system.
 - Adopted HCL wet scrubber arrangement for fresh acid storage tank to remove acid fumes in the atmosphere.
 - Introduction of LiDAR based Pre-bid engineering, survey and integration with BIM, laying of Bentley Rail Track and development of Open Rail Designer have improved efficiency.
 - Adoption of concrete mix design with GGBS (Ground Granulated Blast-furnace Slag) and Flyash upto the maximum limit and thereby reducing the cement consumption in order to reduce further carbon emission.
 - Indigenously designed the FSLM equipment of 1100MT Capacity.
 - Designed ConPro for enabling end-to-end tracking of concrete supply chain across project sites by using QR codes.
 - Designed RebarPro that provides end-to-end tracking of rebar from store to site after fabrication which enables minimum wastage, saves time and accelerates process efficiency.
 - Designed P&M IoT and Workmen Management system to improve the productivity and minimise idleness.
 - Introduced Robotic Process Automation (RPA) to automate the repeated and long lead time in Design, IT, Finance and Subcontract processes.
 - Implemented Infor Operating Services (IOS) in Enterprise Resource Planning.
 - Deployed digital library module with elastic search for capturing technical and commercial details of various equipment.
 - Developed skid loading optimization for monitoring the progress of Hull Fabrication and Hull Block Turn over time.
 - Developed calibration module, chatbot based helpdesk portal, Information Right Management (IRM) solution.
 - Deployed portable VR facility at the desktop level for carrying out regular review of 3D models at working level.
 - Deployed pull off adhesive tester, proactive inspection module and stud welding application.
 - Developed and implemented special purpose machine for shell T-frame twin head SAW and web flange twin head Gas Metal Arc Welding.
 - Developed and implemented automated load testing system for Sarvatra bridge.
 - Designed and developed universal 3D base plate and modular clamping arrangement.
 - Developed Satellite Launch Vehicle ToT absorption.
 - Development of metal additive, advanced composites and other Aerospace manufacturing technologies.
 - Development of Unmanned Surface Vessel for ISR, ASW and MCM operations, close-in weapon system, fire control radar for air defence application.
 - Development of multi-hierarchy command and control systems for integrated engagement across forces.
- (ii) Benefits derived like product improvement, cost reduction, product development or import substitution:**
- Optimum selection, verification and characterization of materials for critical applications.

- Implemented suitable preservation/corrosion protection techniques to achieve successful longer life and adequate performance.
- Establishment of in-house capability for specialized engineering analysis, such as modeling and process simulation, Computational Fluid Dynamics (CFD), transient thermal analysis, Radiation and dispersion analysis and advanced stress analysis by Finite Element Method (FEM) for achieving self-sufficiency.
- Advanced troubleshooting of critical process plant equipment through analysis of degradation mechanisms such as, Methanol Stress Corrosion Cracking, Hydrogen Embrittlement, Chloride Stress Corrosion Cracking, Sulphuric Acid Corrosion and Microbial Corrosion attack.
- Robotic Process Automation has helped increase manpower productivity and reduction in man hours spent across various business activities.
- Digital library module has helped reduce lead time during Request for Proposal/bid submission.
- Information Right Management solution has helped secure documents and provide data centric security across various stages of document life cycle.
- Stud welding application has helped achieve higher productivity for block alignment and erection joints, electrical earthing points, cable trays and foundation bolts. It has also helped reduce overall welding time and reduce heat input to avoid damage to internal structures and equipment.
- Deployment of pull off adhesive tester has helped setup in-house quality check to establish soundness of paint coating system without depending on any external agency.
- Deployment of portable VR facility has helped minimize design errors and enhancing the ergonomics of design.
- Quick clamping of assemblies led to clamping time reduction.

- Cost saving by eliminating use of welded attachments and non-value added activities like grinding, touchup, etc.

(iii) Information regarding technology imported during the last 3 years:

S. No.	Technology Imported	Year of Import	Status of absorption and reasons for non-absorption, if any
a)	Verse Equipment	2019-20	Fully absorbed
b)	Electrical Storage System	2019-20	Fully absorbed
c)	Direct Current (DC) Traction System Design	2019-20	Fully absorbed
d)	Power over Ethernet (PoE) based devices	2020-21	Fully absorbed
e)	Full Span Construction Methodology	2021-22	Fully absorbed
f)	Straddle carrier	2021-22	Fully absorbed

(iv) Expenditure incurred on Research and Development:

	₹ crore
	2021-22
Capital	4.26
Recurring	83.73
Total	87.99
Total R&D expenditure as a percentage of total turnover	0.08%

[C] FOREIGN EXCHANGE EARNINGS AND OUTGO:

	₹ crore
	2021-22
Foreign Exchange earned	11,721.13
Foreign Exchange saved / deemed exports	85.47
Total	11,806.60
Foreign Exchange used	10,383.99

Annexure 'B' to the Board Report

A. CORPORATE GOVERNANCE

Corporate Governance is a set of principles, processes and systems which govern a company. The elements of Corporate Governance are independence, transparency, accountability, responsibility, compliance, ethics, values and trust. Corporate Governance enables an organization to perform efficiently and ethically, generate long term wealth and create value for all its stakeholders.

The Company believes that sound Corporate Governance is critical for enhancing and retaining stakeholder trust and always seeks to ensure that its performance goals are met accordingly. The Company has established systems and procedures to ensure that its Board of Directors is well informed and well equipped to fulfill its overall responsibilities and to provide management with the strategic direction needed to create long term shareholders value. The Company had adopted many ethical and transparent governance practices even before they were mandated by law. The Company has always worked towards building trust with shareholders, employees, customers, suppliers and other stakeholders based on the principles of good Corporate Governance.

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.

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 of the Chief Executive Officer and Managing Director, all Executive Directors and a few senior leaders.
- (iii) **Strategy and Operational Management** – by the Independent Company Boards of each Independent Company (IC) (not legal entities) comprising of representatives from the Company's Board, Senior Executives from the IC and independent members.
- (iv) **Operational Management** – by the Business Unit (BU) Heads.

The four-tier governance structure, besides ensuring greater management accountability and credibility, facilitates increased autonomy to the businesses, performance discipline and development of business leaders, leading to increased public confidence.

D. ROLES OF VARIOUS CONSTITUENTS OF CORPORATE GOVERNANCE IN THE COMPANY

a. Board of Directors (the Board):

The Directors of the Company are in a fiduciary position, empowered to oversee the management functions with a view to ensuring its effectiveness and enhancement of shareholder value. The Board also provides strategic direction, reviews and approves management's business objectives, plans and oversees risk management.

b. The Group Chairman (GC):

The GC is the Chairman of the Board. His primary role is to provide leadership to the Board and guidance and mentorship to the CEO & MD and Executive Directors for realizing the approved strategic plan and business objectives. He presides over the Board and the Shareholders' meetings.

c. Executive Committee (ECom):

The ECom provides a companywide operations review and plays a key role in strengthening linkages between the ICs and the Company's Board, as well as in rapidly realizing inter-IC synergies. In addition, the ECom deliberates upon strategic and tactical issues that cut across ICs and Corporate. 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. IC synergies
 - iii. HR Update/ Talent Management / Service contract extensions for senior management personnel / Leadership development and succession planning
 - iv. Digitalization and Analytics initiatives
- Approval of common policies
- Strategic plans and business portfolio reviews
- Sharing of best practices, etc.

d. The Chief Executive Officer and Managing Director (CEO & MD):

The CEO & MD is fully accountable to the Board for the Company's business development, operational excellence, business results, leadership development and other related responsibilities.

e. Executive Directors (ED) / Senior Management Personnel:

The Executive Directors, as members of the Board, along with the Senior Management Personnel in the Executive Committee, contribute to the strategic management of the Company's businesses within Board approved direction and framework. They assume overall responsibility for strategic management of business and corporate functions including its governance processes and top management effectiveness.

f. Non-Executive Directors (NED) / Independent Directors:

The Non-Executive Directors / Independent Directors play a critical role in enhancing balance to the Board processes with their independent judgment on issues of strategy, performance, resources, standards of conduct, safety, etc., besides providing the Board with valuable inputs.

g. Independent Company Board (IC Board):

As a part of Lakshya 2016, the Company had decided to have Hybrid Holdco Structure. Accordingly, a number of 'Independent Companies' (ICs) were created, each with their own quasi-board comprising 2 to 3 Independent Members akin to Independent Directors. During the process of evolving Lakshya 2026, the structure was reviewed and it was decided to continue with the IC structure.

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 31st March 2022, the Board comprised the Group Chairman, the Chief Executive Officer & Managing Director, 7 Executive Directors, 1 Non-Executive Director (representing a financial institution) and 7 Independent Directors, including one Independent Woman Director. The composition of the Board, as on 31st March 2022, 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').

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 and whenever necessary, in locations, where the Company operates. However, in view of the COVID 19 pandemic and the restrictions on movement imposed by the government authorities, during the initial part of FY 2022, Board Meetings were held through video conferencing. The Meetings of the Board have been held at regular intervals with a time gap of not more than 120 days between two consecutive Meetings. During the year under review, 8 meetings were held on 14th May 2021, 26th July 2021, 7th September 2021, 27th October 2021, 28th January 2022, 22nd March 2022, 23rd March 2022 and 24th March 2022.

The Independent Directors met on 8th May 2021, 22nd May 2021 and 20th March 2022 to discuss, *inter alia*, the performance evaluation of the Board as a whole and assess the quality, quantity and timeliness of flow of information between the management and the Board of Directors that is necessary for the Board to effectively and reasonably perform their duties.

The Company Secretary prepares the agenda and the explanatory notes, in consultation with the Group Chairman / Chief Executive Officer & Managing Director and circulates the same in advance to the Directors. Every Director is free to 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 noted and the draft minutes are circulated amongst the Members of the Board for their perusal. Comments, if any, received from the Directors are also incorporated in the Minutes, in consultation with the Chairman. 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 31st March 2022. Their attendance at the Board Meetings during the year and at the last Annual General Meeting is as under:

Name of Director	Category	No. of Board Meetings held during the year	No. of Board Meetings attended	Attendance at last AGM
Mr. A. M. Naik	GC	8	5	Yes
Mr. S. N. Subrahmanyam	CEO & MD	8	7	Yes
Mr. R. Shankar Raman	ED	8	8	Yes
Mr. D. K. Sen	ED	8	8	Yes
Mr. M. V. Satish	ED	8	8	Yes
Mr. J. D. Patil	ED	8	8	Yes
Mr. Subramanian Sarma	ED	8	8	Yes
Mr. S. V. Desai	ED	8	8	Yes
Mr. T. Madhava Das	ED	8	8	Yes
Mr. M. M. Chitale	ID	8	7	Yes
Mr. M. Damodaran	ID	8	8	Yes
Mr. Vikram Singh Mehta	ID	8	8	Yes
Mr. Adil Zainulbhai	ID	8	8	Yes
Mr. Sanjeev Aga	ID	8	8	Yes
Mr. Narayanan Kumar	ID	8	8	Yes
Mr. Hemant Bhargava (Note 1)	NED	8	8	Yes
Mrs. Preetha Reddy	ID	8	8	Yes

Meetings held during the year are expressed as number of meetings eligible to attend.

Note 1: Representing equity interest of Life Insurance Corporation of India.

GC – Group Chairman

CEO & MD – Chief Executive Officer & Managing Director

ED – Executive Director

NED – Non-Executive Director

ID – Independent Director

- None of the above Directors are related inter-se.
- 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 31st March 2022, 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 Chairmanship	Names of other Listed entities where he holds Directorship	Category of Directorship
Mr. A. M. Naik	5	0	0	Larsen & Toubro Infotech Limited	Non-Executive Chairman
				L&T Technology Services Limited	Non-Executive Chairman
				Mindtree Limited	Non-Executive Chairman
Mr. S. N. Subrahmanyam	6	0	0	Larsen & Toubro Infotech Limited	Non- Executive Vice- Chairman
				L&T Technology Services Limited	Non- Executive Vice- Chairman
				Mindtree Limited	Non- Executive Vice-Chairman
				L&T Finance Holdings Limited	Non-Executive Chairman
Mr. R. Shankar Raman	8	6	0	Larsen & Toubro Infotech Limited	Non-Executive Director
				L&T Finance Holdings Limited	Non-Executive Director
				Mindtree Limited	Non- Executive Director
Mr. D. K. Sen	7	0	0		Nil
Mr. M. V. Satish	1	0	0		Nil
Mr. J. D. Patil	1	1	0		Nil
Mr. Subramanian Sarma	2	0	0		Nil
Mr. S. V. Desai	3	0	0		Nil
Mr. T. Madhava Das	0	0	0		Nil
Mr. M. M. Chitale	5	4	2	Atul Limited	Independent Director
				Macrotech Developers Limited	Independent Director
				Bhageria Industries Limited	Independent Director
Mr. M. Damodaran	6	3	2	Interglobe Aviation Limited	Chairman and Independent Director
				Hero Motocorp Limited	Independent Director
				Biocon Limited	Independent Director
Mr. Vikram Singh Mehta	6	5	1	Colgate-Palmolive (India) Limited	Independent Director
				HT Media Limited	Independent Director
				Apollo Tyres Limited	Independent Director
				Mahindra & Mahindra Limited	Independent Director
Mr. Adil Zainulbhai	7	3	5	Jubilant Foodworks Limited	Independent Director
				Reliance Industries Limited	Independent Director
				Network18 Media & Investment Limited	Chairman and Independent Director
				Cipla Limited	Independent Director
Mr. Sanjeev Aga	4	3	2	TV18 Broadcast Limited	Chairman and Independent Director
				Larsen & Toubro Infotech Limited	Independent Director
				UFO Moviez India Limited	Chairman and Independent Director
				Pidilite Industries Limited	Independent Director
				Mahindra Holidays & Resorts India Limited	Independent Director

Name of Director	No. of other company Directorships	No. of Committee Membership	No. of Committee Chairmanship	Names of other Listed entities where he holds Directorship	Category of Directorship
Mr. Narayanan Kumar	7	3	4	L&T Technology Services Limited	Independent Director
				Mphasis Limited	Independent Director
				Take Solutions Limited	Chairman and Independent Director
				Entertainment Network (India) Limited	Independent Director
				Indus Towers Limited	Independent Director
Mr. Hemant Bhargava	3	3	0	The Tata Power Company Limited	Nominee Director
				UGRO Capital Limited	Independent Director
				ITC Limited	Independent Director
Mrs. Preetha Reddy	9	2	0	Apollo Hospitals Enterprise Limited	Whole-time Director

- Other Company Directorships includes directorships in all public limited companies and excludes private limited companies, foreign companies and Section 8 companies.
- 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.

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 and Remuneration Committee, Stakeholders Relationship Committee, Board Risk Management Committee and Corporate Social Responsibility 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, delay in share transfer, 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 Company participates viz. Infrastructure, Power, Heavy Engineering, Defence Engineering, 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 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 and 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 FY 2022 for all Directors is as follows:

Sr. No	Name of the Director	Skill Attribute					
		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. A. M. Naik	√	√	√	√	√	√
2.	Mr. S. N. Subrahmanyam	√	√	√	√	√	√
3.	Mr. R. Shankar Raman	√	√	√	√	√	X
4.	Mr. D. K. Sen	√	√	X	√	X	√
5.	Mr. M. V. Satish	√	√	X	√	X	√
6.	Mr. J. D. Patil	√	√	√	√	X	X
7.	Mr. Subramanian Sarma	√	√	√	X	X	√
8.	Mr. S. V. Desai	√	√	X	√	X	√
9.	Mr. T. Madhava Das	√	√	X	√	X	√
10.	Mr. M. M. Chitale	√	X	√	√	√	X
11.	Mr. Subodh Bhargava*	√	X	√	√	X	√
12.	Mr. M. Damodaran	√	X	√	√	√	X

Sr. No	Name of the Director	Skill Attribute					
		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
13.	Mr. Vikram Singh Mehta	√	√	√	X	X	√
14.	Mr. Adil Zainulbhai	√	X	√	√	X	√
15.	Mr. Sanjeev Aga	√	X	√	√	√	X
16.	Mr. Narayanan Kumar	√	√	√	X	√	X
17.	Mr. Hemant Bhargava	√	X	√	√	√	X
18.	Mrs. Preetha Reddy	√	X	√	√	X	√

* ceased to be a director w.e.f. 29th March 2022.

Note: Absence of any skill does not necessarily mean that the Director does not possess that skill.

F. BOARD COMMITTEES

The Board currently has 5 Committees: 1) Audit Committee, 2) Nomination and Remuneration Committee, 3) Stakeholders' Relationship Committee, 4) Corporate Social Responsibility 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. Qualifications 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, 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 and background, etc. of the candidate.
- 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 of transactions of the Company with related parties.
- Reviewing the utilization of loans and/ or advances to/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.

ii) Composition:

As on 31st March 2022, the Audit Committee comprised four Independent Directors.

iii) Meetings:

During the year ended 31st March 2022, 9 meetings of the Audit Committee were held on 21st April 2021, 13th May 2021, 12th July 2021, 24th July 2021, 26th August 2021, 26th October 2021, 23rd November 2021, 27th January 2022 and 1st March 2022.

The attendance of Members at the Meetings was as follows:

Name	Status	No. of meetings held during the year	No. of Meetings Attended
Mr. M. M. Chitale	Chairman	9	9
Mr. M. Damodaran	Member	9	9
Mr. Sanjeev Aga	Member	9	9
Mr. Vikram Singh Mehta*	Member	–	–

Meetings held during the year are expressed as number of meetings eligible to attend.

* Inducted as a member of the Committee with effect from 24th March 2022

Majority of the members of the Audit Committee are financially literate and have accounting or related financial management expertise.

The Chief Executive Officer & Managing Director, Whole-time Director & Chief Financial Officer 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 ("CAS") department has acquired in-depth knowledge about the Company, its businesses, its systems and procedures, the knowledge of which is now institutionalized. The Company's Internal Audit function is ISO 9001:2015 certified. 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 (Revenue recognition, HR, Treasury, Insurance etc.) which is incorporated in the overall audit programme and also performs certain joint audits with other corporate departments for specific functions. 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 CISA, CIA and CFE Certification, etc., which will add strength to the Department. Every year, CAS reviews the Audit Universe which is an exhaustive list of businesses, functions, activities and locations across the Company. The yearly plan, then 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 has its offices at Mumbai and Chennai and all overseas audits are shared between these two teams.

From time to time, the Company's systems of internal controls covering financial, operational, compliance, IT applications, etc. are also reviewed by external experts. Presentations are made to the Audit Committee, on the findings of such reviews.

The CAS team of the Company also covers the internal audit of all ICs and Subsidiary Companies. An in-depth audit is conducted by the team and the major deviations are highlighted and discussed with the concerned IC and / or subsidiary company Boards and significant observations are placed before the Audit Committee of the Company once in every Quarter. Some subsidiaries have engaged external firms for conducting internal audit.

2) Nomination and Remuneration Committee (NRC)

The Nomination and 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;
- 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 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 Scheme (ESOS).

ii) **Composition:**

As at 31st March 2022, the Committee comprised 2 Independent Directors and the Group Chairman.

iii) **Meetings:**

During the year ended 31st March 2022, 5 meetings of the Nomination and Remuneration Committee were held on 14th May 2021, 26th July 2021, 27th October 2021, 28th January 2022 and 22nd March 2022.

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	5	5
Mr. Subodh Bhargava#	Chairman	5	5
Mr. A. M. Naik	Member	5	4
Mr. Narayanan Kumar	Member	5	5

Meetings held during the year are expressed as number of meetings eligible to attend.

*Appointed as Chairman of the Committee with effect from 30th March 2022.

#Ceased to be Member and Chairman of the Committee with effect from 29th March 2022.

iv) **Board Membership Criteria:**

While screening, selecting and recommending to the Board new members, the Committee ensures that the Board is objective, there is 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.

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.aspx>

v) **Remuneration Policy:**

The remuneration of the Board members is based on the Company's size and global presence, its economic and financial position, industrial trends, compensation paid by the peer companies, etc. Compensation reflects each Board member's performance and accountability. The level of compensation to Executive Directors is competitive and matches industry standards.

The Company pays remuneration to Executive Directors by way of salary, perquisites and retirement benefits (fixed components) and commission (variable component), 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 paid sitting fees of ₹ 1,00,000/- per meeting of the Board and ₹ 50,000/- for Audit Committee, Nomination and Remuneration Committee and Board Risk Management Committee meetings and ₹ 35,000/- for Stakeholders Relationship Committee and Corporate Social Responsibility Committee meetings, during the year, to the Independent Directors / Non-Executive Directors. 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, Chairmanship of Committees and participation in IC meetings.

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.aspx>

Performance Evaluation Criteria for Independent Directors:

The performance evaluation questionnaire covers qualitative/ subjective criteria with respect to the 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 Chairman, CEO & MD and individual Directors. An external consultant is engaged to receive the responses of the Directors and consolidate/ analyze the responses. This is done through a software platform of the external consultant.

The Chairman of the Company discusses the performance evaluation results with the Chairman of the NRC and interacts with all the Non-Executive Directors and Independent Directors. The NRC Chairman interacts with the Executive Directors.

Members are also requested to refer to page 284 of the Board Report.

vi) Training and Succession Planning:

The organisation has a robust process of building its talent pipeline which helps to feed in succession planning. The process starts with the Development Centre (DC) where high performing employees get assessed on defined competencies at four different levels in the organisation. The process identifies competency gaps which are developed with specific Individual Development Plans (IDP's) and competency programs organised for these levels. This helps the organisation to have a pool of leaders at every level who are "Competency Ready". The DC process and the subsequent development programs were conducted in virtual mode in FY 2022.

The organisation also provides managerial inputs to high potential employees through its famed 7-Steps leadership development program which culminates with mentoring by the Group Chairman and the CEO & MD. The 7-Steps leadership program is done in association with global premier B-Schools. In FY 2022, the step 1 in association with IIM Ahmedabad and step 3 in association with Michigan Ross were conducted using a virtual medium and suitable pedagogy associated with it.

The organisation also conducts its Core Development programs with tie-ups with reputed Indian B-Schools like Narsee Monjee, NITIE, XLRI, IIM-Bangalore and Kolkata to provide inputs to its leaders and in the process build a strong pipeline at every level. Multiple instances of these programs were conducted in FY 2022 in the virtual mode.

vii) Details of remuneration paid / payable to Directors for the year ended 31st March 2022:

(a) Executive Directors:

The details of remuneration paid / payable to the Executive Directors for FY 2022 is as follows:

Names	₹ crore					Total
	Salary	Perquisites other than ESOP	Perquisites related to ESOP*	Retirement Benefits	Commission	
Mr. S. N. Subrahmanyam	2.78	0.63	29.93	6.53	21.40	61.27
Mr. R. Shankar Raman	1.95	0.41	7.98	4.30	13.98	28.62
Mr. D. K. Sen	1.47	0.28	-	2.46	7.62	11.83
Mr. M. V. Satish	1.47	0.37	-	2.30	7.05	11.19
Mr. J. D. Patil	1.23	0.30	-	2.29	7.23	11.05
Mr. Subramanian Sarma	1.83	0.26	6.03	3.65	11.70	23.47
Mr. S. V. Desai	1.05	0.34	-	2.60	8.56	12.55
Mr. T. Madhava Das	1.05	0.30	-	2.55	8.40	12.30

*Represents perquisite value related to ESOPs exercised during the year in respect of stock options granted over the past several years by the Company, Larsen & Toubro Infotech Limited and L&T Technology Services Limited and includes tax on ESOPs borne by the Company wherever applicable.

- Notice period for termination of appointment of Chief Executive Officer & Managing Director 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 www.larsentoubro.com.
- Mr. Subramanian Sarma has exercised 25,000 stock options of the Company, vested during the year. The perquisite amount on exercise of these options is considered as a part of his remuneration.
- Mr. S. N. Subrahmanyam has exercised 40,000 stock options each of Larsen & Toubro Infotech Limited and L&T Technology Services Limited, vested during the year. Mr. R. Shankar Raman has exercised 20,000 stock options of Larsen & Toubro Infotech Limited, vested during the year. The perquisite amount

on exercise of these options is considered as a part of the remuneration of these Directors.

(b) Non-Executive Directors:

The details of remuneration paid / payable to the Non-Executive Directors for FY 2022 is as follows:

Names	₹ crore					Total
	Sitting Fees for Board Meeting	Sitting Fees for Committee Meeting	Commission	Others+		
Mr. A. M. Naik	0.05	0.02	3.25	3.00	6.32	
Mr. M. M. Chitale	0.07	0.06	0.54	-	0.67	
Mr. Subodh Bhargava*	0.08	0.03	0.55	-	0.66	
Mr. M. Damodaran	0.08	0.05	0.52	-	0.65	
Mr. Vikram Singh Mehta	0.11	-	0.44	-	0.55^	
Mr. Adil Zainulbhai	0.08	0.04	0.51	-	0.63	
Mr. Sanjeev Aga	0.08	0.06	0.40	-	0.54	
Mr. Narayanan Kumar	0.08	0.04	0.35	-	0.47	
Mr. Hemant Bhargava#	0.08	0.01	0.25	-	0.34	
Mrs. Preetha Reddy	0.08	-	0.23	-	0.31	

* Ceased to be an Independent Director with effect from 29th March 2022 on account of completion of his tenure. + others include pension.

Payable to the Institution he represents.

^ Includes commission and sitting fees paid by L&T Hydrocarbon Engineering Limited (LTHE). LTHE has merged with the Company.

Details of shares and convertible instruments of the Company held by the Non-Executive Directors, as on 31st March 2022, are as follows:

Name	No. of Shares
Mr. A. M. Naik	6,26,936
Mr. M. M. Chitale	3,568
Mr. M. Damodaran	225
Mr. Vikram Singh Mehta	1,327
Mr. Adil Zainulbhai	150
Mr. Sanjeev Aga	100
Mr. Narayanan Kumar	1,500
Mr. Hemant Bhargava *	100
Mr. Hemant Bhargava	90
Mrs. Preetha Reddy	180

* held jointly with the Institution he represents.

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 and 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.

ii) Composition:

As on 31st March 2022, the Stakeholders' Relationship Committee comprised 1 Non-Executive Director, 1 Independent Director and 1 Executive Director.

iii) Meetings:

During the year ended 31st March 2022, 3 meetings of the Stakeholders' Relationship Committee were held on 26th July 2021, 1st October 2021 and 28th January 2022.

The attendance of Members at the Meetings was as follows:

Name	Status	No. of meetings held during the year	No. of Meetings Attended
Mr. Narayanan Kumar*	Chairman	3	3
Mr. J. D. Patil	Member	3	3
Mr. Hemant Bhargava#	Member	3	3

Meetings held during the year are expressed as number of meetings eligible to attend.

* appointed as Chairman of the Committee w.e.f. May 14, 2021.

appointed as a member of the Committee w.e.f. May 14, 2021.

Mr. Sivaram Nair A, Company Secretary is the Compliance Officer.

iv) Number of Requests / Complaints:

During the year, the Company has resolved investor grievances expeditiously except for the 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	3	95	96	2
Shareholder Queries:				
Dividend Related	283	18,729	18,982	30
Transmission/ Transfer	87	4,369	4,294	162
Demat / Remat	7	529	531	5

* Investor complaints / queries shown outstanding as on 31st March 2022 have been subsequently resolved to the 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 SEBI press release dated 3rd December 2018 and 27th March 2019, except in case of transmission or transposition of securities, requests for effecting transfer of securities subsequent to 1st April 2019, have not been processed by the Company.

SEBI vide its circular dated 7th September 2020 had provided a cut-off date of 31st March 2021 for re-lodgment of transfer requests which were lodged prior to 31st March 2019 but rejected/returned due to deficiency of paperwork. Accordingly, the Company has accepted such transfer requests till 31st March 2021 and the said requests were approved during the year.

The Board has delegated the powers to approve transfer of shares to Share Transfer Committee comprising four Senior Executives. This Committee held 3 meetings during the year and approved the transfer of shares lodged with the Company.

4) Corporate Social Responsibility Committee:**i) Terms of reference:**

The Corporate Social Responsibility ("CSR") Committee has also been entrusted with the task of reviewing the sustainability initiatives 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 31st March 2022, the CSR Committee comprised 1 Independent Director and 2 Executive Directors.

iii) Meetings:

During the year ended 31st March 2022, 3 meetings of the CSR Committee were held on 27th April 2021, 27th September 2021 and 10th March 2022.

The Members at the Committee are as follows-

Name	Status	No. of meetings held during the year	No. of Meetings Attended
Mr. M. M. Chitale	Chairman	3	3
Mr. R. Shankar Raman	Member	3	3
Mr. D. K. Sen	Member	3	3

Meetings held during the year are expressed as number of meetings eligible to attend.

iv) CSR Activities and Impact Assessment:

The Company, through its CSR Committee, is committed to improve the social infrastructure / fabric of the Country. The Company's CSR programmes are well-entrenched, focusing on areas that align with the global and national matrices of development: water and sanitation, health, education and skill-building.

The Company is leveraging its countrywide presence to reduce disparities through interventions in water and sanitation, healthcare, 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 launched programs towards holistic development in the following areas based on need assessment:

- **Water and 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).

In view of the sustained impact of the second wave of the COVID -19 pandemic on the health infrastructure, education and livelihoods and the acute shortage of oxygen across the country, the Company responded by supplementing the health care system by providing oxygen concentrators, ventilators and portable X-ray units besides manufacturing PSA oxygen concentration

plants and providing them to hospitals across the Country.

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 accrue 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 has been given in Annexure 'C' forming part of this Board Report. Please refer to pages 323 to 352 of this Annual Report.

5) 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 Company also has an Apex Risk Management Committee, comprising 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 31st March 2022, the Board Risk Management Committee comprised 2 Independent Directors and 1 Executive Director.

iii) Meetings:

During the year ended 31st March 2022, 2 meetings of the Board Risk Management Committee were held on 9th June 2021 and 3rd December 2021.

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	2	2
Mr. Sanjeev Aga	Member	2	2
Mr. Subramanian Sarma	Member	2	2

Meetings held during the year are expressed as number of meetings eligible to attend.

Members are also requested to refer to page 282 of the Board 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, IC 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 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 / Audit Committee (AC) (minutes of AC, NRC, SRC, RMC and CSR Committee are circulated to the Board), where Directors get an opportunity to interact with senior managers. 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.

Some of the Independent Directors are members of the IC Board. They share the learnings from these meetings with the remaining Non-Executive Directors / Independent Directors formally and informally. Such interactions also happen when these Directors meet senior management in IC meetings and informal gatherings.

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 <http://investors.larsentoubro.com/Listing-Compliance.aspx>.

b) 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 (Prohibition of Insider Trading) (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 and 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 action are undertaken by the respective HR/Accounts Departments.

The policy provides for adequate safeguards against victimisation of persons who blow the whistle and also 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.

The Company has zero tolerance 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/>.

Also refer to page 287 of the Board Report.

c) Statutory Auditors:

In the case of appointment of new auditors, a Committee, comprising of the Chairman of the Audit Committee, the CFO and the Company Secretary, evaluates various audit firms based on approved criteria as given herein below. The audit firms shortlisted, are required to make a presentation to this Committee. The Committee considers factors such as compliance with the legal provisions, number / nature / size and variation in client base, skill sets available in the firm both at partner level and staff level, international experience, systems and processes followed by the firm, training and development by the firm to its partners and staff, etc. during the process of evaluation. Based on merit and the factors mentioned above, the Committee finalizes the firm to be appointed and recommends the same to the Audit Committee. The Audit Committee reviews the same before recommending to the Board and shareholders for approval.

Deloitte Haskins & Sells LLP ("DHS LLP" or "Firm") is registered with the Institute of Chartered Accountants of India (Registration No. 117366W/W-100018). The Firm has around 2,500 professionals and staff. DHS LLP has offices in Mumbai, Delhi, Kolkata, Chennai, Bangalore, Ahmedabad, Hyderabad, Coimbatore, Kochi, Pune, Jamshedpur and Goa. The registered office of the Firm is One International Center, Tower 3, 32nd Floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai - 400013, Maharashtra, India.

For FY 2022, the total fees paid by the Company and its subsidiaries, on a consolidated basis, to Deloitte Haskins & Sells LLP, Statutory Auditor 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 ₹ 11.13 crore.

Also refer to page 287 of the Board Report.

d) 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 www.larsentourbo.com. The declaration of the Chief Executive Officer & Managing Director 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 as adopted by the Board of Directors and senior management personnel.

S. N. Subrahmanyam

Chief Executive Officer & Managing Director

Date: 12th May 2022

Place: Mumbai

e) General Body Meetings:

The last three Annual General Meetings of the Company were held as under:

Financial Year	Date	Venue	Time
2020-2021	5th August 2021	Meeting was held through Video Conferencing/ Other Audio-Visual Means	3:30 p.m.
2019-2020	13th August 2020	Meeting was held through Video Conferencing/ Other Audio-Visual Means	3:30 p.m.
2018-2019	1st August 2019	Birla Matushri Sabhagar	3:00 p.m.

The following Special Resolutions were passed by the members during the past 3 Annual General Meetings:

Annual General Meeting held on 5th August 2021:

- To re-appoint Mr. Sanjeev Aga as an Independent Director of the Company for a five-year term upto 24th May 2026.
- To re-appoint Mr. Narayanan Kumar as an Independent Director of the Company for a five-year term upto 26th May 2026.
- 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.

Annual General Meeting held on 13th August 2020:

- To re-appoint and continue the appointment of Mr. A. M. Naik as Non-Executive Director of the company who has attained the age of 75 years.
- 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.

Annual General Meeting held on 1st August 2019:

- To re-appoint Mr. M. M. Chitale as an Independent Director of the Company for a five-year term upto 31st March 2024.
- To re-appoint Mr. M. Damodaran as an Independent Director of the Company for a five-year term upto 31st March 2024.
- To re-appoint Mr. Vikram Singh Mehta as an Independent Director of the Company for a five-year term upto 31st March 2024.
- To re-appoint Mr. Adil Zainulbhai as an Independent Director of the Company for a five-year term upto 28th May 2024.
- To amend the object clause of the Memorandum of Association of the Company.
- To approve raising of capital through QIP's by issue of shares / convertible debentures / securities upto an amount of USD 600 million or ₹ 4,000 crore.

Note : The resolution relating to raising of finances have been taken at each of the above AGMs since the validity of the resolution is one year.

f) Resolution(s) passed through Postal Ballot:

No postal ballot was conducted during FY 2022.

The Company has sought the approval of shareholders through notice of the Postal Ballot dated 13th April 2022 for the following proposals:

1. Alteration of Object Clause of the Memorandum of Association of the Company.
2. Approval of Related Party Transaction to be undertaken by the Company with L&T Finance Limited.
3. Appointment of Mr. Pramit Jhaveri (DIN: 00186137) as an Independent Director w.e.f. 1st April 2022.

The voting period for the said Postal Ballot commenced on 18th April 2022 at 9:00 a.m. IST and shall conclude on 17th May 2022 at 5:00 p.m. IST.

The Company had appointed 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), as Scrutinizer for conducting the Postal Ballot in a fair and transparent manner.

The results of the Postal Ballot would be announced on or before 18th May 2022.

g) 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.
6. The policies for determining material subsidiaries and related party 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 page 25 to 28 of this 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 the Corporate Governance 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 Report. Please refer to page 286 of this 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.

h) Means of communication:

Financial Results and other Communications	Quarterly and Annual Results are published in prominent daily newspapers viz. The Financial Express, The Hindu Business Line and 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 and Loksatta.
News Releases	Official news releases that carry material price sensitive 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 of the Company and subsidiaries are available in downloadable formats. The entire Annual Report of the Company would also be made available on the websites of the Stock Exchanges.

Filing with Stock Exchanges	Information to Stock Exchanges is now being also filed online on NEAPS and Digital Portal 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 (AGM), the Company has provided Webcast facility at its last three AGMs in co-ordination with NSDL/KFin Technologies. This year, like previous year, due to the continuing COVID-19 pandemic, the Company will be once again conducting the AGM through Audio Visual Means, as permitted by Ministry of Corporate Affairs and SEBI. 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 suitably responds to the queries raised by the shareholders during the AGM.
SEBI Complaints Redress System (SCORES)	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.
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 link for the same is intimated to the Exchanges.

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 share

certificates are regularly released on 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 from the financial year 2013-14. The details are given in the Board Report. Please refer to page 285 of this 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 has been appointed as the Nodal officer of the Company.

I. GENERAL SHAREHOLDERS' INFORMATION

a) Annual General Meeting:

The Annual General Meeting of the Company has been convened on Thursday, 4th August 2022 at 3:30 p.m. through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM") pursuant to the MCA Circular dated 5th May 2020.

b) Financial calendar:

1. Annual Results of 2021-22	12th May 2022
2. Mailing of Annual Reports	Second week of July 2022
3. First Quarter Results	During the last week of July 2022 *
4. Annual General Meeting	4th August 2022
5. Payment of Dividend	On or before 8th August 2022
6. Second Quarter results	During last week of October 2022 *
7. Third Quarter results	During last week of January 2023 *

* Tentative

c) Record Date:

The Record date to determine the members entitled to the dividend for FY 2022 is Friday, 22nd July 2022.

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 Company has paid the Listing Fees for the year 2022-23 to BSE and NSE in April 2022. The fees to Luxembourg Stock Exchange has been paid in March 2022. The fees to London Stock Exchange will be paid on receipt of the invoice.

f) Custodial Fees to Depositories:

The fees to National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) shall be paid on the receipt of their 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:

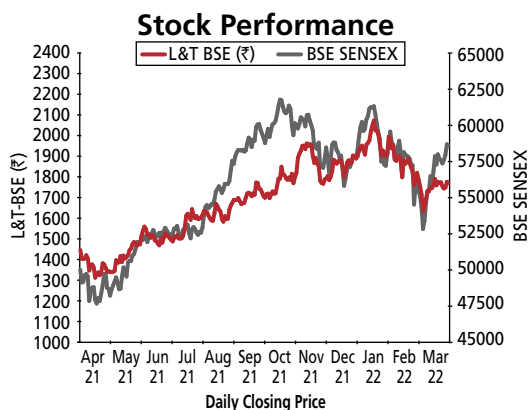
BSE Limited (BSE)	: Scrip Code - 500510
National Stock Exchange of India Limited (NSE)	: Scrip Code - LT
ISIN	: INE018A01030
Reuters RIC	: LART.BO
Luxembourg Exchange Stock Code	: 005428157
London Exchange Stock Code	: LTOD

The Company's shares constitute a part of BSE 30 Index of the BSE Limited as well as NIFTY Index of the National Stock Exchange of India Limited.

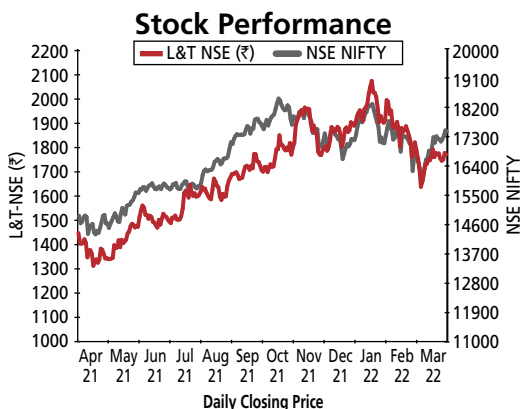
h) Stock market data for the year 2021-22:

Month	L&T BSE Price (₹)			BSE SENSEX		
	High	Low	Month Close	High	Low	Month Close
2021						
April	1447.80	1306.40	1340.20	50375.77	47204.50	48782.36
May	1499.80	1320.65	1465.55	52013.22	48028.07	51937.44
June	1582.65	1448.00	1501.25	53126.73	51450.58	52482.71
July	1647.00	1475.85	1601.40	53290.81	51802.73	52486.84
August	1684.80	1563.30	1671.40	57625.26	52804.08	57552.39
September	1810.00	1657.20	1703.15	60412.32	57263.90	59126.36
October	1884.90	1684.40	1766.80	62245.43	58551.14	59306.93

Month	L&T BSE Price (₹)			BSE SENSEX		
	High	Low	Month Close	High	Low	Month Close
2021						
November	1982.95	1735.25	1763.90	61036.56	56382.93	57064.87
December	1908.75	1763.00	1895.00	59203.37	55132.68	58253.82
2022						
January	2078.20	1850.80	1908.85	61475.15	56409.63	58014.17
February	2006.80	1750.55	1816.90	59618.51	54383.20	56247.28
March	1826.35	1595.00	1767.45	58890.92	52260.82	58568.51



Month	L&T NSE Price (₹)			NIFTY		
	High	Low	Month Close	High	Low	Month Close
2021						
April	1447.85	1306.00	1340.45	15044.35	14151.40	14631.10
May	1499.65	1319.15	1467.70	15606.35	14416.25	15582.80
June	1583.00	1447.25	1500.55	15915.65	15450.90	15721.50
July	1647.15	1475.50	1601.45	15962.25	15513.45	15763.05
August	1684.95	1562.75	1672.20	17153.50	15834.65	17132.20
September	1810.00	1655.20	1702.95	17947.65	17055.05	17618.15
October	1885.00	1684.05	1766.65	18604.45	17452.90	17671.65
November	1981.75	1735.15	1764.75	18210.15	16782.40	16983.20
December	1909.00	1762.05	1895.90	17639.50	16410.20	17354.05
2022						
January	2078.55	1850.10	1909.20	18350.95	16836.80	17339.85
February	2008.00	1751.00	1816.75	17794.60	16203.25	16793.90
March	1826.95	1595.00	1767.65	17559.80	15671.45	17464.75



i) Registrar and Share Transfer Agents (RTA):

KFin Technologies Limited (previously known as KFin Technologies Private Limited)
 Unit: Larsen & Toubro Limited
 Selenium Tower B, Plot number 31 & 32
 Financial District Gachibowli, Nanakramguda,
 Hyderabad, Telangana - 500 032.

j) Share Transfer System:

Pursuant to SEBI notification dated 24th January 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.

As required under Regulation 40 of the SEBI LODR Regulations, a certificate on yearly basis confirming due compliance of share transfer formalities by the Company from Practicing Company Secretary has been submitted to Stock Exchanges within stipulated time.

k) Distribution of Shareholding as on 31st March 2022:

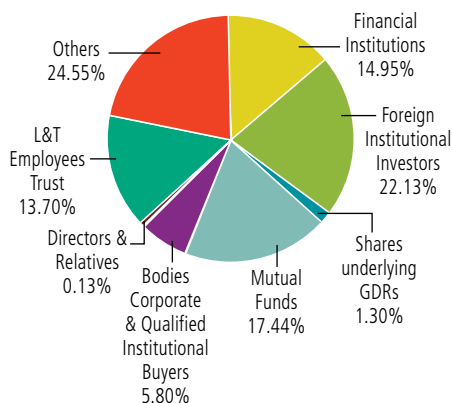
No. of Shares	Shareholders		Shareholding	
	Number	%	Number	%
upto 500	13,94,521	93.46	9,25,14,365	6.58
501 - 1000	47,983	3.22	3,51,38,388	2.50
1001 - 2000	26,708	1.79	3,72,87,482	2.65
2001 - 3000	8,960	0.60	2,19,02,931	1.56
3001 - 4000	3,881	0.26	1,34,46,251	0.96
4001 - 5000	2,480	0.17	1,11,76,202	0.80
5001 - 10000	4,129	0.28	2,86,44,106	2.04
10001 and above	3,462	0.23	116,49,19,398	82.91
TOTAL	14,92,124	100.00	140,50,29,123	100.00

l) Categories of Shareholders is as under:

Category	31.03.2022		31.03.2021	
	No. of Shares	%	No. of Shares	%
Financial Institutions	21,00,83,320	14.95	23,97,88,975	17.07
Foreign Institutional Investors	31,08,73,341	22.13	31,99,81,665	22.78
Shares underlying GDRs	1,81,96,992	1.30	2,02,61,741	1.44
Mutual Funds	24,50,08,723	17.44	21,25,49,034	15.13
Bodies Corporate & Qualified Institutional Buyers	8,14,83,173	5.80	7,85,44,719	5.59
Directors & Relatives	17,82,434	0.13	17,31,586	0.12

Category	31.03.2022		31.03.2021	
	No. of Shares	%	No. of Shares	%
L&T Employees Trust	19,25,58,158	13.70	19,25,58,158	13.71
Others	34,50,42,982	24.55	33,91,39,419	24.16
TOTAL	140,50,29,123	100.00	140,45,55,297	100.00

Categories of Shareholders as on 31st March 2022



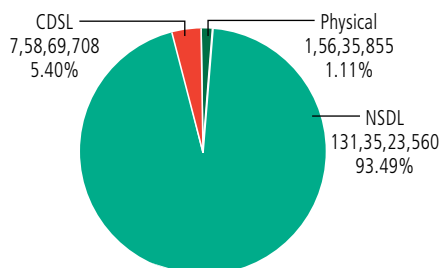
m) Dematerialization of shares and Liquidity:

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 31st March 2022 is as under:

	No. of shares	% of total capital issued
Held in dematerialized form in NSDL	131,35,23,560	93.49
Held in dematerialized form in CDSL	7,58,69,708	5.40
Physical	1,56,35,855	1.11
Total	140,50,29,123	100.00

Shares held in Demat / Physical Form as on 31st March 2022



n) Outstanding GDRs / ADRs / Warrants or any Convertible Instruments, conversion date and likely impact on equity:

The outstanding 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 and / or BSE Limited.

p) Listing of Commercial Paper:

The Commercial Papers issued by the Company are listed on BSE Limited.

q) Debenture Trustees (for privately placed debentures):

IDBI Trusteeship Services Limited
Ground Floor, Asian Building
17, R. Kamani Marg, Ballard Estate
Mumbai – 400 001

r) Credit Rating:

The Company has obtained rating from CRISIL Limited, ICRA Limited and India Ratings and Research Private Limited during FY 2022. There has been no revision in credit ratings during FY 2022. 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'

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 pages 14 and 15 of this Annual Report.

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:

1. KFin Technologies Limited
Unit: Larsen & Toubro Limited
Selenium Tower B,
Plot 31 & 32, Gachibowli,
Financial District, Nanakramguda,
Hyderabad, Telangana - 500 032
Tel : (040) 6716 2222
Toll free number: 1-800-3094-001
Fax: (040) 2342 0814
Email: einward.ris@kfintech.com
Website: www.kfintech.com
2. KFin Technologies Limited
Unit: Larsen & Toubro Limited
24-B, Raja Bahadur Mansion,
Ground Floor, Ambalal Doshi Marg,
Behind BSE Limited,
Fort, Mumbai – 400 023.
Tel : (022) 6623 5454/ 5412/ 5427

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 enactment of the SEBI (Prohibition of Insider Trading) (Amendment) Regulations, 2018, the Company has suitably modified the provisions of the Code which are effective from 1st April 2019.

Mr. Sivaram Nair A, Company Secretary has been designated as the Compliance Officer.

The Company has appointed Mr. P. Ramakrishnan, Vice President (Corporate Accounts & 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) Stakeholder 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 and 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, dealer and stockists meet, analyst / investors meet, periodic feedback mechanism, general meeting for shareholders, online service and dedicated e-mail service for grievances, corporate website and access to business media to respond to queries, 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 and Channel Partners is displayed on the website of the Company <https://www.larsentoubro.com/corporate/about-lt-group/corporate-policies/>.

x) 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 and 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. ATLNext 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.

y) 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.

z) Audit as per SEBI requirements:

As stipulated by SEBI, a Qualified Practicing Company Secretary 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 confirms that the 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, who are employees of the Company. Appropriate actions are taken to continuously improve the quality of compliance.

aa) Secretarial Audit as per Companies Act, 2013:

Pursuant to the provisions of Section 204(1) of the Companies Act, 2013, 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 8th February 2019, 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.

bb) Statutory Compliance System:

The Company complies with applicable laws, rules and regulations impacting Company's business. These comprise of Central Acts / Rules and those of state governments where the Company generally carries on business. The applicable laws are reviewed and updated by an External Consultant along with the Corporate Legal and Legal departments of each Independent Company (IC).

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 has a process of verifying the compliances through a random review of the process / system / documentation of the location of the IC / Corporate function / Group Company. The review is placed before the Board of the respective IC / group company. Existing internal controls are also reviewed. The audit process includes planning the audit, discussion with auditee before audit commencement to explain the scope and purpose of the audit, verifying the compliances based on the supporting documentation, post audit meeting for explaining the observations, etc.

cc) Group Governance Policy:

Vide its circular dated 10th May 2018, SEBI 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 four listed subsidiaries within the Group. Each of these entities 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 these listed companies contains various disclosures dealing with subsidiary companies.

Most of these listed entities has one Executive Director and one or more Independent Director(s) 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 entities 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.

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 four 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 Boards.

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 and Remuneration Committee, CSR Committee, Stakeholders' Relationship Committee and Risk Management Committee.

Major unlisted subsidiaries have some 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 a complete audit of the compliance of applicable statutory provisions and adherence to good corporate 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 vast 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. 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 subsidiaries like IPO's, 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 August 23, 2021.
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, 2022, 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").

MANAGEMENTS' 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, 2022.
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/W100018)

Sanjiv V. Pilgaonkar
(Partner)
(Membership No. 039826)
UDIN: 22039826AIVDOS1456

Place: Mumbai
Date: May 12, 2022

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 07th March, 2022.
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 31st March, 2022, the Employees Stock Option Schemes, L&T Limited ESOP Scheme – 2003 and L&T Limited ESOP 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 Meeting held on 26th August, 1999 & 22nd August, 2003 and 25th August, 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 31st March 2022, 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 31st March 2022.

RESTRICTION ON USE

8. This Certificate is addressed to and provided to the Members of the Company solely for the purpose of compliances with Clause 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.: 606/2019

S. N. Ananthasubramanian
Partner
FCS: 4206 | COP No.: 1774
ICSI UDIN: F004206D000267898

Place: Thane
Date: 04th May, 2022

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 Companies Act, 2013 ('the Act');
- ii) Disclosure of concern or interests 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 2021-22** and **Financial Year 2022-23** 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 Directors 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 31st March 2022**, 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
01	Mr. Anilkumar Manibhai Naik	00001514	23-11-1989	-
02	Mr. Mukund Manohar Chitale	00101004	06-07-2004	-
03	Mr. Subodh Kumar Bhargava	00035672	03-07-2007	29-03-2022
04	Mr. Sekharipuram Narayanan Subrahmanyam	02255382	01-07-2011	-
05	Mr. Ramamurthi Shankar Raman	00019798	01-10-2011	-
06	Mr. Meleveetil Damodaran	02106990	22-10-2012	-
07	Mr. Vikram Singh Mehta	00041197	22-10-2012	-
08	Mr. Adil Siraj Zainulbhai	06646490	30-05-2014	-
09	Mrs. Sunita Sharma	02949529	01-04-2015	03-05-2021
10	Mr. Subramanian Sarma	00554221	19-08-2015	-
11	Mr. Dip Kishore Sen	03554707	01-10-2015	-
12	Mr. Maddur Venkata Rao Satish	06393156	29-01-2016	-
13	Mr. Sanjeev Aga	00022065	25-05-2016	-

Sr. No.	Name of Director	Director Identification Number (DIN)	Date of Appointment	Date of Cessation
14	Mr. Narayanan Kumar	00007848	27-05-2016	–
15	Mr. Jayant Damodar Patil	01252184	01-07-2017	–
16	Mr. Hemant Bhargava	01922717	28-05-2018	–
17	Mr. Sudhindra Vasant Rao Desai	07648203	11-07-2020	–
18	Mr. Tharayil Madhava Das	08586766	11-07-2020	–
19	Mrs. Preetha Reddy	00001871	01-03-2021	–
20	Mr. Pramit Jhaveri	00186137	01-04-2022	–

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 31st March, 2022.

For **S. N. ANANTHASUBRAMANIAN & Co.**

Company Secretaries

ICSI Unique Code P1991MH040400

Peer Review Cert. No. 606/2019

S. N. Ananthasubramanian

Partner

FCS: 4206 | COP No. : 1774

ICSI UDIN: F004206D000266677

Date : 4th May, 2022

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, 2022 and that to the best of our knowledge and belief, we state that;

- (a) (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.
- (b) There are no transactions entered into by the Company during the period which are fraudulent, illegal or in violation of the Company's code of conduct.
- (c) 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.
- (d) 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; and
 - (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
*Whole-time Director and
Chief Financial Officer*
DIN: 00019798

S. N. Subrahmanyam
*Chief Executive Officer and
Managing Director*
DIN: 02255382

Date: May 12, 2022

Annexure 'C' to the Board Report

ANNUAL REPORT ON CSR ACTIVITIES FOR FINANCIAL YEAR ENDED 31ST MARCH 2022

1. Brief outline on CSR Policy of the Company

The CSR projects of the Company are focused on communities that are disadvantaged, vulnerable and marginalized. The Company strives to contribute positively to improve their standard of living, through its interventions in water & sanitation, health, education and skill development.

The Company's CSR Policy framework details the mechanisms for undertaking various programmes in accordance with Section 135 of the Companies Act, 2013 (the Act) for the benefit of the community.

The impact of COVID-19 pandemic continued to ravage communities impacting livelihoods, education and health and called for innovative approaches to address the ground realities.

Significant efforts were deployed towards Covid-19 relief besides continuing commitment to existing projects. During the second wave of Covid-19, the focus of relief efforts was to address the acute oxygen shortage faced within the Country through timely supply of PSA oxygen plants, besides strengthening the health infrastructure. Educational activities, including implementation of STEM (Science, Technology, Engineering and Mathematics) programmes in schools.

The Company's primary focus is on '**Building India's Social Infrastructure**' as part of its CSR programme which include, amongst others, the following areas, viz.

- **Water and Sanitation** – Includes but not limited to watershed development, access to potable water, promoting rain water 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 formal 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. Ongoing community-based education programs are significantly impacted by Covid-19 induced lockdown. Efforts are being taken to remain digitally connected to the children, despite challenges.

- **Health** - Due to unprecedented challenges faced by the healthcare sector posed by the spread of Covid -19, focus and outlay on health was substantially increased. However, regular health activities including but not limited to community health centres, mobile medical vans, dialysis centres, general and specialized health camps and outreach programs, support to HIV/AIDS, Tuberculosis control programs continued in a restricted manner.
- **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 and vocational training), Construction Skills Training Centres and providing employability skills to women and youth.

Governance, Technology and Innovation would be the Key enabling factors across all these initiatives.

2. Composition of CSR Committee.

The CSR Committee of the Board comprises of

Sl. No.	Name of Director	Designation /Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Mr. M. M. Chitale	Chairman (Independent Director)	3	3
2	Mr. R. Shankar Raman	Member (Whole-time Director)	3	3
3	Mr. D. K. Sen	Member (Whole-time Director)	3	3

Mr. Sivaram Nair A acts as the Secretary of the Committee.

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company.

The Composition of CSR committee, CSR Policy Framework and CSR Projects approved by the Board are available in the Governance section on the website of the Company. Please see the link <https://investors.larsentoubro.com/corporate-governance.aspx>.

4. Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report).

Impact assessment for projects concluded in FY 2019-20 was completed. The Independent auditor's report is provided on the Company's website at <https://investors.larsentoubro.com/Listing-Compliance.aspx>

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any

Sl. No.	Financial Year	Amount available for set-off from preceding financial years (in ₹)	Amount required to be setoff for the financial year, if any (in ₹)
1	2019-20	53.23 crore*	Nil
2	2020-21	4.51 crore	4.51 crore
	TOTAL	57.74 crore	4.51 crore

*The Company's contribution to PM CARES Fund during FY 2019-20 of ₹ 53.23 crore has not been considered as available for set-off against the Company's CSR obligations for FY 2020-21 and FY 2021-22 considering the clarification provided by MCA vide its circular dated 20th May 2021.

6. Average net profit of the company as per section 135(5).

The average net profit of the Company for the last three financial years is ₹ 6,702.59 crore

7. (a) Two percent of average net profit of the company of last three financial years as per section 135(5)

₹ 134.05 crore

(b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years.

Nil

(c) Amount required to be set off for the financial year, if any

₹ 4.51 crore

(d) Total CSR obligation for the financial year (7a+7b-7c).

The Company was required to spend an amount of ₹ 129.54 crore as CSR expenditure during FY 2022.

8. (a) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year.

Against the mandated spend of ₹ 134.05 crore, the Company spent ₹ 135.68 crore towards various activities for the benefit of the community and availed set off for an excess amount of ₹ 4.51 crore spent by the Company in FY 2021. Accordingly, the excess spend for FY 2022 is ₹ 6.14 crore.

Amount Unspent

Nil

(b) Details of CSR amount spent against ongoing projects for the financial year:

Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes / No)	Location of the project		Project duration	Amount allocated for the project (in ₹)	Amount spent in the current F.Y. (in ₹)	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in ₹)	Mode of Implementation - Direct (Yes/No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
1.	NOT APPLICABLE											
TOTAL												

(c) Details of CSR amount spent against other than ongoing projects for the financial year:

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)		
Sl. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (in ₹ crore)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency.		
				State	District			Name	CSR registration number	
As per Exhibit - A						129.04				

(d) Amount spent in Administrative Overheads

₹ 6.42 crore

(e) Amount spent on Impact Assessment, if applicable

₹ 0.21 crore

(f) Total amount spent for the Financial Year (8b+8c+8d+8e)

₹ 135.68 crore

(g) Excess amount for set off, if any

Sl. No.	Particulars	Amount
(i)	Two percent of average net profit of the company as per section 135(5)	₹ 134.05 crore
(ii)	Total amount spent for the Financial Year	₹ 140.19 crore*
(iii)	Excess amount spent for the financial year [(ii)-(i)]	₹ 6.14 crore
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	NA
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	₹ 6.14 crore

* includes excess amount of ₹ 4.51 crore spent in FY 2021 and set-off in the current financial year.

9. (a) Details of Unspent CSR amount for the preceding three financial years

NA

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

NA

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details).

Capital Purchase FY 2022	1	2	3
(a) Date of creation or acquisition of the capital asset(s)			
(b) Amount of CSR spent for creation or acquisition of capital asset (in ₹)			
(c) Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.			As per Exhibit - B
(d) Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset).			

11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5).

NA

S. N. Subrahmanyam
*Chief Executive Officer &
 Managing Director*
 DIN: 02255382

M. M. Chitale
Chairman - CSR Committee
 DIN: 00101004

EXHIBIT - A

Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No).	Location of the project.		Amount spent in the current financial Year (in ₹)	Mode of Implementation - Direct (Yes/No).	Mode of Implementation - Through Implementing Agency	
				State	District			Name (NGO)	CSR Registration number
1	Designing and Implementation of Projects	ii	Yes	Maharashtra	Mumbai	6,940,086	Yes		
2	Awareness Programmes and Engagement with Community	ii	Yes	Maharashtra	Mumbai	618,164	Yes		
3	Maintenance of Public Green Spaces	iv	Yes	Maharashtra	Mumbai	5,861,612	Yes		
4	Covid-19 Emergency Response	i	No	Andaman, Tamil Nadu, Madhya Pradesh, Karnataka, Rajasthan, Gujarat, Himachal Pradesh and Delhi	Andaman, Tirunelveli, Madurai, Coimbatore, Thoothukudi, Oddanchatram, Virudhunagar, Sagar, Khandwa, Tikamgarh, Dharwad, Bangalore, Rajsamand, Ahmedabad, Shimla and Delhi	56,710,370	Yes		
5	Covid-19 Emergency Response	i	No	Maharashtra	Mumbai	1,519,749	No	Save The Children India	CSR00000158
6	Covid-19 Emergency Response	i	No	Delhi	Delhi	8,862,252	No	Vidya Foundation	CSR00004043
7	Repair and Renovation of Day Care Center for Children	ii	Yes	Maharashtra	Mumbai	2,000,000	No	Lokmanya Seva Sangh	CSR00007632
8	STEM Program In Mumbai For Schools	ii	Yes	Maharashtra	Mumbai	534,728	No	St. Joseph's Technical School	CSR00002656
9	Support to Community Learning Centers Through Study Centers and Balwadis	ii	Yes	Maharashtra	Mumbai	7,664,772	No	Save The Children India	CSR00000158
10	Support to Community Learning Centers for Urban Children from Vulnerable Communities	ii	Yes	Maharashtra	Mumbai	3,222,057	No	Angel Xpress Foundation	CSR00000120
11	Early Childhood Intervention through Pre-School Readiness Program	ii	Yes	Maharashtra	Mumbai	2,261,983	No	Pratham Mumbai Education Initiative	CSR00000751
12	Mobile Toy Van Outreach	ii	Yes	Maharashtra	Mumbai	1,315,110	No	Children Toy Foundation	CSR00001187
13	Early Childhood Intervention through Pre-School Readiness Program	ii	Yes	Maharashtra	Mumbai	1,694,880	No	Pratham Education Foundation	CSR00000258
14	Providing Support to Cancer Institute (WIA) for civil work for Installation of Radiation Equipment and Care of Underprivileged Patients	i	Yes	Tamil Nadu	Chennai and Kanchipuram	7,500,000	No	Cancer Institute (WIA)	CSR00007235
15	Infrastructure Improvement of Schools and Anganwadi Centers, Bhim	ii	No	Rajasthan	Rajsamand	23,249,776	No	Arpan Seva Sansthan	CSR00000826

Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No).	Location of the project.		Amount spent in the current financial Year (in ₹)	Mode of Implementation - Direct (Yes/No).	Mode of Implementation - Through Implementing Agency	
				State	District			Name (NGO)	CSR Registration number
16	Community Development Activities	ii	Yes	Tamil Nadu, Gujarat, Orissa, Maharashtra, Haryana, Karnataka, Madhya Pradesh, Tamil Nadu and West Bengal	Chennai, Vadodara, Sundargarh, Mumbai, Nagpur, Faridabad, Bangalore, Chandigarh, Bhopal and Kolkata	12,421,781	No	Prayas Trust	CSR00003840
17	Integrated Community Development Programme, Devgaon	x	No	Maharashtra	Aurangabad	22,858,745	No	Watershed Organization Trust	CSR00000518
18	Integrated Community Development Programme, Nagzari	x	No	Maharashtra	Jalna	12,450,135	No	Watershed Organization Trust	CSR00000518
19	Integrated Community Development Programme, Gudiyatham	x	No	Tamil Nadu	Vellore	9,243,976	No	Dhan (Development Of Humane Action) Foundation	CSR00000273
20	Community Sanitation and Awareness, Gudiyatham	ii	No	Tamil Nadu	Vellore	3,776,832	No	Dhan (Development Of Humane Action) Foundation	CSR00000273
21	Women Health and Child Nutrition, Gudiyatham	i	No	Tamil Nadu	Vellore	4,796,115	No	Dhan (Development Of Humane Action) Foundation	CSR00000273
22	STEM Education Project in Urban Schools	ii	Yes	Tamil Nadu, Haryana and Gujarat	Chennai, Faridabad, Vadodara and Hazira	14,081,101	No	American India Foundation	CSR00001977
23	Integrated Community Development Programme, Sewantri	x	No	Rajasthan	Rajsamand	21,690,544	No	Seva Mandir	CSR00000288
24	Enhancing Education And Infrastructure Support, Bhim	ii	No	Rajasthan	Rajsamand	5,337,834	No	Bal Raksha Bharat	CSR00000065
25	Construction of Skill Development Center	ii	Yes	Gujarat	Bondeli	20,217,900	Yes		
26	Covid Response - Provision of Oxygen Generating Plants	i	No	Andra Pradesh, Delhi, Gujarat, Haryana, Himachal Pradesh, Karnataka, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Tamil Nadu, Telangana, Uttar Pradesh and West Bengal	Vadodara, Navsari, Ahmedabad, Surat, Delhi, Gorakhpur, Lucknow, Unnao, Malleshwaram, Hubballi, Belagavi, Gulbarga, Coimbatore, Erode, Kanchipuram, Kudamkulam, Chengelpet, Ajmer, Sundergarh, Ankapalle , North 24 Parganas, Faridabad, Adilabad, Sehora, Hamirpur and Gadchiroli	238,212,459	Yes		
27	Support to Health and Dialysis Centers and Mobile Medical Units	i	Yes	Maharashtra, Andhra Pradesh, Tamil Nadu and Gujarat	Raigad, Pune, Kattupalli, Coimbatore, Chennai, Surat and Vadodara	110,899,099	No	L&T Public Charitable Trust	CSR00004501
28	Educate and Empower Children at Risk of Dropping out in Pathardi	ii	No	Maharashtra	Pathardi	2,138,614	No	Light Of Life Trust	CSR00000156

Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No).	Location of the project.		Amount spent in the current financial Year (in ₹)	Mode of Implementation - Direct (Yes/No).	Mode of Implementation - Through Implementing Agency	
				State	District			Name (NGO)	CSR Registration number
29	Women Health and Child Nutrition Programme, Kumbhalgarh	i	No	Rajasthan	Rajsamand	9,181,235	No	Seva Mandir	CSR00000288
30	Infrastructure Support and Education Enhancement Programme, Kumbhalgarh	ii	No	Rajasthan	Rajsamand	17,821,455	No	Seva Mandir	CSR00000288
31	Skill Training Academy, Madh	ii	Yes	Maharashtra	Mumbai	16,584,073	Yes		
32	Infrastructure Support for Community Development	ii	Yes	Maharashtra	Mumbai	97,409	No	L&T Community Welfare Association	CSR00015237
33	Community Health Centre, Thane	i	Yes	Maharashtra	Thane	43,299,550	Yes		
34	Maintenance of Public Green Spaces	iv	Yes	Gujarat	Vadodara	3,517,900	Yes		
35	Educational Support to Vulnerable Children	ii	Yes	Haryana	Faridabad	3,748,800	Yes		
36	Education Support to Vulnerable Children	ii	Yes	Gujarat	Vadodara	1,169,485	No	Swami Vivekanand School	CSR00008492
37	Education Support to Vulnerable Children	ii	Yes	Gujarat	Vadodara	2,130,385	No	Roosevelt School	CSR00020728
38	Education Support to Vulnerable Children	ii	Yes	Gujarat	Vadodara	572,280	No	Sai Angel	CSR00000322
39	Education Support to Vulnerable Children	ii	Yes	Gujarat	Vadodara	127,680	Yes		
40	Skills Development Training for Rural Youth, Serampore	ii	Yes	West Bengal	Hooghly	45,000,000	Yes		
41	Providing Educational Support to Tribal Communities	ii	Yes	Orissa	Sundargarh	28,000,000	Yes		
42	Autocad Training for Underprivileged Youth	ii	Yes	West Bengal	Hooghly	2,200,000	Yes		
43	Infrastructure Development Support at School	ii	Yes	West Bengal	Hooghly	1,000,000	Yes		
44	Support to Study Centers for Urban Children from Vulnerable Communities	ii	Yes	Tamil Nadu	Chennai	3,000,000	No	Bhumi	CSR00001059
45	Educational Support for Special Children	ii	Yes	Tamil Nadu	Chennai	4,599,834	No	Vidyasagar Trust	CSR00003082
46	Support to Evening School For Children from Vulnerable Communities	ii	Yes	New Delhi	New Delhi	6,099,560	No	Seth Vidyalaya Trust (Prayatn)	CSR00002655
47	Every Child a Scientist Project	ii	Yes	Tamil Nadu	Chennai	1,909,397	No	MSSRF- MS Swaminathan Research Foundation	CSR00000470
48	School Infrastructure Development	ii	Yes	Tamil Nadu	Chennai	2,254,409	Yes		
49	School Infrastructure Development	ii	Yes	Tamil Nadu	Chennai	2,700,000	No	United Way Of Chennai	CSR00000572

Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No).	Location of the project.		Amount spent in the current financial Year (in ₹)	Mode of Implementation - Direct (Yes/No).	Mode of Implementation - Through Implementing Agency	
				State	District			Name (NGO)	CSR Registration number
50	Support for Special Education for Abandoned Children with Intellectual Disability	ii	Yes	Tamil Nadu	Chennai	1,020,000	No	Sri Arunodayam Charitable Trust	CSR00001030
51	Infrastructure Support for Blood Storage	i	Yes	Tamil Nadu	Chennai	774,080	No	Indian Red Cross Society	CSR00004593
52	Awareness Programme and Engagement with Community	ii	Yes	Tamil Nadu	Chennai	389,503	Yes		
53	'Green Hands' – Building Awareness For Greenery Development in Nearby Communities	iv	Yes	Tamil Nadu	Chennai	282,059	Yes		
54	Skill Upgradation Training for Women Construction Workers	ii	Yes	Gujarat	Ahmedabad	357,007	Yes	SEWA Trust	CSR00002616
55	Oxygen Concentrator Machines to Government Hospitals, Chennai (Covid Relief)	i	Yes	Tamil Nadu	Chennai	2,500,000	No	United Way Of Chennai	CSR00000572
56	E-Content Development for Skills Development Training Institutes for Rural Youth	ii	Yes	Tamil Nadu	Chennai	22,485,548	Yes		
57	E-Content Development for Skills Development Training Institutes for Rural Youth	ii	Yes	Tamil Nadu	Chennai	9,507,042	Yes		
58	E-Content Development for Skills Development Training Institutes for Rural Youth	ii	Yes	Tamil Nadu	Chennai	1,046,093	Yes		
59	Providing Skill Training to Youth on Data Entry	ii	Yes	New Delhi	New Delhi	174,999	No	NIIT Foundation	CSR00000621
60	Blood Donation Camp	i	Yes	Orissa	Bhubaneswar	160,529	Yes		
61	Support for Education to Vulnerable Children	ii	Yes	New Delhi	New Delhi	947,636	No	Adharshila	CSR00008054
62	Mobility Aids and Mainstreaming	i	Yes	Maharashtra	Pune	1,200,000	No	Bharat Vikash Parishad	CSR00004408
63	Skill Development Programme	ii	Yes	West Bengal	Kolkata	1,001,032	No	Anandan	CSR00012653
64	Skill Development Programme	ii	Yes	West Bengal	Kolkata	353,600	No	Disha Foundation	CSR00000237
65	Vocational Training for Women	ii	Yes	West Bengal	Kolkata	1,642,993	No	Cathedral Relief Services	CSR00011146
66	Blood Donation Awareness and Camp, Kolkata	i	Yes	West Bengal	Kolkata	484,992	No	Association of Voluntary Blood Donor	CSR00014736
67	Providing Educational Kits	ii	Yes	Gujarat	Surat	9,450,970	Yes		
68	Rural Health Support	i	Yes	Gujarat	Surat	800,000	Yes		
69	HIV AIDS Awareness Prevention and Support	i	Yes	Gujarat	Surat	697,002	No	Gujarat State Network of People Living With HIV+ (Gsnp+)	CSR00011799

Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No).	Location of the project.		Amount spent in the current financial Year (in ₹)	Mode of Implementation - Direct (Yes/No).	Mode of Implementation - Through Implementing Agency	
				State	District			Name (NGO)	CSR Registration number
70	HIV AIDS Awareness Prevention and Support System	i	Yes	Gujarat	Surat	876,998	Yes		
71	'Aadhaar'- Skill Building for Community Women	ii	Yes	Gujarat	Surat	448,778	No	Laxi Care Foundation	CSR00011414
72	Skill Building for Community Women	ii	Yes	Gujarat	Surat	1,216,373	Yes		
73	Health and Hygiene Programme for Adolescent Health Awareness	i	Yes	Gujarat	Surat	603,747	Yes		
74	Awareness and Engagement with Community	ii	Yes	Gujarat	Surat	177,576	Yes		
75	Support to Community Development Centre at Mora	ii	Yes	Gujarat	Surat	804,884	Yes		
76	Providing Educational Kits	ii	Yes	Gujarat	Surat	2,505,976	Yes		
77	Alternate Energy for Schools	iv	Yes	Gujarat	Surat	7,500,000	Yes		
78	Maintenance of Public Green Spaces	iv	Yes	Gujarat	Surat	2,614,559	Yes		
79	Providing Digital Classrooms in Schools	ii	Yes	Gujarat	Surat	15,189,479	Yes		
80	Awareness Programme and Engagement with Community	ii	Yes	Gujarat	Vadodara	55,198	Yes		
81	Skills Development Training for Rural Youth, Jadcherla	ii	Yes	Telangana	Mahbubnagar	33,662,731	Yes		
82	Skills Development Training for Rural Youth, Ahmedabad	ii	Yes	Gujarat	Ahmedabad	32,400,000	Yes		
83	Awareness and Cancer Detection	i	Yes	Kerala	Kannur	974,989	No	Malabar Cancer Care Society	CSR00025434
84	Repairs to Infrastructure Facilities in School	ii	Yes	Uttar Pradesh	Saharanpur, Chandauli, Janupur and GB Nagar	1,216,000	Yes		
85	Repairs to Infrastructure Facilities in School	ii	Yes	West Bengal	Kolkata	1,000,000	Yes		
86	Repairs to Infrastructure Facilities in School	ii	Yes	Haryana	Gurgaon and Nuh	239,250	Yes		
87	Skills Development Training for Rural Youth, Kanchipuram	ii	Yes	Tamil Nadu	Kanchipuram	34,189,274	Yes		
88	Skills Development Training for Rural Youth, Panvel	ii	Yes	Maharashtra	Raigad	42,612,437	Yes		
89	Skills Development Training for Rural Youth, Pilkhwa	ii	Yes	Uttar Pradesh	Hapur	37,999,053	Yes		
90	Repairs to Infrastructure Facilities in School	ii	Yes	Maharashtra	Raigad	1,069,670	Yes		
91	Renovation of Community Center at Belpada Village	x	Yes	Maharashtra	Raigad	1,002,113	Yes		

Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No).	Location of the project.		Amount spent in the current financial Year (in ₹)	Mode of Implementation - Direct (Yes/No).	Mode of Implementation - Through Implementing Agency	
				State	District			Name (NGO)	CSR Registration number
92	Skills Development Training for Rural Youth, Cuttack	ii	Yes	Orissa	Cuttack	32,720,312	Yes		
93	Construction Skill Training Institute for Rural Youth, Attibelle	ii	Yes	Karnataka	Bangalore	40,063,796	Yes		
94	Infrastructure Development and Wash Facilities and Awareness at Government Schools	ii	Yes	Orissa	Nabarangupr	2,811,411	Yes		
95	Infrastructure Development at Government Schools	ii	Yes	West Bengal	Medinipur	979,637	Yes		
96	Infrastructure Development at Government Schools	ii	Yes	Jharkhand	Hazaribagh	773,000	Yes		
97	Infrastructure Development (Wash Facilities and Solar Power System) at Government Schools	ii	Yes	Rajasthan	Tonk	2,122,760	Yes		
98	Infrastructure Development (Solar Power System, Wash Facilities and Awareness) at Government Schools	ii	Yes	Madhya Pradesh	Singrauli	497,000	Yes		
99	Infrastructure Development (Wash Facilities and Awareness) at Government Schools	ii	Yes	Haryana	Faridabad	300,000	Yes		
100	Infrastructure Development (Solar Power System) at Government Schools	ii	Yes	Chhattisgarh	Bastar	178,416	Yes		
101	Infrastructure Development (Solar Power System) at Government Schools	ii	Yes	Maharashtra	Satara	452,950	Yes		
102	Infrastructure Development (Solar Power System) in Community	ii	Yes	New Delhi	New Delhi	269,800	Yes		
103	Infrastructure Development at Government Schools	ii	Yes	Bihar	Patna	879,997	Yes		
104	Infrastructure Development (Wash Facilities and Awareness) at Government Schools	ii	Yes	Karnataka	Belagavi	345,572	Yes		
105	Infrastructure Development at Government Schools	ii	Yes	Orissa	Sonepur	275,941	Yes		
106	Infrastructure Development at Government Schools	ii	Yes	Telangana	Medchal-Malkajgiri	147,500	Yes		

Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No).	Location of the project.		Amount spent in the current financial Year (in ₹)	Mode of Implementation - Direct (Yes/No).	Mode of Implementation - Through Implementing Agency	
				State	District			Name (NGO)	CSR Registration number
107	Infrastructure Development at Government Schools	ii	Yes	Madhya Pradesh	Shivpuri	763,694	Yes		
108	Infrastructure Development at Government Schools	ii	Yes	Rajasthan	Jhunjhunu	206,500	Yes		
109	Infrastructure Development at Government Schools	ii	Yes	Tamil Nadu	Tiruvallur	276,000	Yes		
110	Basic Infrastructure Upgradation in Government School	ii	Yes	Tamil Nadu	Namakkal	3,500,000	Yes		
111	Basic Infrastructure Upgradation in Government School	ii	Yes	Maharashtra	Pune	2,500,000	Yes		
112	Skills Development Training for Rural Youth, Hyderabad	ii	Yes	Telangana	Ranga Reddy	9,800,330	Yes		
113	Infrastructure and Learning Enhancement Programme in Government Schools	ii	Yes	Tamil Nadu	Coimbatore	6,952,188	Yes		
114	Maintenance of Public Green Spaces	iv	Yes	Maharashtra	Pune	396,602	Yes		
115	Multi Skill Training Center for Rural Youth	ii	Yes	Andhra Pradesh	Visakhapatnam	9,684,550	No	TATA Strive	CSR00002739
116	Water Conservation Initiatives for Community	i	Yes	Tamil Nadu	Coimbatore	2,482,043	No	Community Organisation for Oppressed and Depressed Upliftment	CSR00001346
117	Wash Facilities for Schools	ii	Yes	Tamil Nadu	Coimbatore	4,476,454	Yes		
118	Education Support for Special Children	ii	Yes	Andhra Pradesh	Visakhapatnam	1,055,401	No	The Ability People	CSR00007686
119	Maintenance of Public Green Spaces	iv	Yes	Andhra Pradesh	Visakhapatnam	264,974	Yes		
120	Awareness Programme and Engagement with Community	ii	Yes	Tamil Nadu	Coimbatore	45,770	Yes		
121	Education Development Programme	ii	Yes	Maharashtra	Mumbai	4,000,000	No	Pratham Mumbai Education Initiatives	CSR00000751
122	Education Development Programme, Vadodara	ii	Yes	Gujarat	Vadodara	3,500,000	No	Pratham Education Foundation	CSR00000258
123	STEM education project in urban schools	ii	Yes	Gujarat	Vadodara	1,466,890	No	American India Foundation	CSR00001977
124	Personality development and life skills programme for children 'Just for Kicks', Mumbai	ii	Yes	Maharashtra and Tamil Nadu	Mumbai and Chennai	4,500,000	No	Pragatee Foundation	CSR00002852
125	School on Wheels Education support for children	ii	Yes	Gujarat	Vadodara	500,000	No	VYOM	CSR00000742

Sl. No.	Name of the Project.	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No).	Location of the project.		Amount spent in the current financial Year (in ₹)	Mode of Implementation - Direct (Yes/No).	Mode of Implementation - Through Implementing Agency	
				State	District			Name (NGO)	CSR Registration number
126	Infrastructure support to school	ii	Yes	Tamil Nadu	Tiruvallur	395,992	Yes		
127	Health and Nutrition at Child Care Centre	i	Yes	Maharashtra	Thane	2,000,000	No	Children of the World India Trust	CSR00003131
128	Primary health care programme	i	Yes	Maharashtra	Mumbai	1,500,000	No	Swasth Foundation	CSR00007444
129	Early diagnostic career guidance for school children	i	Yes	Maharashtra	Mumbai	2,000,000	No	Prafulta	CSR00007755
130	Infrastructure support for PHC, Minjur	i	Yes	Tamil Nadu	Tiruvallur	1,940,309	Yes		
131	Community development for water and sanitation Program	x	Yes	Maharashtra	Palghar	6,000,000	No	Aga Khan Agency For Habitat India	CSR00001277
132	Village Development Program	x	Yes	Gujarat	Vadodara	3,576,000	No	VYOM	CSR00000742
133	Water Management Initiatives	x	Yes	Rajasthan	Barmer	4,324,530	No	Arpan Seva Sansthan	CSR00000826
134	Wastewater Treatment, Alva village	iv	Yes	Gujarat	Vadodara	4,530,000	Yes		
135	Providing drinking water facilities	i	Yes	Tamil Nadu	Tiruvallur	1,086,721	Yes		
136	Plastic Recyclothon	iv	Yes	Maharashtra	Mumbai	2,000,000	No	Project Mumbai	CSR00015484
137	Village Development Programme	ii	Yes	Gujarat	Vadodara	3,000,000	No	Ahmedabad Women's Action Group - AWAG	CSR00000709
138	Infrastructure support for skilling	ii	Yes	Tamil Nadu	Tiruvallur	509,999	Yes		
139	Infrastructure for COVID relief	i	Yes	Punjab, Bihar and Gujarat	Bathinda, Begusarai and Surat	5,626,319	Yes		
140	Oxygen Augmentation - PSA Oxygen Unit Civil and electric work	i	Yes	Tamil Nadu	Tiruvallur	549,779	Yes		
141	Health infrastructure support	i	Yes	Tamil Nadu and Gujarat	Tiruvallur and Surat	3,581,298	Yes		
142	Oxygen Augmentation - PSA Oxygen Generation Unit	i	Yes	Gujarat, Rajasthan and Tamil Nadu	Surat, Barmer and Tiruvallur	30,948,356	Yes		
143	Covid-19 Vaccination	i	Yes	Maharashtra	Mumbai	1,000,000	No	Project Mumbai	CSR00015484
Total						1,290,487,087			

EXHIBIT - B

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
1	15th May 2021 to 27th September 2021	238,212,459	1. SSG Hospital, Vadodara, Gujarat - 390001 2. MG General Hospital, Navsari, Gujarat - 396445 3. 1200 Bed Civil Hospital, Asarwa, Ahmedabad, Gujarat - 380016 4. Maharishi Valmiki Hospital, Puth Khurd Village, New Delhi, Delhi - 110039 5. Guru Gorak Nath Hospital, Gorakhpur, Uttar Pradesh - 273015 6. Acharya Shree Bhikshu Hospital, Moti Nagar, New Delhi, Delhi - 110015 7. KC General Hospital, Bengaluru, Karnataka - 560003 8. ESI Hospital, Singanallur, Coimbatore - 641015 9. Nirali Hospital, Navsari, Gujarat - 396463 10. Karnataka Institute of Medical Sciences, KIMS Hospital, KIMS Campus, PB Road, Vidya Nagar, Hubli, Karnataka - 580022 11. BIMS Hospital, Belagavi, Karnataka - 590001 12. Gulbarga Institute of Medical Science, Veeresh Nagar Cross, Sedam Road, Behind MRMC, Kuvempu Nagar, Gulbarga, Karnataka - 585101 13. Mahatma Gandhi Health Centre, Lucknow, Uttar Pradesh - 226028 14. Government Medical College and Hospital, Kundunkulam, Radhapuram, Tirunelveli, Tamil Nadu - 627106 15. Chengalpattu Medical College, VOC Nagar, Chengalpattu, Tamil Nadu - 603001 16. Railway Hospital, Ajmer, Rajasthan - 305001 17. DCHC Government Hospital, Sundargarh, Odisha - 770001 18. 100 Bed Hospital, Maurawan, Uttar Pradesh - 209821	Oxygen Generating Plants	1. SSG Hospital, Vadodara, Gujarat - 390001 2. MG General Hospital, Navsari, Gujarat - 396445 3. 1200 Bed Civil Hospital, Asarwa, Ahmedabad, Gujarat - 380016 4. Maharishi Valmiki Hospital, Puth Khurd Village, New Delhi, Delhi - 110039 5. Guru Gorak Nath Hospital, Gorakhpur, Uttar Pradesh - 273015 6. Acharya Shree Bhikshu Hospital, Moti Nagar, New Delhi, Delhi - 110015 7. KC General Hospital, Bengaluru, Karnataka - 560003 8. ESI Hospital, Singanallur, Coimbatore - 641015 9. Nirali Hospital, Navsari, Gujarat - 396463 10. Karnataka Institute of Medical Sciences, KIMS Hospital, KIMS Campus, PB Road, Vidya Nagar, Hubli, Karnataka - 580022 11. BIMS Hospital, Belagavi, Karnataka - 590001 12. Gulbarga Institute of Medical Science, Veeresh Nagar Cross, Sedam Road, Behind MRMC, Kuvempu Nagar, Gulbarga, Karnataka - 585101 13. Mahatma Gandhi Health Centre, Lucknow, Uttar Pradesh - 226028 14. Government Medical College and Hospital, Kundunkulam, Radhapuram, Tirunelveli, Tamil Nadu - 627106 15. Chengalpattu Medical College, VOC Nagar, Chengalpattu, Tamil Nadu - 603001 16. Railway Hospital, Ajmer, Rajasthan - 305001 17. DCHC Government Hospital, Sundargarh, Odisha - 770001 18. 100 Bed Hospital, Maurawan, Uttar Pradesh - 209821

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)				
				Asset Name	Address			
2	27th October 2021 to 28th March 2022	441,260	19. LG Hospital, Maninagar, Ahmedabad, Gujarat - 380008	19. LG Hospital, Maninagar, Ahmedabad, Gujarat - 380008	19. LG Hospital, Maninagar, Ahmedabad, Gujarat - 380008			
			20. Government Hospital, Anakapalle, Andhra Pradesh - 531001	20. Government Hospital, Anakapalle, Andhra Pradesh - 531001	20. Government Hospital, Anakapalle, Andhra Pradesh - 531001			
			21. State General Hospital Habra, Habra, West Bengal - 743263	21. State General Hospital Habra, Habra, West Bengal - 743263	21. State General Hospital Habra, Habra, West Bengal - 743263			
			22. IRT Perundurai, Government Erode Medical College, Kunnathur Road, Perundurai, Tamil Nadu - 638053	22. IRT Perundurai, Government Erode Medical College, Kunnathur Road, Perundurai, Tamil Nadu - 638053	22. IRT Perundurai, Government Erode Medical College, Kunnathur Road, Perundurai, Tamil Nadu - 638053			
			23. Atal Bihari Government Hospital, Haryana - 121004	23. Atal Bihari Government Hospital, Haryana - 121004	23. Atal Bihari Government Hospital, Haryana - 121004			
			24. RIMS, Adilabad, Telangana - 504001	24. RIMS, Adilabad, Telangana - 504001	24. RIMS, Adilabad, Telangana - 504001			
			25. COVID Hospital, Budhni, Madhya Pradesh - 466445	25. COVID Hospital, Budhni, Madhya Pradesh - 466445	25. COVID Hospital, Budhni, Madhya Pradesh - 466445			
			26. BMO Civil Hospital Hamirpur, Tauni Devi, Himachal Pradesh - 177023	26. BMO Civil Hospital Hamirpur, Tauni Devi, Himachal Pradesh - 177023	26. BMO Civil Hospital Hamirpur, Tauni Devi, Himachal Pradesh - 177023			
			27. Government Head Quarters Hospital, Railway Road, Kanchipuram, Tamil Nadu - 607001	27. Government Head Quarters Hospital, Railway Road, Kanchipuram, Tamil Nadu - 607001	27. Government Head Quarters Hospital, Railway Road, Kanchipuram, Tamil Nadu - 607001			
			28. Women's Hospital, Gadchiroli, Maharashtra - 442605	28. Women's Hospital, Gadchiroli, Maharashtra - 442605	28. Women's Hospital, Gadchiroli, Maharashtra - 442605			
			3	22nd May 2021	949,760	L&T Community Welfare Association - L & T House, N M Marg, Ballard Estate, Mumbai, Maharashtra - 400001	1. Epson L805 Printer, Double Piston Compressor with accessories and microwave oven solo.	1. L&T Andheri Health Center, Gundavali, Andheri East, Mumbai, Maharashtra - 400093
							2. Haier Smart Television (43 Inch), HP Printer 329DW, Argon Cylinders, Oxygen Cylinders, DA Cylinders, Power Hacksaw (Model: Ashu), Double Ended Pedestal Grinder, Pipe Bending Machine and Differential Chain Block	2. MSTC, Plot No. D-11, B - Block, Auto Nagar, Visakhapatnam, Andhra Pradesh - 530012
			3	22nd May 2021	949,760	1. Government Medical College Hospital, Tirunelveli, Tamil Nadu - 627011	Oxygen Concentrator(s) (5 LPM)	1. Government Medical College Hospital, Tirunelveli, Tamil Nadu - 627011
						2. Government Rajaji Hospital, Madurai, Tamil Nadu - 625020		2. Government Rajaji Hospital, Madurai, Tamil Nadu - 625020
						3. Government Hospital (Covid Care Center), Banda Belai, Sagar, Madhya Pradesh - 470335		3. Government Hospital (Covid Care Center), Banda Belai, Sagar, Madhya Pradesh - 470335
						4. Primary Health Centre, Arisipalayam, Madukkarai Block, Coimbatore, Tamil Nadu - 641032		4. Primary Health Centre, Arisipalayam, Madukkarai Block, Coimbatore, Tamil Nadu - 641032

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
4	31st May 2021	15,480,950	<ol style="list-style-type: none"> Government Medical College Hospital, Ramamoorthy Road, Annanagar, Virudhunagar, Tamil Nadu - 626001 Government Thoothukudi Medical College Hospital, Thoothukudi, Tamil Nadu - 628008 Samudayik Swasthya Kendra, Khargapur, Tikamgarh, Madhya Pradesh - 472115 Samudayik Swasthya Kendra, Palera, Tikamgarh, Madhya Pradesh - 472221 Chitaguppi Hospital, Lamington Road, Hubli, Karnataka - 580020 Karnataka Power Transmission Corporation Limited, Hoodi, Bengaluru, Karnataka - 560048 Chitaguppi Hospital, Lamington Road, Hubli, Karnataka - 580020 Samudayik Swasthya Kendra, Bhim, Rajasthan - 305921 Superintendent of Police, Tenkasi, Tamil Nadu - 627811 Ahmedabad Municipal Corporation, Central Medical Store, Ahmedabad, Gujarat - 380022 Andaman and Nicobar Administration, Secretariat, Port Blair -744101 Government Taluk Hospital, Oddanchatram, Tamil Nadu - 624619 	Oxygen Concentrator(s) (10 LPM)	<ol style="list-style-type: none"> Government Medical College Hospital, Ramamoorthy Road, Annanagar, Virudhunagar Tamil Nadu - 626001 Government Thoothukudi Medical College Hospital, Thoothukudi, Tamil Nadu - 628008 Samudayik Swasthya Kendra, Khargapur, Tikamgarh, Madhya Pradesh - 472115 Samudayik Swasthya Kendra, Palera, Tikamgarh, Madhya Pradesh - 472221 Chitaguppi Hospital, Lamington Road, Hubli, Karnataka - 580020 Karnataka Power Transmission Corporation Limited, Hoodi, Bengaluru, Karnataka - 560048 Chitaguppi Hospital, Lamington Road, Hubli, Karnataka - 580020 Samudayik Swasthya Kendra, Bhim, Rajasthan - 305921 Superintendent of Police, Tenkasi, Tamil Nadu - 627811 Ahmedabad Municipal Corporation, Central Medical Store, Ahmedabad, Gujarat - 380022 Andaman and Nicobar Administration, Secretariat, Port Blair -744101 Government Taluk Hospital, Oddanchatram, Tamil Nadu - 624619
5	14th May 2021	9,660,000	<ol style="list-style-type: none"> District Government Hospital Dharwad, Killa, Dharwad, Karnataka - 580008 GIMS Hospital, Gulbarga, Karnataka - 585105 Military Hospital, Jutogh, Shimla, Himachal Pradesh - 171008 Government Rajaji Hospital, Medical College Bus Stop, Madurai, Tamil Nadu - 625020 Government Medical College Hospital, Ramamoorthy Road, Annanagar, Virudhunagar, Tamil Nadu - 626001 Thoothukudi Medical College Hospital, Behind Rajaji Park, Thoothukudi, Tamil Nadu - 628003 Government Medical College Hospital, Tirunelveli, Tamil Nadu - 627011 	ICU Ventilator(s)	<ol style="list-style-type: none"> District Government Hospital Dharwad, Killa, Dharwad, Karnataka - 580008 GIMS Hospital, Gulbarga, Karnataka - 585105 Military Hospital, Jutogh, Shimla, Himachal Pradesh - 171008 Government Rajaji Hospital, Medical College Bus Stop, Madurai, Tamil Nadu - 625020 Government Medical College Hospital, Ramamoorthy Road, Annanagar, Virudhunagar, Tamil Nadu - 626001 Thoothukudi Medical College Hospital, Behind Rajaji Park, Thoothukudi, Tamil Nadu - 628003 Government Medical College Hospital, Tirunelveli, Tamil Nadu - 627011

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
6	14th May 2021 to 15th May 2021	1,428,000	<ol style="list-style-type: none"> Government Rajaji Hospital, Medical College Bus Stop, Madurai, Tamil Nadu - 625020 Government Medical College Hospital, Ramamoorthy Road, Annanagar, Virudhunagar, Tamil Nadu - 626001 Thoothukudi Medical College Hospital, Behind Rajaji Park, Thoothukudi, Tamil Nadu - 628003 Government Medical College Hospital, Tirunelveli, Tamil Nadu - 627011 	Mobile X-Ray Units	<ol style="list-style-type: none"> Government Rajaji Hospital, Medical College Bus Stop, Madurai, Tamil Nadu - 625020 Government Medical College Hospital, Ramamoorthy Road, Annanagar, Virudhunagar, Tamil Nadu - 626001 Thoothukudi Medical College Hospital, Behind Rajaji Park, Thoothukudi, Tamil Nadu - 628003 Government Medical College Hospital, Tirunelveli, Tamil Nadu - 627011
7	29th May 2021	15,733,899	<ol style="list-style-type: none"> (a) Samudayik Swasthya Kendra, Khalwa District, Khandwa, Madhya Pradesh - 450117 (b) Samudayik Swasthya Kendra, Harsud District, Khandwa, Madhya Pradesh - 450116 Forest Department, Satpura Bhawan, Arera Hills, Bhopal, Madhya Pradesh - 462004 Vidya Foundation, B-16, Panchsheel Enclave, New Delhi - 110017 	<ol style="list-style-type: none"> Force Traveller T1 Ambulance (Type B) Force Trax Crusier Ambulance (AC) (Type B) Force Trax Cruiser Ambulance 	<ol style="list-style-type: none"> (a) Samudayik Swasthya Kendra, Khalwa District, Khandwa, Madhya Pradesh - 450117 (b) Samudayik Swasthya Kendra, Harsud District, Khandwa, Madhya Pradesh - 450116 Forest Department, Satpura Bhawan, Arera Hills, Bhopal, Madhya Pradesh - 462004 Vidya Foundation, B-16, Panchsheel Enclave, New Delhi - 110017
8	1st November 2021	2,700,000	<ol style="list-style-type: none"> Head Teacher, Government Higher Secondary School, Alapakkam, Chennai - 600116 Villivakkam Panchayat Union Middle School, Poothapedu, Chennai - 600089 Government Girls Higher Secondary School, Chinna Porur, Chennai - 600116 Government Higher Secondary School, Mettukuppam, Chennai - 600097 	Rain water harvesting structures	<ol style="list-style-type: none"> Government Higher Secondary School, Alapakkam, Chennai - 600116 Villivakkam Panchayat Union Middle School, Poothapedu, Chennai - 600089 Government Girls Higher Secondary School, Chinna Porur, Chennai - 600116 Government Higher Secondary School, Mettukuppam, Chennai - 600097
9	1st July 2021	774,080	Chairman, Indian Red Cross Society, Tamil Nadu State Branch, Red Cross Building, 32, Montieth Road, Egmore, Chennai, Tamil Nadu - 600008	Deep freezer equipment	Indian Red Cross Society, Tamil Nadu State Branch, Red Cross Building, 32, Montieth Road, Egmore, Chennai, Tamil Nadu - 600008
10	1st May 2021	2,500,000	Commissioner, Greater Chennai Corporation, Rippon Bulding, Chennai, Tamil Nadu - 600003	Oxygen Concentrator	Greater Chennai Corporation, Rippon Bulding, Chennai, Tamil Nadu - 600003
11	17th January 2022	162,000	The Headmistress, Rajyadharpur Girls High School, Village Rajyadharpur, Serampore, Hooghly, West Bengal - 712201	Water purifier, ceiling fans and almira	Rajyadharpur Girls High School, Village Rajyadharpur, Serampore, Hooghly, West Bengal - 712201
12	14th December 2021	433,000	The Principal, Serampore Girls' College, 13 T. C. Goswami Street, Serampore, Hooghly, West Bengal - 712201	Smart class room set up	Serampore Girls' College, 13 T. C. Goswami Street, Serampore, Hooghly, West Bengal - 712201
13	17th January 2022	115,000	Teacher In-charge, Bora Girls' Primary School, Village Bora, Hoogly, West Bengal - 712306	Computers and printer	Bora Girls' Primary School, Village Bora, Hoogly, West Bengal - 712306

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
14	17th February 2022 to 19th March 2022	6,490,645	<ol style="list-style-type: none"> L. D. High School, Patelnagar, Plot No. 9, Station Road, Raj Nagar, Sachin, Surat, Gujarat - 394230 Sanskar Bharti Vidhyalaya Bhadol, Bhadol, Olpad, Surat, Gujarat - 394540 Navjivan Vidhyalaya, Karanj, Olpad, Surat, Gujarat - 394530 Gyandeep Vidhyalaya, Abhwa, Surat, Gujarat - 395007 Mor High School, Mor, Olpad, Surat, Gujarat - 394530 J. R. Patel Takarama High School, Takarama, Olpad, Surat, Gujarat - 394540 Sharda Vidyalaya Ichhapore, Near 2nd Bus Stop, Hazira Road, Ichhapore, Surat, Gujarat - 394510 Arts and Commerce College, Olpad, Hathisa, Block No. 233, Near Government ITI, Surat, Gujarat - 394540 Aashram Shala Ajarai, Ajarai, Gandevi, Navsari, Gujarat - 396360 Aashram Shala Tejlav, Tejlav, Chikhli, Navsari, Gujarat - 396521 Aashram Shala Kalai, Kalai, Umergam, Valsad, Gujarat - 396105 Aashram Shala Karambela, Karambela, Umergam, Valsad, Gujarat - 396105 Aashram Shala Sonvada, Fakira Faliya via Dungri, Sonvada, Valsad, Gujarat - 396375 	Solar Power Generation Systems	<ol style="list-style-type: none"> L. D. High School, Patelnagar, Plot No. 9, Station Road, Raj Nagar, Sachin, Surat, Gujarat - 394230 Sanskar Bharti Vidhyalaya Bhadol, Bhadol, Olpad, Surat, Gujarat - 394540 Navjivan Vidhyalaya, Karanj, Olpad, Surat, Gujarat - 394530 Gyandeep Vidhyalaya, Abhwa, Surat, Gujarat - 395007 Mor High School, Mor, Olpad, Surat, Gujarat - 394530 J. R. Patel Takarama High School, Takarama, Olpad, Surat, Gujarat - 394540 Sharda Vidyalaya Ichhapore, Near 2nd Bus Stop, Hazira Road, Ichhapore, Surat, Gujarat - 394510 Arts and Commerce College, Olpad, Hathisa, Block No. 233, Near Government ITI, Surat, Gujarat - 394540 Aashram Shala Ajarai, Ajarai, Gandevi, Navsari, Gujarat - 396360 Aashram Shala Tejlav, Tejlav, Chikhli, Navsari, Gujarat - 396521 Aashram Shala Kalai, Kalai, Umergam, Valsad, Gujarat - 396105 Aashram Shala Karambela, Karambela, Umergam, Valsad, Gujarat - 396105 Aashram Shala Sonvada, Fakira Faliya via Dungri, Sonvada, Valsad, Gujarat - 396375
15	29th June 2021 to 14th February 2022	10,000,000	<ol style="list-style-type: none"> Ambetha Primary School, Ambhetha, Olpad, Surat, Gujarat - 395005 Mayur Dhvaj Vidhayalaya, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510 Mora Primary School, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510 Damka Primary School, Damka, Hazira Road, Choryashi, Surat, Gujarat - 394517 Kudiyana Primary School, Kudiyana Village, Olpad, Surat, Gujarat - 394540 Mor Tunda Primary School, Mor Tunda Village, Olpad, Surat, Gujarat - 394530 	Interactive Flat Panel (IFP) Digital System	<ol style="list-style-type: none"> Ambetha Primary School, Ambhetha, Olpad, Surat, Gujarat - 395005 Mayur Dhvaj Vidhayalaya, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510 Mora Primary School, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510 Damka Primary School, Damka, Hazira Road, Choryashi, Surat, Gujarat - 394517 Kudiyana Primary School, Kudiyana Village, Olpad, Surat, Gujarat - 394540 Mor Tunda Primary School, Mor Tunda Village, Olpad, Surat, Gujarat - 394530

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
			7. Dhansher Primary School, Dhansher, Olpad, Surat, Gujarat - 395005	7. Dhansher Primary School, Dhansher, Olpad, Surat, Gujarat - 395005	7. Dhansher Primary School, Dhansher, Olpad, Surat, Gujarat - 395005
			8. Tena ni Rang Primary School, Tena ni Rang, Olpad, Surat, Gujarat - 395005	8. Tena ni Rang Primary School, Tena ni Rang, Olpad, Surat, Gujarat - 395005	8. Tena ni Rang Primary School, Tena ni Rang, Olpad, Surat, Gujarat - 395005
			9. Navchetan Vidhyalay, Junagam, Suvali, Choryasi, Surat, Gujarat - 394510	9. Navchetan Vidhyalay, Junagam, Suvali, Choryasi, Surat, Gujarat - 394510	9. Navchetan Vidhyalay, Junagam, Suvali, Choryasi, Surat, Gujarat - 394510
			10. Sharda Vidhyalaya, Irchhapor, Second Bus Stop, Choryasi, Surat, Gujarat - 394510	10. Sharda Vidhyalaya, Irchhapor, Second Bus Stop, Choryasi, Surat, Gujarat - 394510	10. Sharda Vidhyalaya, Irchhapor, Second Bus Stop, Choryasi, Surat, Gujarat - 394510
			11. Sarvodaya Vidhyalaya, Segvachama, Olpad, Surat, Gujarat - 395009	11. Sarvodaya Vidhyalaya, Segvachama, Olpad, Surat, Gujarat - 395009	11. Sarvodaya Vidhyalaya, Segvachama, Olpad, Surat, Gujarat - 395009
			12. Dandi Road, Lavachha, Olpad, Surat, Gujarat - 394540	12. Dandi Road, Lavachha, Olpad, Surat, Gujarat - 394540	12. Dandi Road, Lavachha, Olpad, Surat, Gujarat - 394540
			13. MRC High School, Dihen, Olpad, Surat, Gujarat - 395005	13. MRC High School, Dihen, Olpad, Surat, Gujarat - 395005	13. MRC High School, Dihen, Olpad, Surat, Gujarat - 395005
			14. MSV, Olpad, Karanj Road, Surat, Gujarat - 394540	14. MSV, Olpad, Karanj Road, Surat, Gujarat - 394540	14. MSV, Olpad, Karanj Road, Surat, Gujarat - 394540
			15. L. D. High School, Patelnagar, Plot No. 9, Station Road, Raj Nagar, Sachin, Surat, Gujarat - 394230	15. L. D. High School, Patelnagar, Plot No. 9, Station Road, Raj Nagar, Sachin, Surat, Gujarat - 394230	15. L. D. High School, Patelnagar, Plot No. 9, Station Road, Raj Nagar, Sachin, Surat, Gujarat - 394230
			16. Vaghecha Ashram Shala, Vaghecha, Near Shiv Mandir, Vaghecha Kadod, Bardoli, Surat, Gujarat - 394355	16. Vaghecha Ashram Shala, Vaghecha, Near Shiv Mandir, Vaghecha Kadod, Bardoli, Surat, Gujarat - 394355	16. Vaghecha Ashram Shala, Vaghecha, Near Shiv Mandir, Vaghecha Kadod, Bardoli, Surat, Gujarat - 394355
			17. Timba Aashramshala, Timba, Chhaprabhatha Road, Tadwadi, Surat, Gujarat - 394520	17. Timba Aashramshala, Timba, Chhaprabhatha Road, Tadwadi, Surat, Gujarat - 394520	17. Timba Aashramshala, Timba, Chhaprabhatha Road, Tadwadi, Surat, Gujarat - 394520
			18. Puni Aashramshala, Puni, Palsana, Surat, Gujarat - 394352	18. Puni Aashramshala, Puni, Palsana, Surat, Gujarat - 394352	18. Puni Aashramshala, Puni, Palsana, Surat, Gujarat - 394352
			19. Amalsadi Aashram Shala, Amalsadi, Palsana, Surat, Gujarat - 394350	19. Amalsadi Aashram Shala, Amalsadi, Palsana, Surat, Gujarat - 394350	19. Amalsadi Aashram Shala, Amalsadi, Palsana, Surat, Gujarat - 394350
			20. Gandhighar, Kaccholi, Amalsad, Gandevi, Navsari, Gujarat - 396370	20. Gandhighar, Kaccholi, Amalsad, Gandevi, Navsari, Gujarat - 396370	20. Gandhighar, Kaccholi, Amalsad, Gandevi, Navsari, Gujarat - 396370
			21. Lok Bharti School, Opposite Terapanth Bhavan, Inside Ashok Pan Street, City light Road, Surat, Gujarat - 395007	21. Lok Bharti School, Opposite Terapanth Bhavan, Inside Ashok Pan Street, City light Road, Surat, Gujarat - 395007	21. Lok Bharti School, Opposite Terapanth Bhavan, Inside Ashok Pan Street, City light Road, Surat, Gujarat - 395007
			22. Government Girls School, Pali, Nana, Rajasthan	22. Government Girls School, Pali, Nana, Rajasthan	22. Government Girls School, Pali, Nana, Rajasthan
			23. L. D. Engineering College, 120, Circular Road, University Area, Ahmedabad, Gujarat - 380015	23. L. D. Engineering College, 120, Circular Road, University Area, Ahmedabad, Gujarat - 380015	23. L. D. Engineering College, 120, Circular Road, University Area, Ahmedabad, Gujarat - 380015

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
16	26th August 2021 to 7th March 2022	4,059,746	<ol style="list-style-type: none"> 1. MSV, Olpad, Karanj Road, Olpad, Surat, Gujarat - 394540 2. Z.M. Patel High school, Lavaccha Village, Dandi Road, Olpad, Surat, Gujarat - 394540 3. Vaghecha Ashram Shala, Vaghecha, Near Shiv Mandir, Vaghecha Kadod, Bardoli, Surat, Gujarat - 394355 4. Sharda Vidyalaya Ichhapore, Near 2nd Bus Stop, Hazira Road, Ichhapore, Surat, Gujarat - 394510 5. Dhansher Primary School, Dhanser, Olpad, Surat, Gujarat - 395005 6. Tena ni Rang Primary School, Tena ni Rang, Olpad, Surat, Gujarat - 395005 7. Bhandut Primary School, Bhandut, Olpad, Surat, Gujarat - 395005 8. Lavachha Primary School, Lavaccha Village, Dandi Road, Olpad, Surat, Gujarat - 394540 9. Asnaad High School, Asnaad, Olpad, Surat, Gujarat - 394540 10. Sanskar Bharti Vidhyalaya, Village - Bhadol, Olpad, Surat, Gujarat - 394530 11. MRC High School, Dihen, Olpad, Surat, Gujarat - 395005 12. Barbodhan Primary School, Barbodhan, Olpad, Surat, Gujarat - 395005 13. Sondha Meetha Aashramshala, Sonda Meetha, Olpad, Surat, Gujarat - 394540 14. Jawahar Vidhyalyay, Saniya Kande, Choryashi, Surat, Gujarat - 394210 15. Shree Dayalji Kasanji Bhatarkar Vidhyasankul, Shivani Park, Althan, Surat, Gujarat - 395017 16. L. D. High School, Patelnagar, Plot No. 9, Station Road, Raj Nagar, Sachin, Surat, Gujarat - 394230 17. Nav Chetan Vidhyalaya, Junagam, Hazira Road, Choryashi, Surat, Gujarat - 394510 18. R N Naik High School, Udhna, 214, Ranchod Nagar, Opposite City Shopping Centre, Udhna, Surat, Gujarat - 934210 19. Shree J R Patel Takarma Vibhag Madhyamik Shala, Takaram, Olpad, Surat, Gujarat - 394540 20. Shree Shidhh Shomeswar Vidhyalay, Saras, Olpad, Surat, Gujarat - 394540 	Education Software - Mynet School by Mediapro	<ol style="list-style-type: none"> 1. MSV, Olpad, Karanj Road, Olpad, Surat, Gujarat - 394540 2. Z.M. Patel High school, Lavaccha Village, Dandi Road, Olpad, Surat, Gujarat - 394540 3. Vaghecha Ashram Shala, Vaghecha, Near Shiv Mandir, Vaghecha Kadod, Bardoli, Surat, Gujarat - 394355 4. Sharda Vidyalaya Ichhapore, Near 2nd Bus Stop, Hazira Road, Ichhapore, Surat, Gujarat - 394510 5. Dhansher Primary School, Dhanser, Olpad, Surat, Gujarat - 395005 6. Tena ni Rang Primary School, Tena ni Rang, Olpad, Surat, Gujarat - 395005 7. Bhandut Primary School, Bhandut, Olpad, Surat, Gujarat - 395005 8. Lavachha Primary School, Lavaccha Village, Dandi Road, Olpad, Surat, Gujarat - 394540 9. Asnaad High School, Asnaad, Olpad, Surat, Gujarat - 394540 10. Sanskar Bharti Vidhyalaya, Village - Bhadol, Olpad, Surat, Gujarat - 394530 11. MRC High School, Dihen, Olpad, Surat, Gujarat - 395005 12. Barbodhan Primary School, Barbodhan, Olpad, Surat, Gujarat - 395005 13. Sondha Meetha Aashramshala, Sonda Meetha, Olpad, Surat, Gujarat - 394540 14. Jawahar Vidhyalyay, Saniya Kande, Choryashi, Surat, Gujarat - 394210 15. Shree Dayalji Kasanji Bhatarkar Vidhyasankul, Shivani Park, Althan, Surat, Gujarat - 395017 16. L. D. High School, Patelnagar, Plot No. 9, Station Road, Raj Nagar, Sachin, Surat, Gujarat - 394230 17. Nav Chetan Vidhyalaya, Junagam, Hazira Road, Choryashi, Surat, Gujarat - 394510 18. R N Naik High School, Udhna, 214, Ranchod Nagar, Opposite City Shopping Centre, Udhna, Surat, Gujarat - 934210 19. Shree J R Patel Takarma Vibhag Madhyamik Shala, Takaram, Olpad, Surat, Gujarat - 394540 20. Shree Shidhh Shomeswar Vidhyalay, Saras, Olpad, Surat, Gujarat - 394540

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
			21. Shree A.V.T Saraswati Vidhyalaya, Vadadla, Aerthan Village, Palsana, Surat, Gujarat - 394317	21. Shree A.V.T Saraswati Vidhyalaya, Vadadla, Aerthan Village, Palsana, Surat, Gujarat - 394317	21. Shree A.V.T Saraswati Vidhyalaya, Vadadla, Aerthan Village, Palsana, Surat, Gujarat - 394317
			22. Suvali Primary School, Suvali, Choryashi, Surat, Gujarat - 394517	22. Suvali Primary School, Suvali, Choryashi, Surat, Gujarat - 394517	22. Suvali Primary School, Suvali, Choryashi, Surat, Gujarat - 394517
			23. Talad High School, Olpad, Surat, Gujarat - 394540	23. Talad High School, Olpad, Surat, Gujarat - 394540	23. Talad High School, Olpad, Surat, Gujarat - 394540
			24. Kudiyana Primary School, Kudiyana Village, Kudiyana, Olpad, Surat, Gujarat - 394540	24. Kudiyana Primary School, Kudiyana Village, Kudiyana, Olpad, Surat, Gujarat - 394540	24. Kudiyana Primary School, Kudiyana Village, Kudiyana, Olpad, Surat, Gujarat - 394540
			25. Mayur Dhvaj Vidhayalaya, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510	25. Mayur Dhvaj Vidhayalaya, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510	25. Mayur Dhvaj Vidhayalaya, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510
			26. Lok Bharti School, Opposite Terapanth Bhavan, Inside Ashok Pan Street, City light Road, Surat, Gujarat - 395007	26. Lok Bharti School, Opposite Terapanth Bhavan, Inside Ashok Pan Street, City light Road, Surat, Gujarat - 395007	26. Lok Bharti School, Opposite Terapanth Bhavan, Inside Ashok Pan Street, City light Road, Surat, Gujarat - 395007
			27. Pariya High School, Pardi, Udwarda, Valsad, Gujarat - 396180	27. Pariya High School, Pardi, Udwarda, Valsad, Gujarat - 396180	27. Pariya High School, Pardi, Udwarda, Valsad, Gujarat - 396180
			28. Gandhighar, Kaccholi, Amalsad, Gandevi, Navsari, Gujarat- 396370	28. Gandhighar, Kaccholi, Amalsad, Gandevi, Navsari, Gujarat- 396370	28. Gandhighar, Kaccholi, Amalsad, Gandevi, Navsari, Gujarat- 396370
			29. Asharam Shala, Village - Bilvan, Umarpada, Mandvi, Surat, Gujarat - 394445	29. Asharam Shala, Village - Bilvan, Umarpada, Mandvi, Surat, Gujarat - 394445	29. Asharam Shala, Village - Bilvan, Umarpada, Mandvi, Surat, Gujarat - 394445
			30. Asharam Shala, Village - Sathvav, Mandvi, Surat, Gujarat - 394160	30. Asharam Shala, Village - Sathvav, Mandvi, Surat, Gujarat - 394160	30. Asharam Shala, Village - Sathvav, Mandvi, Surat, Gujarat - 394160
			31. Asharam Shala, Village - Makanjar, Mandvi, Surat, Gujarat - 394160	31. Asharam Shala, Village - Makanjar, Mandvi, Surat, Gujarat - 394160	31. Asharam Shala, Village - Makanjar, Mandvi, Surat, Gujarat - 394160
			32. Asharam Shala, Village - Limdha, Mandvi, Surat, Gujarat - 394440	32. Asharam Shala, Village - Limdha, Mandvi, Surat, Gujarat - 394440	32. Asharam Shala, Village - Limdha, Mandvi, Surat, Gujarat - 394440
			33. Mor High School, Village - Mor, Olpad, Surat, Gujarat - 394530	33. Mor High School, Village - Mor, Olpad, Surat, Gujarat - 394530	33. Mor High School, Village - Mor, Olpad, Surat, Gujarat - 394530
			34. Junagam Primary School, Junagam, Hazira Road, Choryashi, Surat, Gujarat - 394510	34. Junagam Primary School, Junagam, Hazira Road, Choryashi, Surat, Gujarat - 394510	34. Junagam Primary School, Junagam, Hazira Road, Choryashi, Surat, Gujarat - 394510
			35. Bhatgam Primary School, Bhatgam, Olpad, Surat, Gujarat - 394540	35. Bhatgam Primary School, Bhatgam, Olpad, Surat, Gujarat - 394540	35. Bhatgam Primary School, Bhatgam, Olpad, Surat, Gujarat - 394540
			36. Mandroi Primary School, Mandroi, Olpad, Surat, Gujarat - 394540	36. Mandroi Primary School, Mandroi, Olpad, Surat, Gujarat - 394540	36. Mandroi Primary School, Mandroi, Olpad, Surat, Gujarat - 394540
			37. Karamla Primary School, Karamla, Olpad, Surat, Gujarat - 394130	37. Karamla Primary School, Karamla, Olpad, Surat, Gujarat - 394130	37. Karamla Primary School, Karamla, Olpad, Surat, Gujarat - 394130
			38. The Varad Sarvjanik High School, Rayam, Bardoli, Surat, Gujarat - 394355	38. The Varad Sarvjanik High School, Rayam, Bardoli, Surat, Gujarat - 394355	38. The Varad Sarvjanik High School, Rayam, Bardoli, Surat, Gujarat - 394355
			39. PKD Vidhyalaya, Atar, Valsad, Gujarat - 396020	39. PKD Vidhyalaya, Atar, Valsad, Gujarat - 396020	39. PKD Vidhyalaya, Atar, Valsad, Gujarat - 396020
			40. Godadhara High School, Godadhara, Surat, Gujarat - 395012	40. Godadhara High School, Godadhara, Surat, Gujarat - 395012	40. Godadhara High School, Godadhara, Surat, Gujarat - 395012
			41. Kharvasa Asharam Shala, Kharvasa, Choryashi, Surat, Gujarat - 394355	41. Kharvasa Asharam Shala, Kharvasa, Choryashi, Surat, Gujarat - 394355	41. Kharvasa Asharam Shala, Kharvasa, Choryashi, Surat, Gujarat - 394355

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
			42. Ambetha Primary School, Ambhetha, Olpad, Surat, Gujarat - 395005 43. Mora Primary School, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510 44. Damka Primary School, Damka, Hazira Road, Choryashi, Surat, Gujarat - 394517 45. Mor Tunda Primary School, Mor Tunda Village, Olpad, Surat, Gujarat - 394530 46. Sarvodaya Vidhyalaya, Segvachama, Olpad, Surat, Gujarat - 395009 47. Timba Aashramshala, Timba, Chhaprabhatha Road, Tadwadi, Surat, Gujarat - 394520 48. Puni Aashramshala, Puni, Palsana, Surat, Gujarat - 394352 49. Amalsadi Aashram Shala, Amalsadi, Palsana, Surat, Gujarat - 394350		42. Ambetha Primary School, Ambhetha, Olpad, Surat, Gujarat - 395005 43. Mora Primary School, Mora Village, Near Gram Panchayat, Choryashi, Surat, Gujarat - 394510 44. Damka Primary School, Damka, Hazira Road, Choryashi, Surat, Gujarat - 394517 45. Mor Tunda Primary School, Mor Tunda Village, Olpad, Surat, Gujarat - 394530 46. Sarvodaya Vidhyalaya, Segvachama, Olpad, Surat, Gujarat - 395009 47. Timba Aashramshala, Timba, Chhaprabhatha Road, Tadwadi, Surat, Gujarat - 394520 48. Puni Aashramshala, Puni, Palsana, Surat, Gujarat - 394352 49. Amalsadi Aashram Shala, Amalsadi, Palsana, Surat, Gujarat - 394350
17	25th January 2022 to 11th March 2022	862,812	1. Rasul Chandkha Pathan, Sajed Babukha Pathan, Saber Babukha Pathan, Subhankha Mahebubkha Pathan, Moshinali Muktar Pathan, Taher Subhan Pathan, Abu Bakar Makbul Pathan, Fakir Imam Shaikh, Altaf Ayyubkha Pathan, Ramdas Janappa Jadhav, Shahenshaha Mohamad Sharif Shaikh, Abdul Wahed Nuruddin Shaikh, Daniyal Sudnyan Nirmal, Javed Subhan Pathan, Nisar Nijam Pathan and Khalil Yasin Pathan. (Residents of Nagzari, Ambad Block, Jalna, Maharashtra - 431204) 2. Jagannath Kondiba Gund, Tukaram Asruji Dukre, Gafur Shaikh Biban and Shaikh Matin Gafur Shaikh. (Residents of Chambharwadi, Ambad Block, Jalna, Maharashtra - 431204) 3. Kishor Shivaji Doifode, Raju Bhaurav Channe, Bhagwan Bhaurao Channe, Pralhad Baburao Shirase, Bhagubai Pandurang Auti, Sanjivani Bapurav Pokharkar, Subhash Jadhav, Kishor Sarjerav Dighule, Sanjay Keshavrav Jadhav, Dwarakabai Baburav Parande, Bhaurav Kakasaheb Hande, Ankush Murlidhar Doifode, Laxman Ravsahab Hande and Vaijinath Namdev Doifode. (Residents of Village - Antarwali Khandi, Paithan, Aurangabad, Maharashtra - 431107)	Farm Pond	1. Nagzari, Ambad Block, Jalna, Maharashtra - 431204 2. Chambharwadi, Ambad Block, Jalna, Maharashtra - 431204 3. Village - Antarwali Khandi, Paithan, Aurangabad, Maharashtra - 431107

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
			<p>4. Mirabai Ramesh Chavan, Tarabai Gorakh Chavan, Gautam Sandu Vahule, Shriram Hari Chavan and Gorakh Hari Chavan (Residents of Village - Dabhrol, Paithan, Aurangabad, Maharashtra - 431107)</p> <p>5. Rohidas Balu Rathod, Village - Devgaon Tanda, Paithan, Aurangabad, Maharashtra - 431107</p>		<p>4. Village - Dabhrol, Paithan, Aurangabad, Maharashtra - 431107</p> <p>5. Village - Devgaon Tanda, Paithan, Aurangabad, Maharashtra - 431107</p>
18	23rd February 2022 to 16th March 2022	1,358,273	Grampanchayat, Devgaon, Paithan, Aurangabad, Maharashtra - 431107	Check Dam	Grampanchayat, Devgaon, Paithan, Aurangabad, Maharashtra - 431107
19	21st April 2021 to 15th March 2022	7,538,914	Larsen & Toubro Public Charitable Trust, Landmark A, 1st Floor, Suren Road, Opposite PVR Cinemas, Near Western Express Highway (WEH) Metro Station, Andheri East, Mumbai, Maharashtra - 400093	<p>1. Air cooler, Digital Radiography and Endo Mate TC2, Heart Start Onsite</p> <p>2. ECG Machine</p> <p>3. Laboratory Software, American Power Conversion, Desktops</p> <p>4. Phaco handpiece slim, Hospital Bed, Geyser, VATECH VR Sensor, Oxygen gas pipeline, Operating table, Auto Keratometer, Fundas Cameras, civil work of dismantling, cutting and removing of existing door, Brio Combination therapy unit and therapy Cart, Physiotherapy Equipment, Ventilator and Autoclave</p> <p>5. Force Traveller</p> <p>6. Fumigation machine, laptop, finger print scanner, LED TV, wireless router, chairs, sonography machine and water tank</p>	<p>1. L&T Health & Dialysis Centre, First Floor, TAM House, Tower B, Near Chhani Jakatnaka, Nava Yard Road, Vadodara, Gujarat - 390002</p> <p>2. L&T Coimbatore Health Centre, No.1/160 B, Eachanari - Chettipalayam Road, Seerapalayam Pudur, Coimbatore, Tamil Nadu - 641021</p> <p>3. L&T ART Centre, 1st Floor, Koldongri Municipal Dispensary, Opposite Garware, Sahar Road, Andheri East, Mumbai, Maharashtra - 400069</p> <p>4. Nirali A M Naik Charitable Health-Care Facility, Saki Vihar Road, Opposite Tunga Village Bus Stop, Powai, Mumbai, Maharashtra - 400072</p> <p>5. Samparc Malvali Centre, Near Malvali Railway Station, Maval, Pune, Maharashtra - 410405</p> <p>6. L&T Health and Dialysis Centre, Smith Park Apartment, Near Yogiraj Complex, Adajan Road, Surat, Gujarat - 395009</p>

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
20	30th October 2021 to 19th January 2022	10,475,189	<ol style="list-style-type: none"> 1. Government U.P. School, Dangariguda, Koksara, Kalahandi, Odisha - 766017 2. M. L. High School, Attabira, Lakhnapur, Jharsuguda, Odisha - 768027 3. Shree Jagannath High School, Sagada, Boudh, Odisha - 762016 4. Bidyabhar Satrujit Bidyapitha, Sagar, Cuttack, Odisha - 754037 5. Head Master, Darlimunda High School, At PO Darlimunda, Nuapada, Odisha - 766105 6. Daijmahul Primary School, Karamdihi, Sundargarh, Odisha - 770002 7. Head Teacher, Mangalchak Primary School, PO - Terapekhia, Nandigram, Purba Medinipur, West Bengal - 721656 8. Khodhambari Union B.P.H.S School, Khodhambari, Nandigram Block - 2, PS - Nandigram, Purba Medinipur, West Bengal - 721650 9. Amritnagar High School, Amritnagar, Hazaribagh, Jharkhand - 825301 10. Government Upper Primary School, Village- Gandhigram-1, Deoli, Tonk, Rajasthan - 304804 11. Principal, Government Kasturba Ghandhi Girls Residential School, Chhoti Sarwa, Kushalgarh pkg-1, Rajasthan - 327602 12. Principal, Government Higher Secondary School, Dungra Bada, Sajjangarh pkg-2, Rajasthan - 327604 13. Principal, Government Secondary School, Potaliya Bada, Kushalgarh pkg-3, Rajasthan - 327801 14. Rajkiya Madhyamik Vidyalaya, Krishna Nagar (Village Kishanpura), RIICO Road, Bharatpur, Rajasthan - 321001 15. Government M. S. Hatkapura School, Ashoknagar, Rajghat, Madhya Pradesh - 473446 16. Government Girls Senior Secondary School, NIT 3, Faridabad, Haryana - 121001 17. Government Urdu Higher Primary School, Veerabhadra Nagar, Belagavi, Karnataka - 500016. 18. Upper Primary School, Aret Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 	Toilet blocks	<ol style="list-style-type: none"> 1. Government U.P. School, Dangariguda, Koksara, Kalahandi, Odisha - 766017 2. M. L. High School, Attabira, Lakhnapur, Jharsuguda, Odisha - 768027 3. Shree Jagannath High School, Sagada, Boudh, Odisha - 762016 4. Bidyabhar Satrujit Bidyapitha, Sagar, Cuttack, Odisha - 754037 5. Darlimunda High School, At PO Darlimunda, Nuapada, Odisha - 766105 6. Daijmahul Primary School, Karamdihi, Sundargarh, Odisha - 770002 7. Mangalchak Primary School, PO - Terapekhia, Nandigram, Purba Medinipur, West Bengal - 721656 8. Khodhambari Union B.P.H.S School, Khodhambari, Nandigram Block - 2, PS - Nandigram, Purba Medinipur, West Bengal - 721650 9. Amritnagar High School, Amritnagar, Hazaribagh, Jharkhand - 825301 10. Government Upper Primary School, Village- Gandhigram-1, Deoli, Tonk, Rajasthan - 304804 11. Government Kasturba Ghandhi Girls Residential School, Chhoti Sarwa, Kushalgarh pkg-1, Rajasthan - 327602 12. Government Higher Secondary School, Dungra Bada, Sajjangarh pkg-2, Rajasthan - 327604 13. Government Secondary School, Potaliya Bada, Kushalgarh pkg-3, Rajasthan -327801 14. Rajkiya Madhyamik Vidyalaya, Krishna Nagar (Village Kishanpura), RIICO Road, Bharatpur, Rajasthan - 321001 15. Government M. S. Hatkapura School, Ashoknagar, Rajghat, Madhya Pradesh - 473446 16. Government Girls Senior Secondary School, NIT 3, Faridabad, Haryana - 121001 17. Government Urdu Higher Primary School, Veerabhadra Nagar, Belagavi, Karnataka - 500016. 18. Upper Primary School, Aret Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
			19. Government Primary School, Beed Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 20. Upper Primary School, Dasana Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321 21. Upper Primary School, Hatai Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 22. Government Primary School, Pavatiya, Thaladhari Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 23. Upper Primary School, Rati Talai, Antaliya Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334 24. Government Primary School, Rod Ka Guda, Sukhar Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333		19. Government Primary School, Beed Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 20. Upper Primary School, Dasana Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321 21. Upper Primary School, Hatai Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 22. Government Primary School, Pavatiya, Thaladhari Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 23. Upper Primary School, Rati Talai, Antaliya Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334 24. Government Primary School, Rod Ka Guda, Sukhar Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333
21	4th August 2021	36,409	Head Teacher, Narayanpur Primary School, PO - Ganja Narayanpur, Purba Medinipur, West Bengal - 721648	Desktop	Narayanpur Primary School, PO - Ganja Narayanpur, Purba Medinipur, West Bengal - 721648
22	21st September 2021 to 24th March 2022	2,347,840	1. Benabad Junior High School, Benabad, Mejhia, Bankura, West Bengal - 722143 2. Pairasole Primary School, Pairasole, Mejhia, Bankura, West Bengal - 722143 3. Benabad Primary School, Benabad, Mejhia, Bankura, West Bengal - 722143 4. Natshala Primary School, Benabad, Bankura, West Bengal - 722143 5. Maraya Primary School, Amarkanan, Bankura, West Bengal - 722133 6. Mukundapur Thakamoni High School, Durlavpur, Mejhia, Bankura, West Bengal -722133 7. Office of the Head master, Government Sr. Primary School, Nokhadaiya, Kolayat, Bikaner, Rajasthan - 334001 8. Government Nodal Upper Primary School, Bishipada, Block - Ulunda, Subaranapur, Odisha - 767062 9. Government N.U.P. School, Dhanghara, Tusura, Balangir, Odisha - 767030	Benches and desks	1. Benabad Junior High School, Benabad, Mejhia, Bankura, West Bengal - 722143 2. Pairasole Primary School, Pairasole, Mejhia, Bankura, West Bengal - 722143 3. Benabad Primary School, Benabad, Mejhia, Bankura, West Bengal - 722143 4. Natshala Primary School, Benabad, Bankura, West Bengal - 722143 5. Maraya Primary School, Amarkanan, Bankura, West Bengal - 722133 6. Mukundapur Thakamoni High School, Durlavpur, Mejhia, Bankura, West Bengal -722133 7. Government Sr. Primary School, Nokhadaiya, Kolayat, Bikaner, Rajasthan - 334001 8. Government Nodal Upper Primary School, Bishipada, Block - Ulunda, Subaranapur, Odisha - 767062 9. Government N.U.P. School, Dhanghara, Tusura, Balangir, Odisha - 767030

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
			10. Zilla Parishad High School, Neredmet, Malkajgiri Madal, Medchal, Hyderabad - 500056 11. Government Madhyamik School, Satanwada, Shivpuri, Madhya Pradesh 12. Government High School, Satanwada, Shivpuri, Madhya Pradesh 13. Principal, Government Primary School, Malagaon, Satwas, Dewas, Madhya Pradesh 14. Principal of Government Sr. Secondary School Hamiri, Kalan, Jhunjhunu, Rajasthan - 333001 15. Government UP School, Kansbahal, Sundargarh, Odisha 16. Government Primary School, Bhagatpara, PO - Kansbahal, Sundargarh, Odisha 17. Government Primary School, Ranibandhtola, PO - Sagjore, Sundargarh, Odisha 18. Government Primary School, Gowalapara, PO - Kansbahal, Sundargarh, Odisha 19. Mission Primary School, Kalodihi, Sundargarh, Odisha 20. Government Upper Primary School, Kila Kumbhalgarh, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 21. The Secretary, Mahesh Shri Ramakrishna Ashram, 40 Ramakrishna Road, PO Rishra, Hooghly, West Bengal - 712248		10. Zilla Parishad High School, Neredmet, Malkajgiri Madal, Medchal, Hyderabad - 500056 11. Government Madhyamik School, Satanwada, Shivpuri, Madhya Pradesh 12. Government High School, Satanwada, Shivpuri, Madhya Pradesh 13. Government Primary School, Malagaon, Satwas, Dewas, Madhya Pradesh 14. Government Sr. Secondary School Hamiri, Kalan, Jhunjhunu, Rajasthan - 333001 15. Government UP School, Kansbahal, Sundargarh, Odisha 16. Government Primary School, Bhagatpara, PO - Kansbahal, Sundargarh, Odisha 17. Government Primary School, Ranibandhtola, PO - Sagjore, Sundargarh, Odisha 18. Government Primary School, Gowalapara, PO - Kansbahal, Sundargarh, Odisha 19. Mission Primary School, Kalodihi, Sundargarh, Odisha 20. Government Upper Primary School, Kila Kumbhalgarh, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 21. Mahesh Shri Ramakrishna Ashram, 40 Ramakrishna Road, PO Rishra, Hooghly, West Bengal - 712248
23	16th September 2021	1,149,486	1. Principal, Meera Girls College, Meera Marg, Opposite Hotel Meera, Madhuban, Udaipur, Rajasthan - 313001 2. Surpunch of Village Patelpara, Near Bachel, Dantewada District, Chhattisgarh - 494553 3. Government Ashram School, Rati Kasa, Surya Nagar, Vikramgarh, Palghar, Maharashtra - 401609 4. Government of NCT of Delhi, Plot No 7, Kh No. 240, B - Block, Inder Enclave, Near Nitari Pulia, Kirari Suleman Nagar, Delhi - 110086 5. Bhikusa High school, Sinnar, Nasik, Maharashtra - 422103	Solar lights	1. Meera Girls College, Meera Marg, Opposite Hotel Meera, Madhuban, Udaipur, Rajasthan 313001 2. Village Patelpara, Near Bachel, Dantewada District, Chhattisgarh - 494553 3. Government Ashram School, Rati Kasa, Surya Nagar, Vikramgarh, Palghar, Maharashtra - 401609 4. Government of NCT of Delhi, Plot No 7, Kh No. 240, B - Block, Inder Enclave, Near Nitari Pulia, Kirari Suleman Nagar, Delhi - 110086 5. Bhikusa High school, Sinnar, Nasik, Maharashtra - 422103

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
24	11th November 2021	167,000	Purva Madyamik Vidyalay, Bolthakaram, Amarwar, Duddhi, Sonbhadra, Uttar Pradesh	Solar panel with battery	Purva Madyamik Vidyalay, Bolthakaram, Amarwar, Duddhi, Sonbhadra, Uttar Pradesh
25	20th January 2022	879,997	District Education Officer, Patna, Koiritola, Rajendra Nagar, Near Moinul Haq Stadium Patna, Bihar - 800004	Toilet blocks and desks	Government Middle School, Harnichak, Beur, Anishabad, Patna, Bihar - 800002
26	7th March 2022	200,000	1. Krushi Tantra Vidyalaya, Vare, Karjat, Maharashtra 2. Chasole High School, Chasole, Murbad, Thane, Maharashtra	Borewell and water tank	1. Krushi Tantra Vidyalaya, Vare, Karjat, Maharashtra 2. Chasole High School, Chasole, Murbad, Thane, Maharashtra
27	7th March 2022	60,000	Zilha Parishad School, Ajnup, Shahapur, Thane, Maharashtra	Water tank	Zilha Parishad School, Ajnup, Shahapur, Thane, Maharashtra
28	7th March 2022	604,000	Swami Vivekanand Adivasi Madhyamik Ashram School, Chindhyachi Wadi, Post Vashala, Shahapur, Thane, Maharashtra	Construction of shed	Swami Vivekanand Adivasi Madhyamik Ashram School, Chindhyachi Wadi, Post Vashala, Shahapur, Thane, Maharashtra
29	29th November 2021 to 12th March 2022	35,620	1. Government Primary School, Mandiakudar Sundargarh, Odisha 2. (a) Government UP School, Badnuagaon, Sundargarh, Odisha (b) Government Primary School, Kadambahal, PO - Kansbahal, Sundargarh, Odisha	1. Almirah 2. Table and chairs	1. Government Primary School, Mandiakudar, Sundargarh, Odisha 2. (a) Government UP School, Badnuagaon, Sundargarh, Odisha (b) Government Primary School, Kadambahal, PO - Kansbahal, Sundargarh, Odisha
30	10th March 2022	2,952,381	1. Upper Primary School, Dasana Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321 2. (a) Government Primary School, Rodh Ka Guda, Sukhar Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 (b) Government Primary School, Shobhawato Ki Bhagal, Gram Panchayat Antaliya, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334	1. Resource room with furniture and projector screens 2. Resource room with furniture	1. Upper Primary School, Dasana Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321 2. (a) Government Primary School, Rodh Ka Guda, Sukhar Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 (b) Government Primary School, Shobhawato Ki Bhagal, Gram Panchayat Antaliya, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334
31	10th March 2022	3,886,504	1. Upper Primary School, Aret Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 2. Government Primary School, Beed Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 3. Upper Primary School, Aret Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325	Tube well, water storage tank and solar pumping system	1. Upper Primary School, Aret Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 2. Government Primary School, Beed Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 3. Upper Primary School, Aret Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
32	3rd March 2022	407,060	4. Upper Primary School, Dasana Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321 5. Government Primary School, Pavatiya, Thaladhari Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 6. Government Primary School, Shobhawato Ki Bhagal, Gram Panchayat Antaliya, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334	Furniture	4. Upper Primary School, Dasana Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321 5. Government Primary School, Pavatiya, Thaladhari Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 6. Government Primary School, Shobhawato Ki Bhagal, Gram Panchayat Antaliya, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334
			1. Government Primary School, Rodh Ka Guda, Sukhar Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 2. Upper Primary School, Dasana Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321 3. Government Primary School, Pavatiya, Thaladhari Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 4. Government Primary School, Shobhawato Ki Bhagal, Gram Panchayat Antaliya, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334		1. Government Primary School, Rodh Ka Guda, Sukhar Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313333 2. Upper Primary School, Dasana Ki Bhagal, Majhera Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321 3. Government Primary School, Pavatiya, Thaladhari Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 4. Government Primary School, Shobhawato Ki Bhagal, Gram Panchayat Antaliya, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334
33	25th January 2022	1,673,673	1. Health Sub Centre, Antaliya, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334 2. (a) Health Sub Centre, Antaliya, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334 (b) Upper Primary School, Aret Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 3. (a) Upper Primary School, Rati Talai, Antaliya Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334 (b) Anganwadi, Nichli Bhagal, Antaliya Panchayat and Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321	1. Borewell 2. Motor pump operated through Solar charger 3. Alternate electricity through solar charger	1. Health Sub Centre, Antaliya, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334 2. (a) Health Sub Centre, Antaliya, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334 (b) Upper Primary School, Aret Ki Bhagal, Gawar Panchayat, Kelwara Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313325 3. (a) Upper Primary School, Rati Talai, Antaliya Panchayat, Antaliya Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313334 (b) Anganwadi, Nichli Bhagal, Antaliya Panchayat and Zone, Kumbhalgarh Block, Rajsamand, Rajasthan - 313321

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
34	30th September 2021	735,153	Project Officer, ICDS, Aanganwadi Jalpa, Post - Kookra, Bhim, Rajsamand, Rajasthan - 305921	1. Construction of stage, drinking water tank platform, ramp and stairs 2. Construction of boundary wall and drinking water tank platform	1. Aanganwadi Jalpa, Kookra, Bhim, Rajsamand, Rajasthan - 305921 2. (a) Aanganwadi Rajarel, Kookra, Bhim, Rajsamand, Rajasthan - 305921 (b) Aanganwadi Kookra, Kookra, Bhim, Rajsamand, Rajasthan - 305921
35	30th September 2021	1,567,576	Principal, Senior Secondary School Kookra, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of class room, drinking water tank platform, fencing wire of boundary wall, verandah and ramp	Senior Secondary School Kookra, Kookra, Bhim, Rajsamand, Rajasthan - 305921
36	30th September 2021	1,195,585	Head Master, Upper Primary School (Girls), Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of drinking water tank platform, classroom and ramp	Upper Primary School (Girls), Kookra, Bhim, Rajsamand, Rajasthan - 305921
37	30th September 2021	204,591	Head Master, Primary School, Japla, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of stage, drinking water tank platform and verandah	Primary School, Japla, Kookra, Bhim, Rajsamand, Rajasthan - 305921
38	30th September 2021	380,924	1. Head Master, Primary School, Jassuj Ka Kheda, Kookra, Bhim, Rajsamand, Rajasthan - 305921 2. Head Master, Primary School, Godarel, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of drinking water tank platform, stairs, ramp and platform	1. Primary School, Jassuj Ka Kheda, Kookra, Bhim, Rajsamand, Rajasthan - 305921 2. Primary School, Godarel, Kookra, Bhim, Rajsamand, Rajasthan - 305921
39	30th September 2021	1,358,448	Head Master, Primary School, Dungo Ka Wala, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of stage, classroom and stairs	Primary School, Dungo Ka Wala, Kookra, Bhim, Rajsamand, Rajasthan - 305921
40	28th February 2022	452,365	Project Officer, ICDS, Aanganwadi - Nichla Lasadiya, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of drinking water tank platform and boundary wall	1. Aanganwadi - Nichla Lasadiya, Kookra, Bhim, Rajsamand, Rajasthan - 305921 2. Aanganwadi - Rawat Ka Kheda, Kookra, Bhim, Rajsamand, Rajasthan - 305921
41	28th February 2022	1,226,982	Head Master, Government Primary School - Kashya, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of drinking water tank platform, boundary wall, plaster work and ramp	Government Primary School - Kashya, Kookra, Bhim, Rajsamand, Rajasthan - 305921
42	28th February 2022	1,577,111	Head Master, Government Upper Primary School, Kathon Ka Talab, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of class room, drinking water tank platform, boundary wall, stage and ramp	Government Upper Primary School, Kathon Ka Talab, Kookra, Bhim, Rajsamand, Rajasthan - 305921

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	
				Asset Name	Address
43	28th February 2022	1,630,749	Head Master, Government Primary School, Mohariya, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of classroom, boundary wall, fencing wire, ramp, stairs, pathway and protection wall	Government Primary School, Mohariya, Kookra, Bhim, Rajsamand, Rajasthan - 305921
44	28th February 2022	947,399	Head Master, Government Primary School, Nichla Karkala, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of drinking water tank platform, boundary wall, stage and classroom	Government Primary School, Nichla Karkala, Kookra, Bhim, Rajsamand, Rajasthan - 305921
45	28th February 2022	1,371,305	Head Master, Government Primary School, Pathwari Ka Baadiya, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of class room, drinking water tank platform, boundary wall, fencing wire, ramp and drain	Government Primary School, Pathwari Ka Baadiya, Kookra, Bhim, Rajsamand, Rajasthan - 305921
46	28th February 2022	1,333,269	Head Master, Government Primary School, Rawat Ka Kheda, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of class room, drinking water tank platform, boundary wall and ramp	Government Primary School, Rawat Ka Kheda, Kookra, Bhim, Rajsamand, Rajasthan - 305921
47	28th February 2022	196,163	Head Master, Government Upper Primary School, Barla Choura, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of drinking water tank platform, ramp and boundary wall	Government Upper Primary School, Barla Choura, Kookra, Bhim, Rajsamand, Rajasthan - 305921
48	28th February 2022	324,319	Head Master, Government Upper Primary School, Upperla Karkala, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of drinking water tank platform, ramp and verandah	Government Upper Primary School, Upperla Karkala, Kookra, Bhim, Rajsamand, Rajasthan - 305921
49	28th February 2022	1,395,026	Principal, Government Senior Secondary School Lasadiya, Kookra, Bhim, Rajsamand, Rajasthan - 305921	Construction of class room, drinking water tank platform, boundary wall, fencing wire, verandah and ramp	Government Senior Secondary School Lasadiya, Kookra, Bhim, Rajsamand, Rajasthan - 305921
50	30th June 2021 to 30th August 2021	557,880	<ol style="list-style-type: none"> Mr. Govindharaj S/o Krishnaaiya, No.21/1, Mel Settikuppam, Sarakuppam, Settikuppam, Gudiyatham, Tamil Nadu - 635803 Mr. Karunakaran S/o Masilamani No. 78, Kowsiya Nagar, Ulli Village, Mettukollai, Gudiyatham, Tamil Nadu - 635813 Ms. Prema W/o Loganathan, No. 3/34, Rajakuppam, Dasrimandripatti, Paravakkal Gudiyatham, Tamil Nadu - 635803 Ms. Lavanya W/o Dheenabandu, No. 41/14, Periya Rajakuppam, Rajakuppam (PO), Paravakkal, Gudiyatham, Tamil Nadu - 635803 	Small pond	<ol style="list-style-type: none"> No.21/1, Mel Settikuppam, Sarakuppam, Settikuppam, Gudiyatham, Tamil Nadu - 635803 No. 78, Kowsiya Nagar, Ulli Village, Mettukollai, Gudiyatham, Tamil Nadu - 635813 No. 3/34, Rajakuppam, Dasrimandripatti, Paravakkal Gudiyatham, Tamil Nadu - 635803 No. 41/14, Periya Rajakuppam, Rajakuppam (PO), Paravakkal, Gudiyatham, Tamil Nadu - 635803

Sr No.	Date of creation or acquisition of the capital asset(s)	Amount of CSR spent for creation or acquisition of capital asset (in ₹)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.	Details of the capital asset(s) created or acquired (including complete address and location of the capital asset)		
				Asset Name	Address	
			5. Mr. Sundaramoorthy S/o Govindhan Rajakuppam, Rajamandripatti, Dasmandripatti, Paravakkal, Gudiyatham, Tamil Nadu - 635803 6. Mr. Dakshanamoorthy S/o Munisamy, No. 2/66, Pananthoppu Colony, Rajakuppam (PO), Paravakkal, Gudiyatham, Tamil Nadu - 635803 7. Mr. Govindhasamy S/o Veerasamy, No. 1/135, Rajakuppam (PO), Periya Paravakkal, Paravakkal, Gudiyatham, Tamil Nadu - 635803 8. Mr. Harish S/o Govindharaj No. 21/1, Mel Theru, Mel Settikuppam, Gudiyatham, Tamil Nadu - 635803 9. Ms. Dharani S/o Krishnaaiya, No. 29/15A, B N Palayam, Settikuppam, Gudiyatham, Tamil Nadu - 635803 10. Ms. Savitha W/o Sivakumar, No. 66/21, Pananthoppu Colony, Rajakuppam (PO), Paravakkal, Gudiyatham, Tamil Nadu - 635803 11. Mr. Dhanasekaran S/o Kesavan Mel Alangkuppam, Pogalur, Gudiyatham, Tamil Nadu - 635813 12. Mr. Purushothanam S/o Kannaaiya, No. 86, Rajakuppam, Rajamandripatti, Periya Paravakkal, Gudiyatham, Tamil Nadu - 635803	5. Rajamandripatti, Dasmandripatti, Paravakkal, Gudiyatham, Tamil Nadu - 635803 6. No. 2/66, Pananthoppu Colony, Rajakuppam (PO), Paravakkal, Gudiyatham, Tamil Nadu - 635803 7. No. 1/135, Rajakuppam (PO), Periya Paravakkal, Paravakkal, Gudiyatham, Tamil Nadu - 635803 8. No. 21/1, Mel Theru, Mel Settikuppam, Gudiyatham, Tamil Nadu - 635803 9. No. 29/15A, B N Palayam, Settikuppam, Gudiyatham, Tamil Nadu - 635803 10. No. 66/21, Pananthoppu Colony, Rajakuppam (PO), Paravakkal, Gudiyatham, Tamil Nadu - 635803 11. Pogalur, Gudiyatham, Tamil Nadu - 635813 12. No. 86, Rajakuppam, Rajamandripatti, Periya Paravakkal, Gudiyatham, Tamil Nadu - 635803		
51	29th November 2021	21,200	Dhan Foundation, 1A Vaidyanathapuram East, Kennet Cross Road, Madurai, Tamil Nadu - 625016	CANON MF 241 LASER PRINTER	Dhan Foundation, 1A Vaidyanathapuram East, Kennet Cross Road, Madurai, Tamil Nadu - 625016	

Annexure 'D' to the Board Report

A. Ratio of the remuneration of each Director to the median remuneration of the employees of the Company for FY 2022 and the percentage increase in remuneration of each Director and Company Secretary during FY 2022:

₹ crore

Name of the Director/KMP	Designation	Total Remuneration	Ratio (times) of remuneration of director to the median remuneration *	Percentage increase in Remuneration
Mr. A. M. Naik	Group Chairman	6.32	69.11	1.85%
Mr. S. N. Subrahmanyam	Chief Executive Officer & Managing Director	61.27	670.02	115.00%
Mr. R. Shankar Raman	Whole-time Director & Chief Financial Officer	28.62	313.00	116.38%
Mr. D. K. Sen	Whole-time Director & Sr. Executive Vice President (Development Projects)	11.83	129.40	137.77%
Mr. M. V. Satish	Whole-time Director & Sr. Executive Vice President (Buildings)	11.19	122.34	108.32%
Mr. J. D. Patil	Whole-time Director & Sr. Executive Vice President (Defence & Smart Technologies)	11.05	120.81	106.13%
Mr. Subramanian Sarma	Whole-time Director & Sr. Executive Vice President (Energy)	23.47	256.68	105.99% @
Mr. S. V. Desai	Whole-time Director & Sr. Executive Vice President (Civil Infrastructure)	12.55	137.19	261.47% @
Mr. T. Madhava Das	Whole-time Director & Sr. Executive Vice President (Utilities)	12.30	134.55	236.34% @
Mr. M. M. Chitale	Independent Director	0.67	7.32	(7.27%)
Mr. Subodh Bhargava #	Independent Director	0.66	7.25	–
Mr. M. Damodaran	Independent Director	0.65	7.07	0.78%
Mr. Vikram Singh Mehta	Independent Director	0.55	6.06	43.28% \$
Mr. Adil Zainulbhai	Independent Director	0.63	6.88	0.80%
Mr. Sanjeev Aga	Independent Director	0.54	5.86	(3.51%)
Mr. Narayanan Kumar	Independent Director	0.47	5.13	(1.98%)
Mr. Hemant Bhargava ^	Nominee of Life Insurance Corporation of India	0.34	3.76	10.10%
Mrs. Preetha Reddy	Independent Director	0.31	3.41	300.00% @
Mr. Sivaram Nair A	Company Secretary	1.98	21.63	19.39%

* 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 2022.

Ceased to be an Independent Director with effect from 29th March 2022 on completion of his term.

^ Part of the remuneration has been paid to the financial institution he represents

@ Impact of full year remuneration of new director/KMP appointed during FY 2020-21

\$ Current year remuneration includes the commission and sitting fees paid by L&T Hydrocarbon Engineering Limited.

B. Percentage increase in the median remuneration of all employees in FY 2022:

The median remuneration of employees of the Company during the financial year was ₹ 9.14 lakh. In the financial year, there was an increase of 6.67% in the median remuneration of employees.

C. Number of permanent employees on the rolls of the Company as on 31st March 2022:

There were 49,921 permanent employees on the rolls of Company as on 31st March 2022.

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**

The average percentage increase in the salaries of employees excluding key managerial personnel for the year 2021-22 was 17.42% whereas there is an increase in the key managerial remuneration by 66.01%. The increase in managerial remuneration is due to higher eligible profits, base adjustment and full year impact of remuneration to new Whole-time Directors who joined in the year 2020-21.

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, Key Managerial Personnel and other Employees.

Annexure 'E' to the Board Report

Form No. MR-3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2022

[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 **31st March 2022**, 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 **31st March, 2022** 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) Regulations, 2014 (up to 12th August, 2021) and The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (with effect from 13th August, 2021);
 - e. The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008 (up to 15th August, 2021);
 - f. 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;**
 - g. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009 (up to 9th June, 2021) and The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (with effect from 10th June, 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;**
 - h. 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;**

- i. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 (with effect from 16th August, 2021);
- j. 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 Women Directors. 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 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:

- Non-Convertible Debentures amounting to ₹ 450 Crore (Rupees Four Hundred and Fifty Crore only) were duly redeemed on their respective due dates.
- The Company at its Board Meeting held on July 26, 2021, had considered and approved a Scheme of Arrangement for amalgamation of L&T Hydrocarbon Engineering Limited ("LTHE") (a Wholly-owned Subsidiary of the Company) with the Company. ("the Scheme"). The said Scheme was approved vide order of the National Company Law Tribunal, Mumbai bench dated 28th January 2022.
- In supersession of the Special Resolution passed at the 75th Annual General Meeting (AGM) held on 13th August, 2020, members at the 76th AGM held on 05th August 2021, passed a Special Resolution authorising the Board of Directors to raise funds through issuance of convertible bonds and/or equity shares through depository receipts, including by way of Qualified Institutions Placement, in one or more tranches upto an amount not exceeding ₹ 4500 Crore or US \$600 Million, whichever is higher.
- Raised ₹ 450 crore (Rupees Four Hundred and Fifty Crore only), by way of receipt of call money pursuant to First Balance Payment notice of ₹ 2,50,000 each on the 18,000 Non - Convertible Debentures of ₹ 10 Lac each on 12th April 2021.
- The Board of Directors at its meeting held on 24th March 2022, approved long term borrowings upto ₹ 10,000 crore (Rupees Ten Thousand Crore), including refinancing, through external commercial borrowings, term loans, non-convertible debentures or any other instrument as may be appropriate.

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.: 606/2019

S. N. Ananthasubramanian

Partner
FCS: 4206 | COP No.: 1774
ICSI UDIN: F004206D000266600

Date : 04th May, 2022

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 31st March, 2022**, 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.: 606/2019

S. N. Ananthasubramanian
Partner
FCS: 4206 | COP No.: 1774
ICSI UDIN: F004206D000266600

Date : 04th May, 2022
Place : Thane

Annexure 'F' to the Board Report

NOMINATION AND 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 (KMP) 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 calibre 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 Directors:

- 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 ₹ 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 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 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.