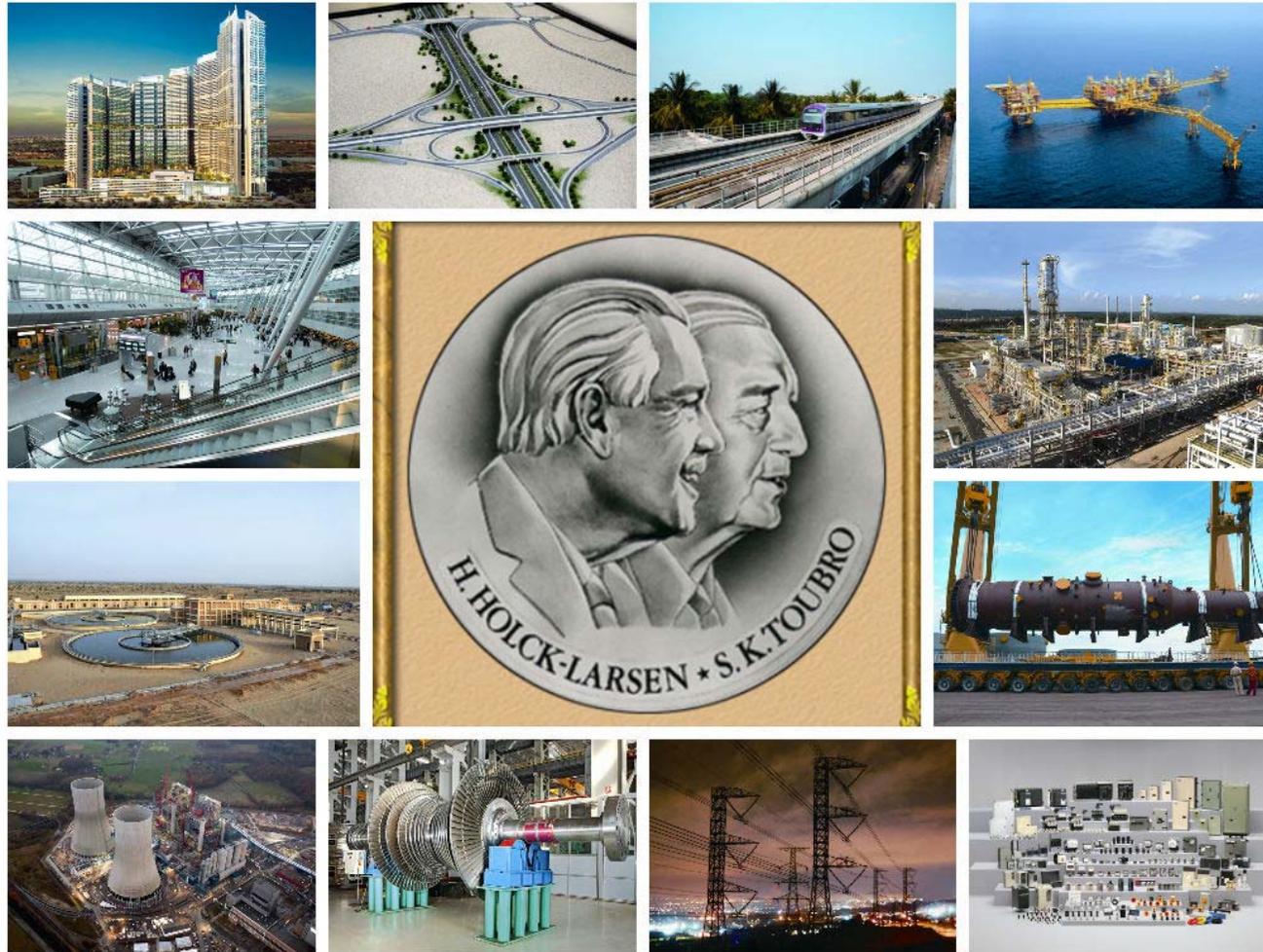


Analyst Presentation - FY15



May 30, 2015

Disclaimer

This presentation contains certain forward looking statements concerning L&T's future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward looking statements.

The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and the target countries for exports, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions with respect to investments, fiscal deficits, regulations, etc., interest and other fiscal costs generally prevailing in the economy. Past performance may not be indicative of future performance.

The company does not undertake to make any announcement in case any of these forward looking statements become materially incorrect in future or update any forward looking statements made from time to time by or on behalf of the company.

Presentation Outline

Group Performance Highlights

Group Performance Summary

Segment / Key Subsidiaries' Performance

Outlook

Presentation Outline

Group Performance Highlights

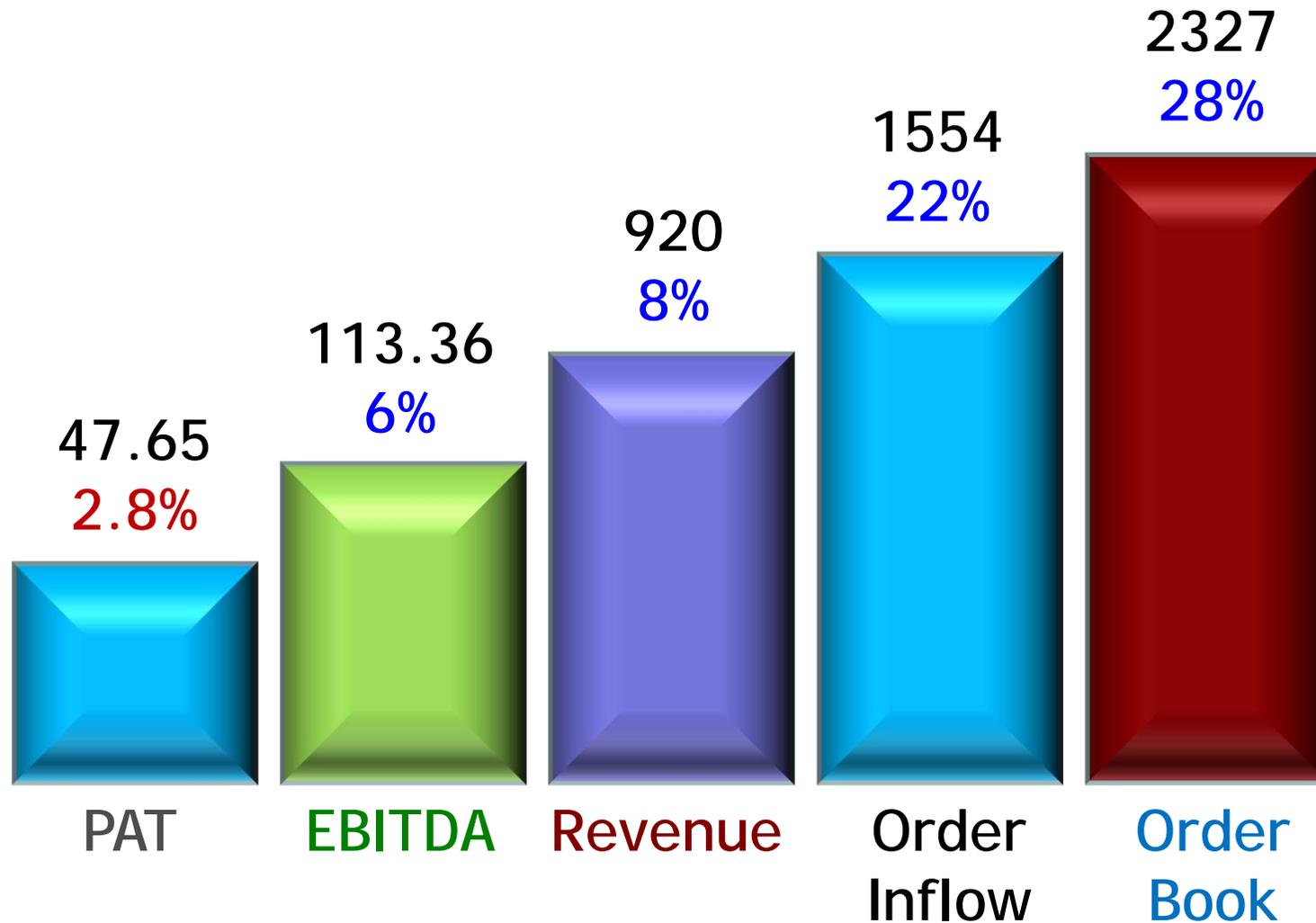
Group Performance Summary

Segment / Key Subsidiaries' Performance

Outlook For FY 2014-15

FY15 Performance Highlights

Amount in ₹ Bn



Presentation Outline

Group Performance Highlights

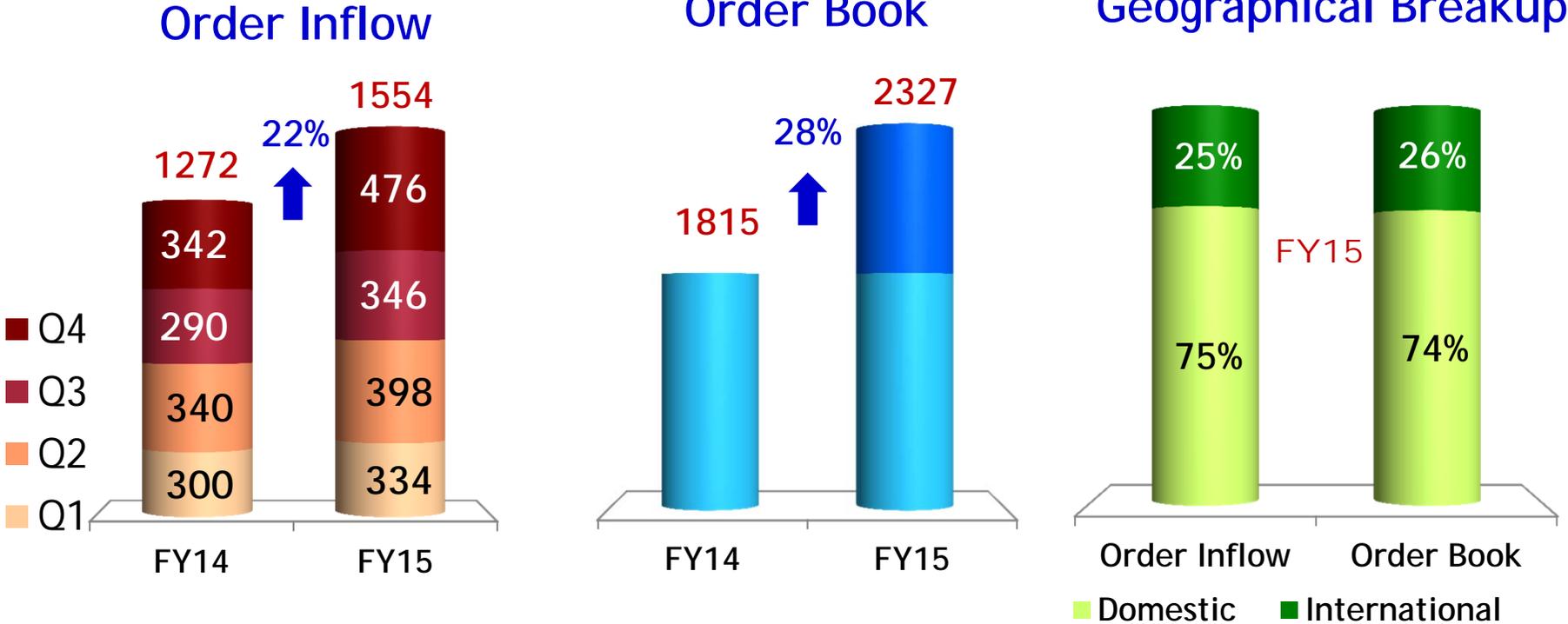
Group Performance Summary

Segment / Key Subsidiaries' Performance

Outlook For FY 2014-15

Group level Order Inflow & Order Book

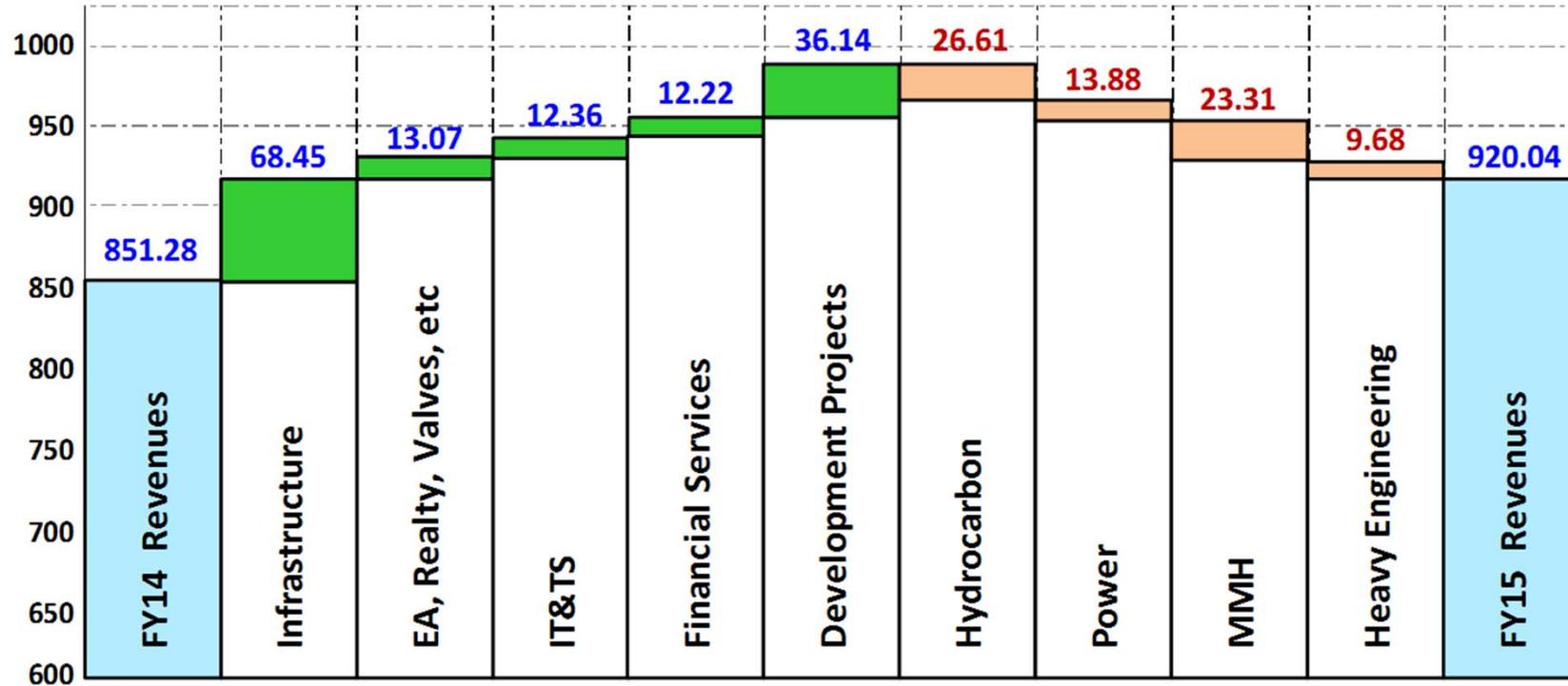
Amount in ₹ Bn



- Strong growth in Order Inflows led by the Power Sector; Infrastructure inflows robust
- Growth in Order Inflows achieved from domestic award wins; strong Q4 growth of 39% driven by domestic inflows
- Large Order Book provides multi-year visibility; dominated by Infrastructure segment

How Revenues have moved in FY15

Amount in ₹ Bn



- Strong execution in Infrastructure segment and growth in Services segments
- Execution challenges constrained revenues in Hydrocarbon, Power, MMH, and Heavy Engineering
- Revenue outlook improving with favorable Order Book position and pick up in pace of execution

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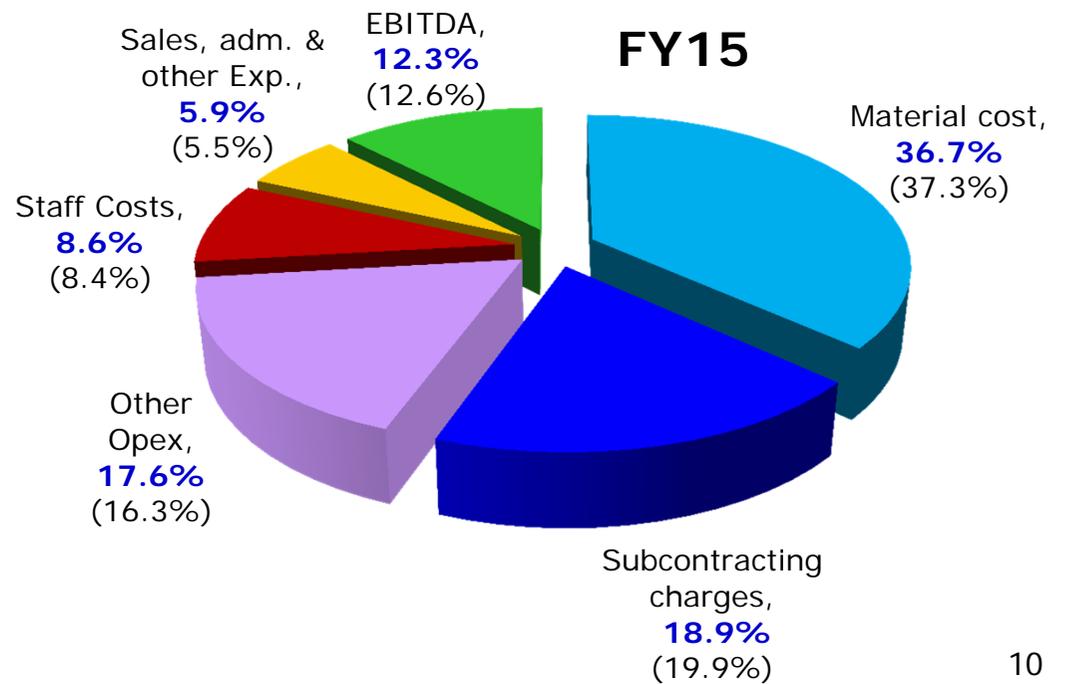
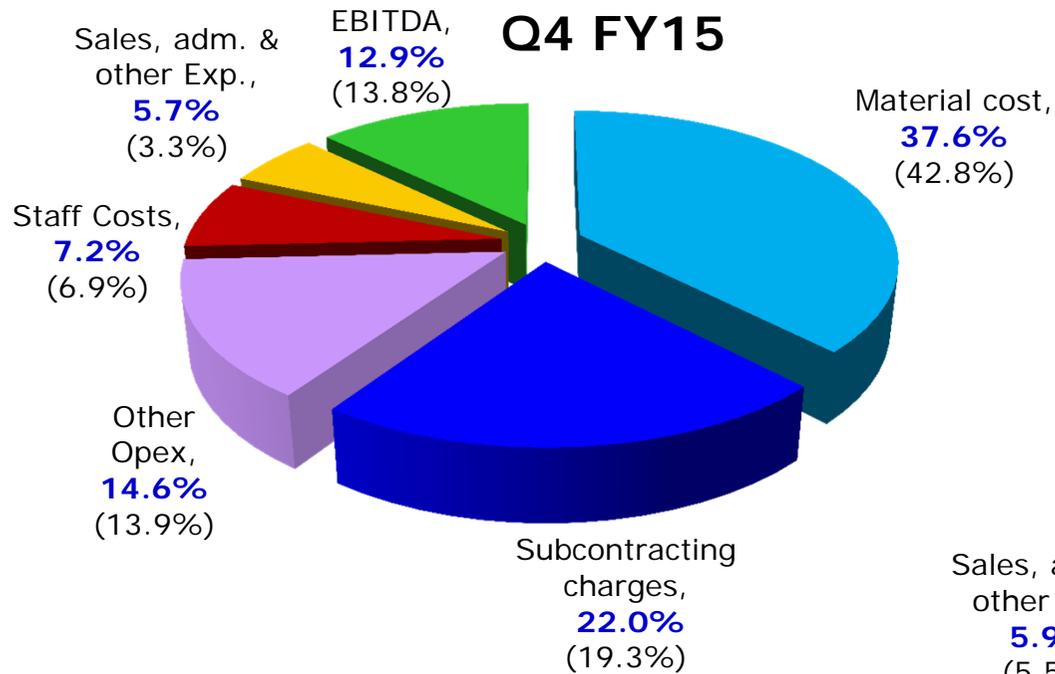
Group Performance - Sales & Costs

Q4 FY14	Q4 FY15	% Change	₹ Billion	FY14	FY15	% Change
270.24	280.23	4%	Net Sales / Revenue from Operations	851.28	920.05	8%
64.77	81.22	25%	----International Sales	239.54	259.26	8%
24%	29%	5%	% of Total Sales	28%	28%	-
205.46	207.96	1%	Mfg, Cons. & Opex (MCO)	626.09	672.94	7%
18.58	20.26	9%	Staff Costs	71.35	79.22	11%
8.81	15.91	81%	Sales, adm. & other Exp. (SGA)	46.55	54.53	17%
232.85	244.14	5%	Total Opex	743.99	806.69	8%

- International Revenues mainly contributed by Infrastructure, Hydrocarbon, Heavy Engineering and IT&TS
- MCO expenses in line with level of operations
- Staff cost increase due to overseas manpower augmentation and pay revisions
- SGA expense rise mainly due to warranty provisions, provisions for doubtful debts/NPAs and exchange variation

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Performance Summary - Operational Costs & Profitability



Figures in brackets indicate corresponding period of the Previous Year

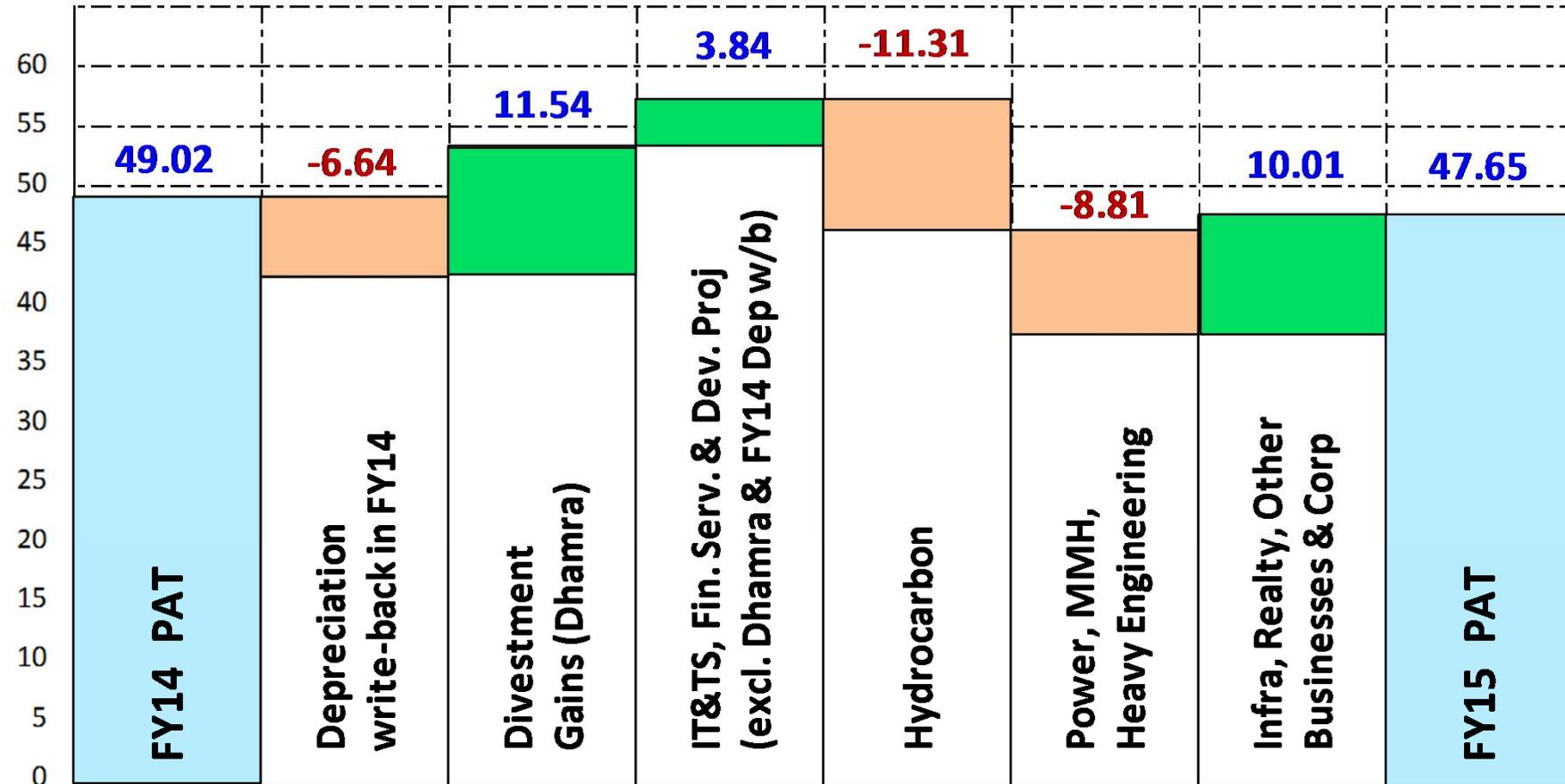
Group Performance Summary Extracts

Q4 FY14	Q4 FY15	% Change	₹ Billion	FY14	FY15	% Change
37.39	36.09	-3%	EBITDA	107.30	113.36	6%
13.8%	12.9%	-0.9%	EBITDA Margin	12.6%	12.3%	-0.3%
(7.88)	(4.74)	-40%	Interest Expenses	(31.38)	(28.51)	-9%
2.86	(5.88)	NA	Depreciation	(14.46)	(26.23)	81%
2.69	2.81	4%	Other Income	9.82	10.07	3%
(8.88)	(7.96)	-10%	Provision for Taxes	(26.28)	(22.84)	-13%
28.40	20.70	-27%	PAT after Minority Interest	49.02	47.65	-3%

- Variation in interest charge is mainly due to refinancing/repayment of loans and lower interest cost for Nabha and Dhamra Port
- Q4 FY14 depreciation is net of ₹6.64 Bn write back
- Other Income mainly comprises Treasury earnings

PAT: Putting it all together

Amount in ₹ Bn



Group Balance Sheet

₹ Billion	Mar-15	Mar-14	Incr / (Decr)
Net Worth	409.09	377.12	31.97
Minority	49.99	31.79	18.19
Borrowings (Fin. Serv.)	430.10	357.64	72.46
Other Non-Current Liabilities	405.63	373.76	31.87
Other Current Liabilities	647.03	551.32	95.71
Total Sources	1,941.84	1,691.62	250.22
Net Fixed Assets	480.47	444.40	36.07
Goodwill on consolidation	22.15	21.36	0.79
Loans & Advances (Fin. Serv.)	454.26	384.42	69.84
Other Non- Current Assets	145.46	96.57	48.89
Cash and Cash Equivalents	138.21	108.11	30.09
Other Current Assets	701.29	636.75	64.54
Total Applications	1,941.84	1,691.62	250.22

- Gross D/E: 2.21
- Net Working Capital (excl. Fin. Serv.) - 25% of Sales

Group Cash Flow (Summarised)

₹ Billion	Q4 FY15	FY15	Q4 FY14	FY14
Operating Profit	35.62	113.42	37.31	111.84
Adjustments for NWC	16.57	(9.00)	(18.79)	(89.32)
Direct Taxes (Paid) / Refund - Net	(8.82)	(29.79)	(8.58)	(29.47)
Net Cash from Operations (A)	43.38	74.64	9.95	(6.95)
Investments in Fixed Assets (Net)	(14.17)	(67.71)	(17.29)	(66.78)
ICD Proceeds from/(to) Associate Cos.	(0.06)	5.62	0.48	(1.87)
(Pur)/Sale of Long Term & Curr. Inv. (Net)	1.22	(9.66)	3.59	7.80
Interest & Div. Received from Investments	1.25	4.71	1.19	5.60
Acq. / Disposal / Stake Sale of S&A Cos. ^	2.39	5.18	5.91	7.05
Others	0.10	0.10	0.25	0.25
Net Cash from/(used in) Invest. Act. (B)	(9.26)	(61.76)	(5.86)	(47.95)
Issue of Share Capital / Minority	0.81	15.35	(0.46)	3.23
Net Borrowings	20.25	114.49	51.10	174.22
Loans towards financing activities*	(21.97)	(69.84)	(27.27)	(64.48)
Interest & Dividend paid	(16.59)	(55.29)	(15.88)	(53.23)
Net Cash from Financing Activities (C)	(17.50)	4.72	7.49	59.73
Net (Dec) / Inc in Cash & Bank (A+B+C)	16.61	17.59	11.57	4.83

* included under Net Cash from operations under statutory financial statements

^ Stake sale of subsidiary adjusted in Minority under statutory financial statements

Standalone: Like-to-Like Performance

₹ Billion	FY14			FY15	% Change
	Reported	IES	Like-to-Like	Total	
Net Sales / Revenue from Operations	565.99	16.16	549.83	570.17	4%
EBITDA	66.67	3.49	63.18	64.88	3%
Interest Expenses	(10.76)	(0.12)	(10.64)	(14.19)	33%
Depreciation	(7.92)	(0.28)	(7.64)	(10.08)	32%
Other Income	18.81	(0.16)	18.97	22.83	20%
Profit after Tax	54.93	2.26	52.67	50.56	-4%

- Strong performance of Infrastructure segment has largely compensated for revenue and margin drop in Power, MMH and Heavy Engineering businesses
- Higher interest expenses due to increased funding of working capital during the year
- Increased depreciation charge mainly due to change in useful life of assets under Companies Act 2013

IES Business became a separate subsidiary from 1st April, 2014

Standalone: Balance Sheet

₹ Billion	Mar-15	Mar-14 *	Incr / (Decr)
Net Worth	370.84	336.62	34.22
Non-Current Liabilities	93.42	62.81	30.60
Current Liabilities	404.78	383.62	21.16
Total Sources	869.04	783.05	85.99
Net Fixed Assets	79.81	82.37	(2.56)
Investments / Loans to S&A Cos	211.97	188.91	23.06
Other Non- Current Assets	11.76	10.48	1.28
Cash and Current Investments	69.71	58.39	11.33
Other Current Assets	495.78	442.90	52.89
Total Applications	869.04	783.05	85.99

- Gross Debt: Mar' 15: ₹ 129 Bn; (Mar' 14: ₹ 115 Bn)
- Gross D/E: 0.35
- Segmental NWC: 25% of Sales
- Return on Equity: Mar' 15 - 14.3%

* Includes Technology Services (erstwhile IES)

Presentation Outline

Group Performance Highlights

Group Performance Summary

Segment / Key Subsidiaries' Performance

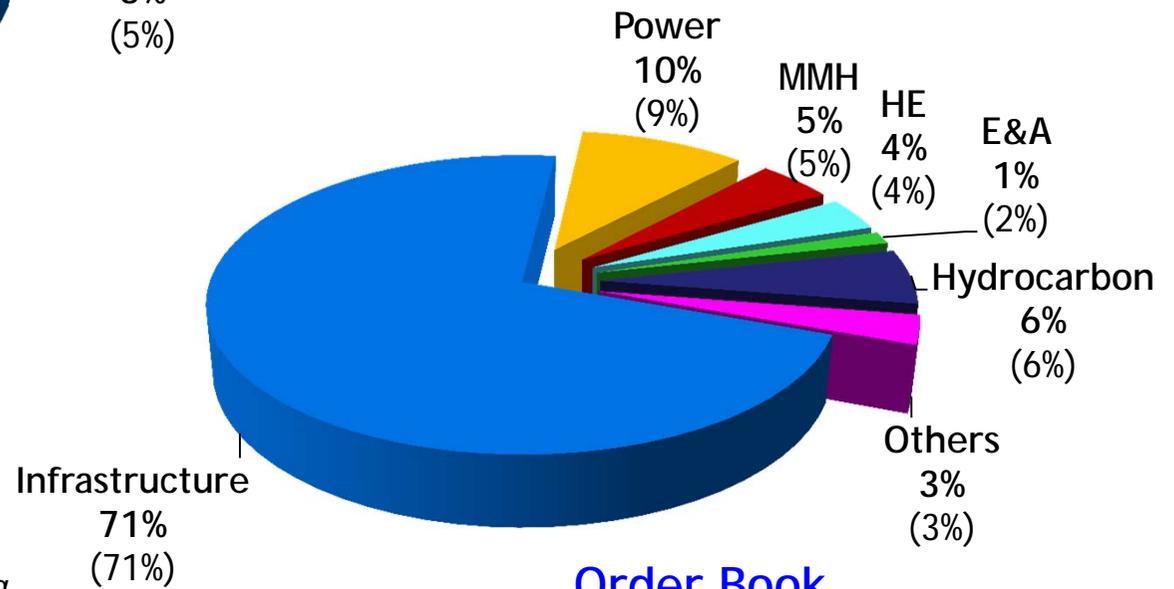
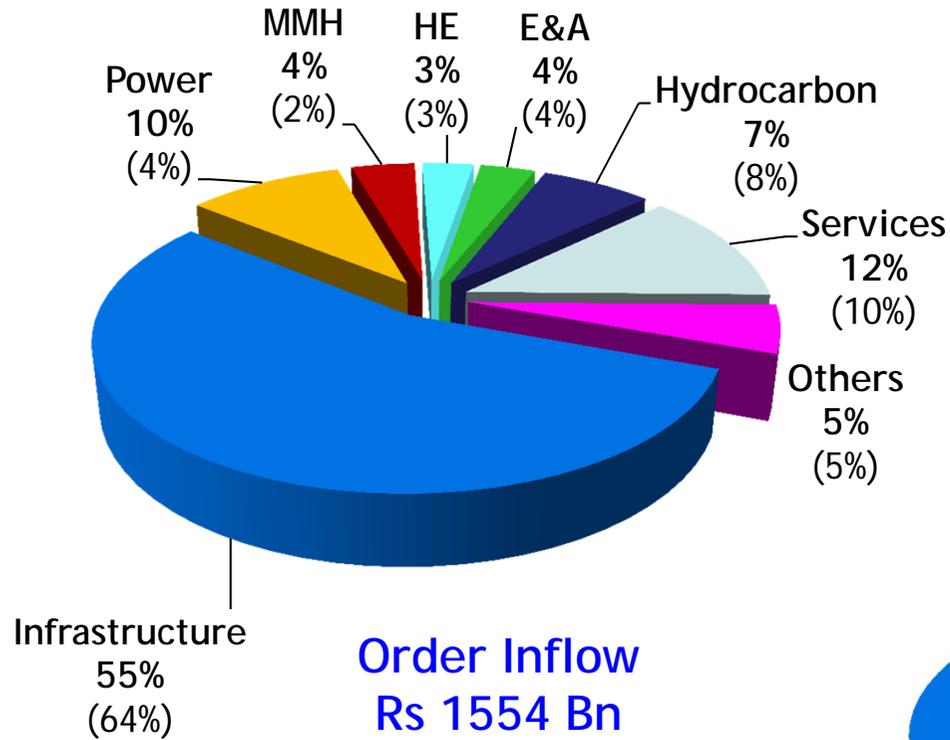
Outlook For FY 2014-15

Segment Composition

Infrastructure	Power	Metallurgical & Material Handling	Heavy Engineering	Electrical & Automation
Building & Factories	EPC - Coal & Gas	Ferrous	Process Plant Equipment	Electrical Standard Products
Transportation Infra	Thermal Power Plant Construction	Non Ferrous	Nuclear Power Plant Equipment	Electrical Systems & Equipment
Heavy Civil Infra	Critical Piping and ESP	Bulk Material Handling	Defence & Aerospace	Metering & Protection
Water & Renewable Energy*				Control & Automation
Power T&D				
Hydrocarbon	Developmental Projects	IT & TS	Financial Services	Others
Upstream	Roads	Information Technology	Retail & Corporate	Shipbuilding
Mid & Downstream	Metros	Technology Services	Infrastructure	Realty
Construction & Pipelines	Ports		General Insurance	Construction & Mining Equipment
	Power		Mutual Fund Asset Management	Machinery & Industrial Products

* Restructured as Water, Smart World & Communications w.e.f from 1st April 2015

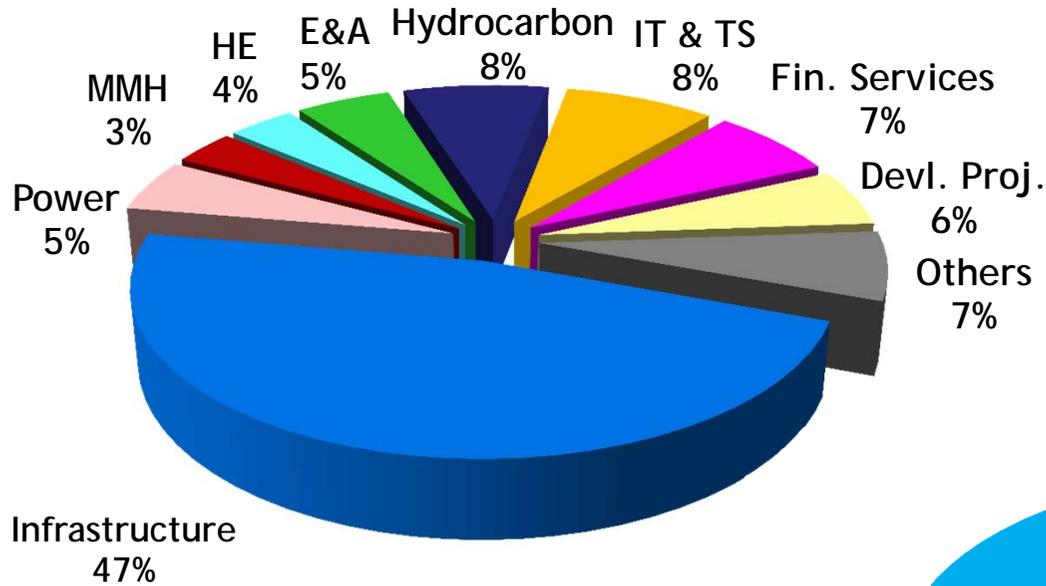
Segmental Breakup of Orders - FY15



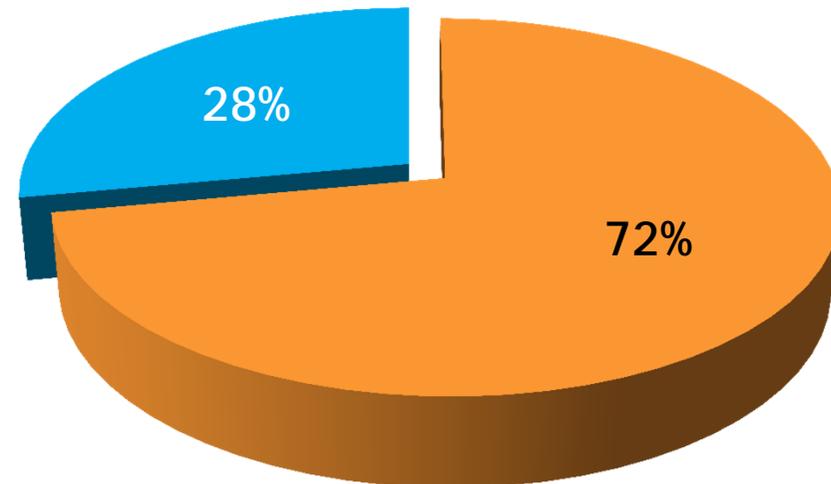
Figures in brackets indicate corresponding period of the Previous Year

Revenue Breakup - FY15

Segmental Breakup



Geographical breakup

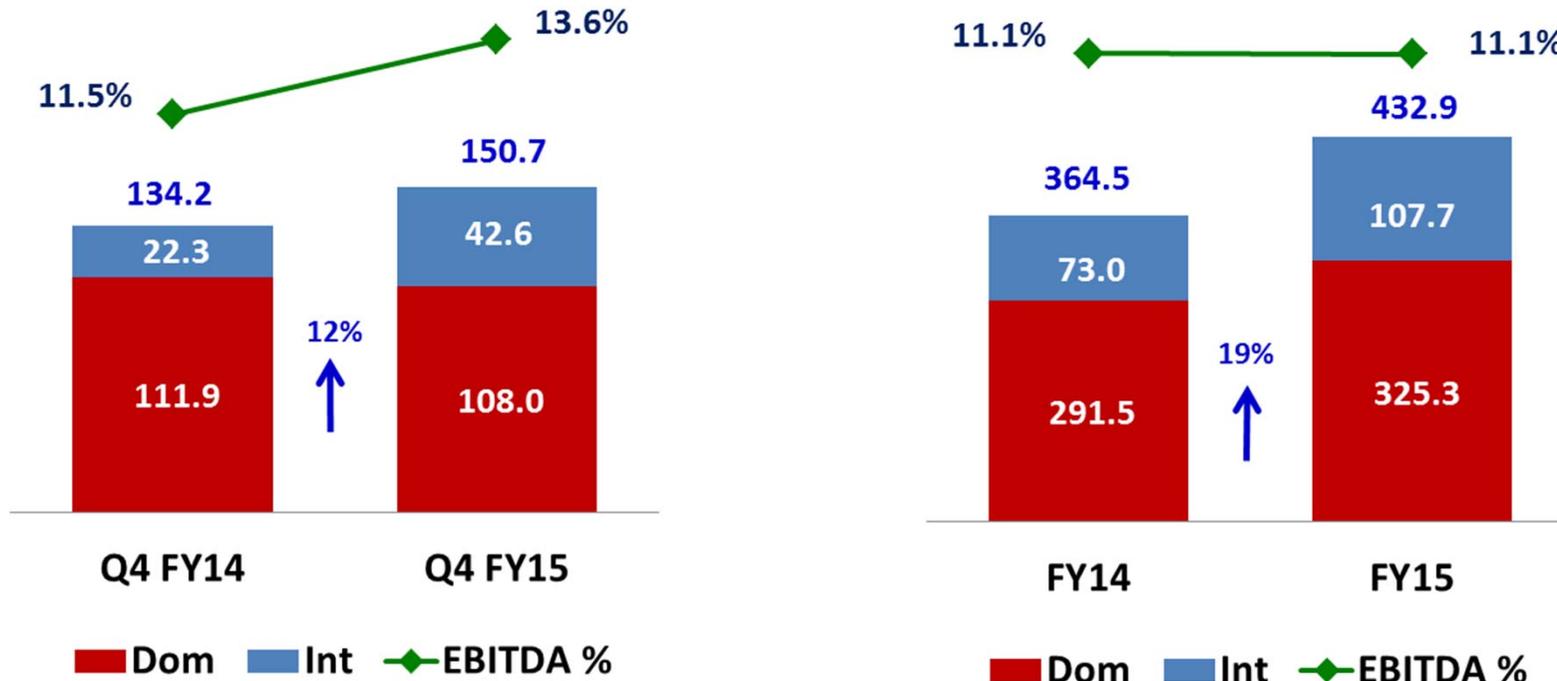


■ Domestic ■ International

Infrastructure Segment

Revenues & Margin

Amount in ₹ Bn

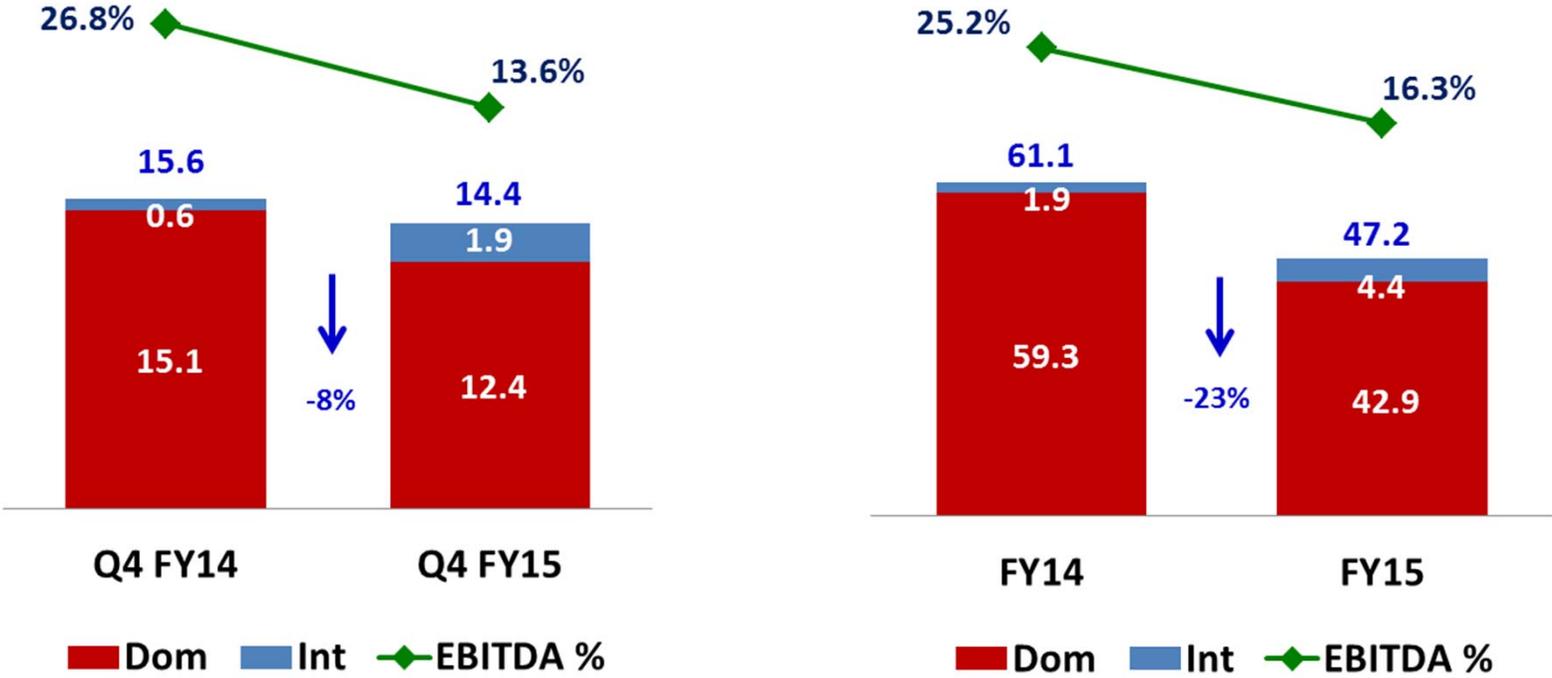


- Strong revenue growth driven by multiple businesses within the segment
- Margin supported by stable commodity price environment and efficient execution
- Power T&D is major contributor to international revenues; Roads and Metro jobs received in FY14 have started revenue accruals in FY15

Power Segment

Revenues & Margin

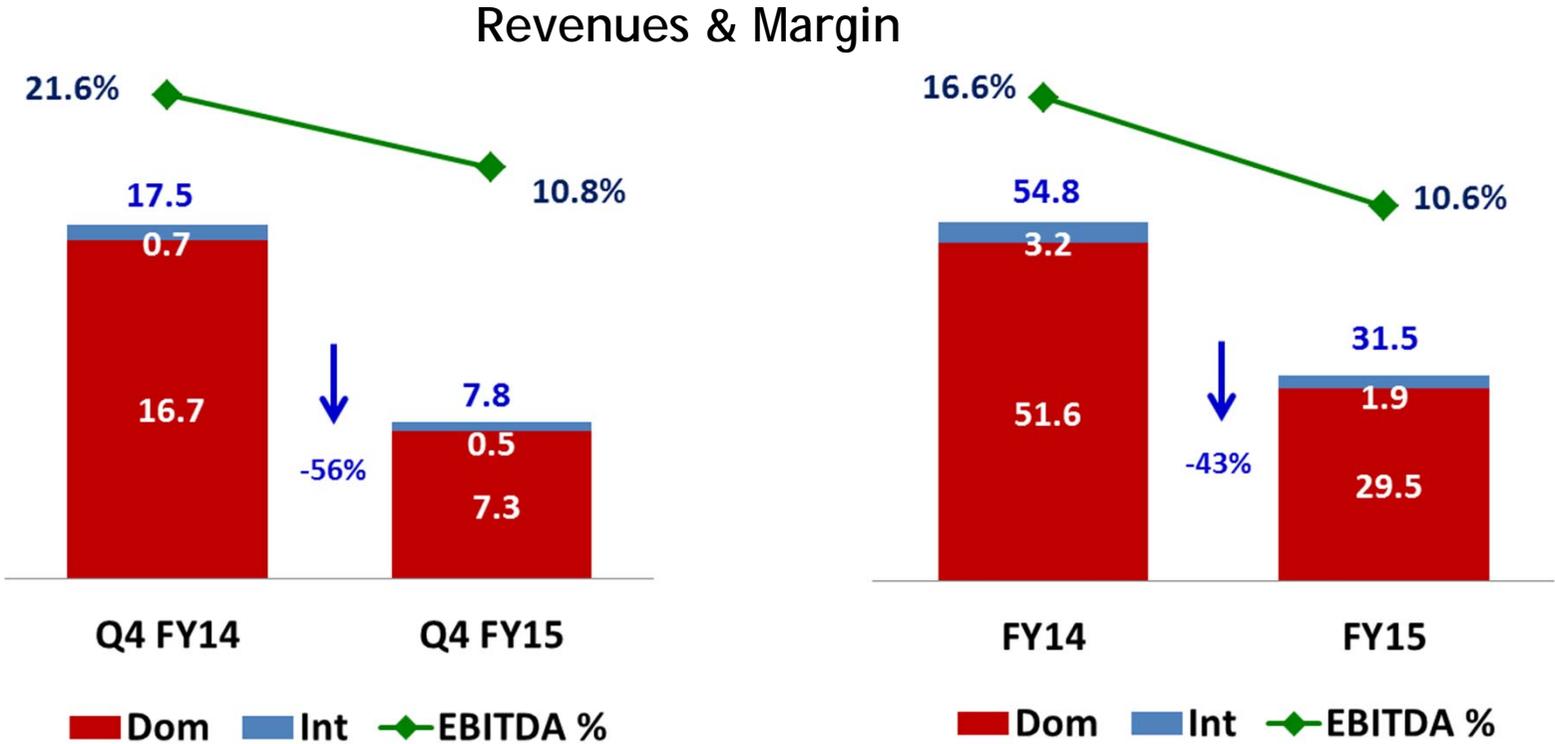
Amount in ₹ Bn



- Revenue decline due to delayed replenishment of Order Book
- FY14 margins boosted by end-of-project margin release in a few major projects
- FY15 margins impacted by job mix and lower capacity utilisation

Metallurgical & Material Handling (MMH) Segment

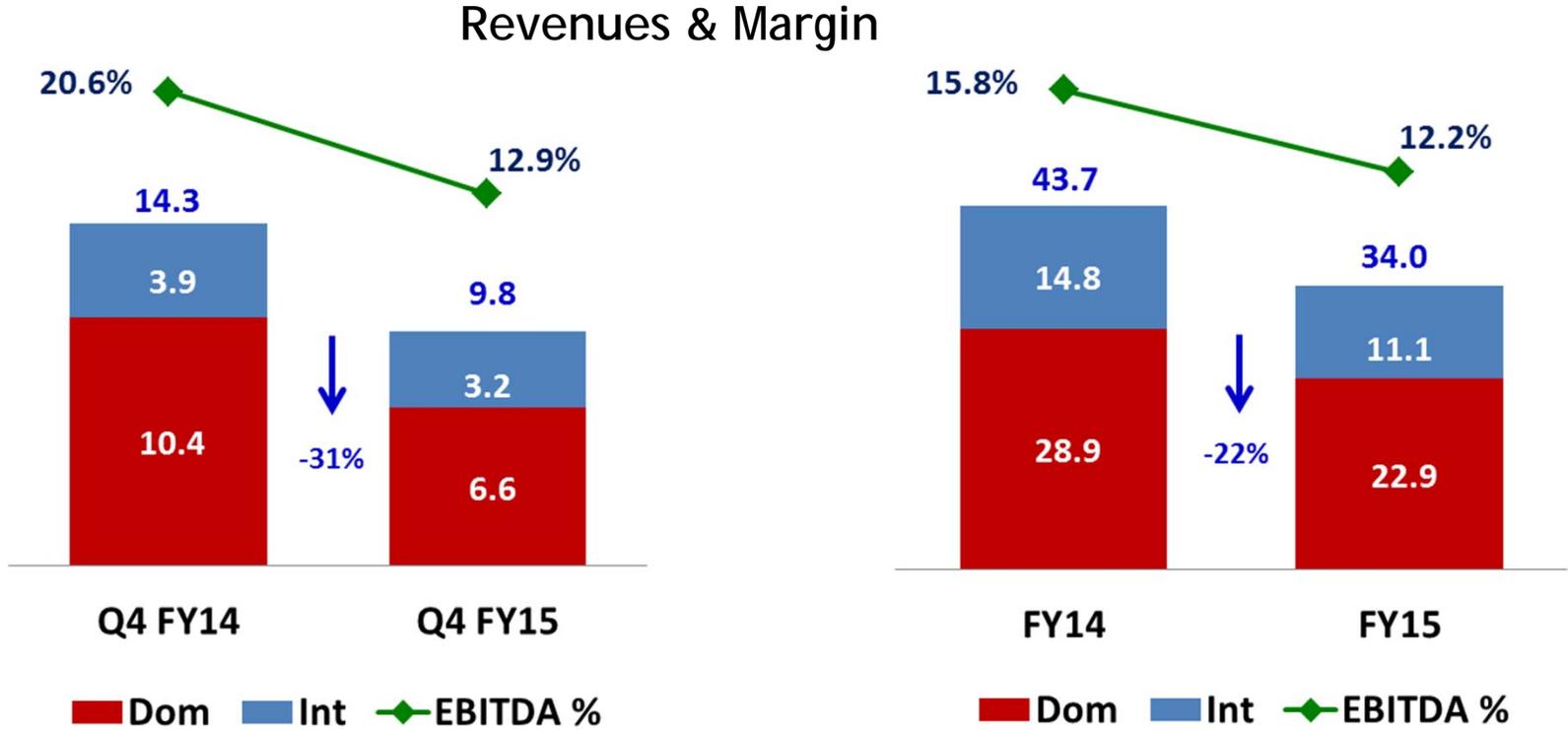
Amount in ₹ Bn



- Revenue decline is outcome of depleted order book; the segment operates in an environment with investment challenges and policy variability
- Fall in margins due to low volumes

Heavy Engineering Segment

Amount in ₹ Bn

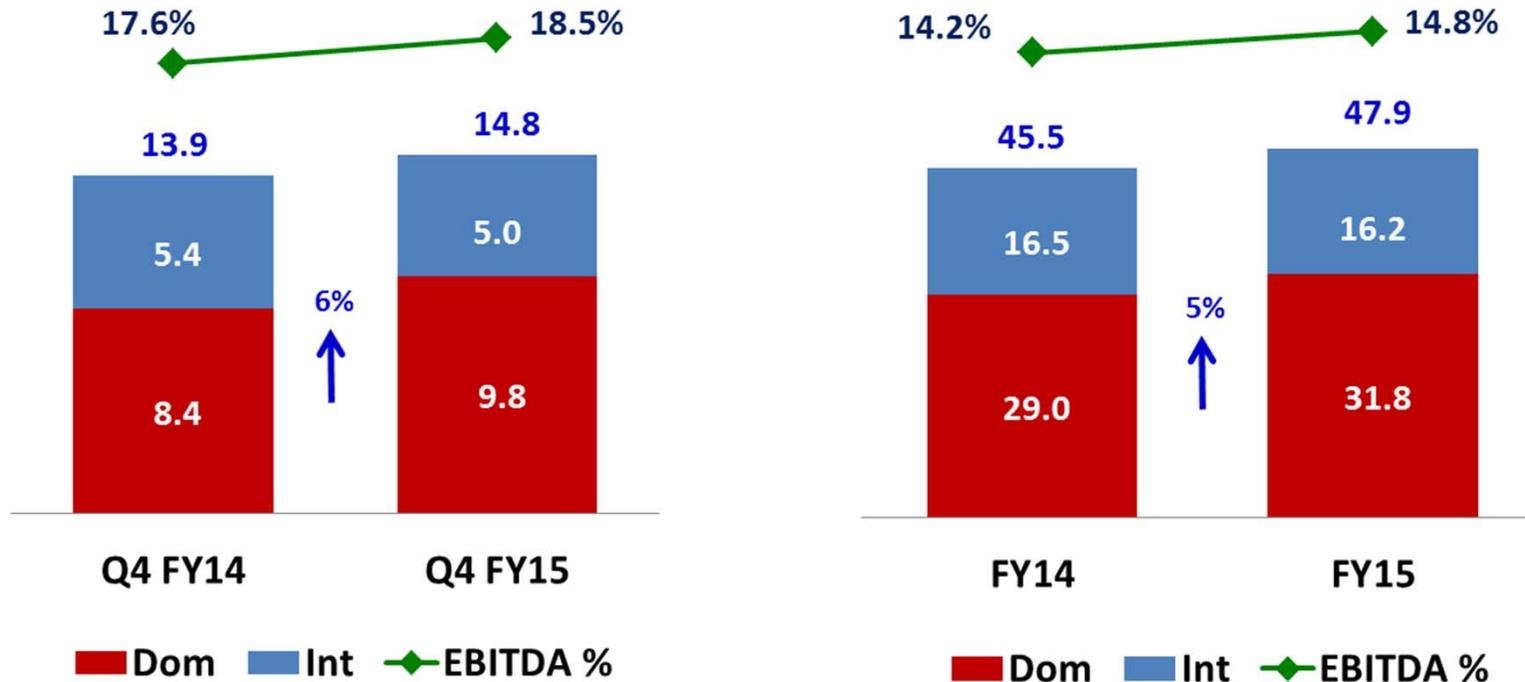


- Contraction in global Hydrocarbon, Coal Gasification and Nuclear spends
- Revenues adversely impacted by reduced order book
- Defence prospects looking up
- Margin drop due to under-recoveries and cost overruns in some projects

Electrical & Automation (E&A) Segment

Amount in ₹ Bn

Revenues & Margin

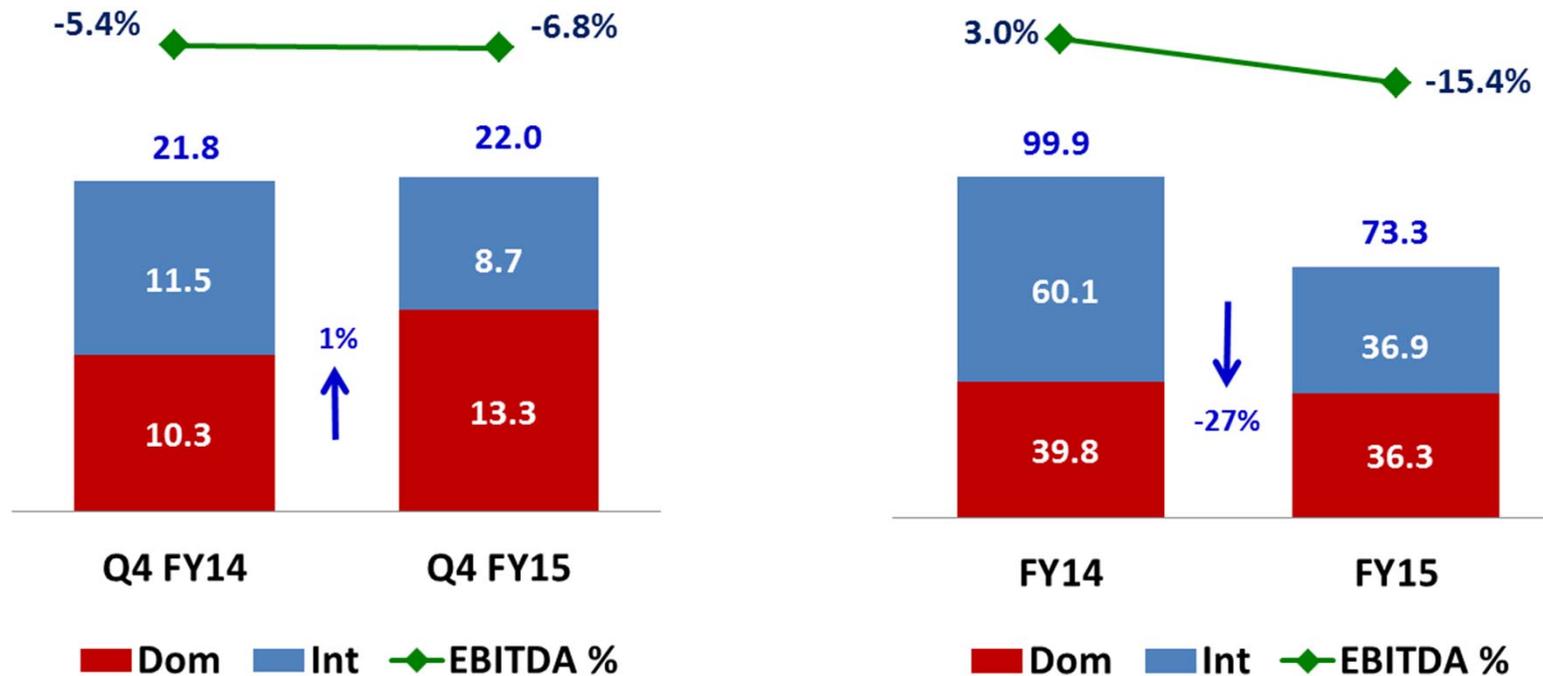


- Modest revenue growth achieved in the face of challenging industry climate
- Stable margins aided by lower input prices and operational improvement; product businesses fare better

Hydrocarbon Segment

Revenues & Margin

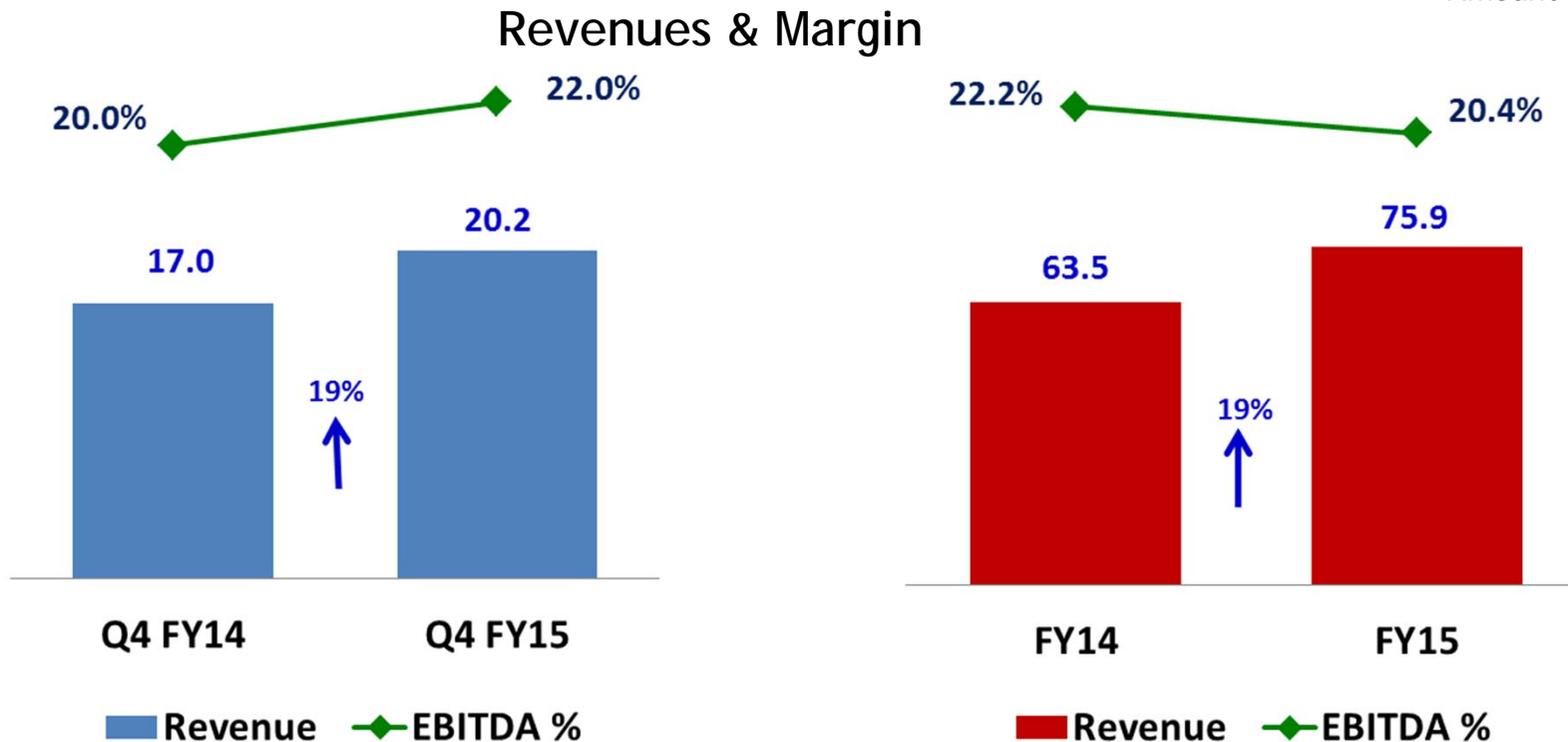
Amount in ₹ Bn



- Drop in oil prices is leading to slowdown in Hydrocarbon capex
- Revenues adversely affected by low order book and delayed execution
- Operating loss in FY15 due to cost and time overruns in ME projects - currently under close out
- Investment in ME organisational build up expected to yield results over next few years

IT & Technology Services Segment

Amount in ₹ Bn



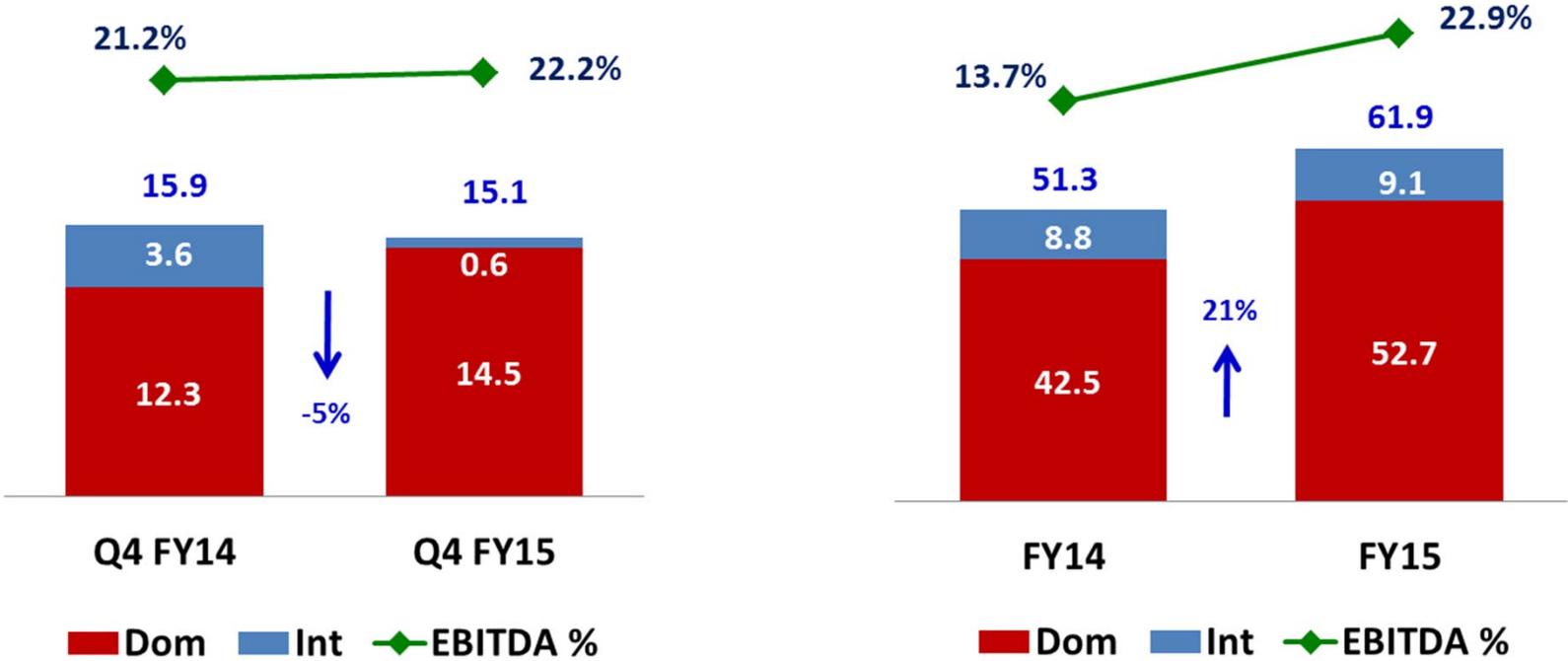
- Robust growth in revenues:
 - IT - Services cluster
 - TS - Industrial Products, Transportation, Telecom, Process Engineering
- Focus is on leveraging depth of relationship with existing customers while continuing efforts in new customer acquisitions
- Margin variation due to investment in sales function and compliance costs

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Others Segment

Amount in ₹ Bn

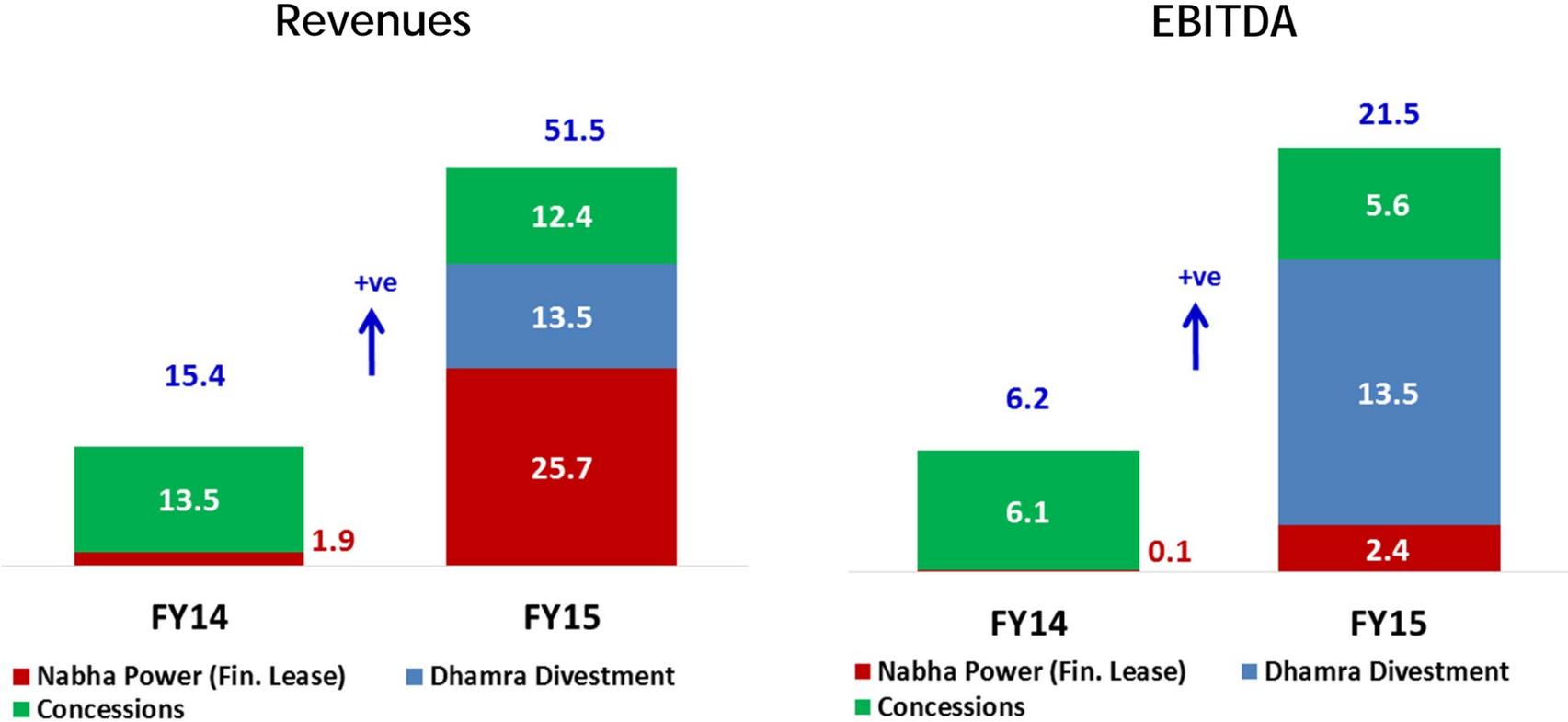
Revenues & Margin



- Realty, Valves and Shipbuilding businesses contribute to segment growth
- EBITDA margin improvement through -
 - Increase in Realty Business
 - Reduction of Shipbuilding losses

Developmental Projects Segment

Amount in ₹ Bn



- Nabha Power (2x700 MW Coal fired power plant in Rajpura, Punjab) fully operationalized in FY15
- 2 Road SPVs operationalized in FY15

Concessions Business Portfolio - 26 SPVs



Roads and Bridges:

Portfolio: 17 projects (1764 Km); 13 Operational
Project Cost: ₹187 Bn

Power:

Portfolio: 5 projects (2270 MW); 1 Operational
Project Cost: ₹178 Bn



Ports:

Portfolio: 2 projects (18.5 MTPA) - Operational
Project Cost: ₹21 Bn

Metros:

Portfolio: 1 project (71.16 Km) - Under-implementation
Project Cost: ₹170 Bn



Transmission Lines:

Portfolio: 1 project (482 Km) - Under-implementation
Project Cost: ₹14 Bn

Total Project Cost (Mar 2015): ₹ 570 Bn

Equity Invested (Mar 2015): ₹ 87 Bn

Balance Equity Commitment (Mar 2015): ₹ 47 Bn

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L&T Finance Holdings

Q4 FY14	Q4 FY15	% Change	₹ Billion	FY14	FY15	% Change
58.26	63.77	9%	Networth (Excl. Pref. Cap.)	58.26	63.77	9%
358.54	420.91	17%	Borrowings	358.54	420.91	17%
81.33	89.40	10%	Disbursements	259.59	324.80	25%
400.80	472.32	18%	Loans and Advances	400.80	472.32	18%
3.18%	2.25%	-0.9%	Gross NPA (%)	3.18%	2.25%	-0.9%
1.87	2.06	10%	PAT (before exceptional)	5.97	7.36	23%

- Stable growth in loan assets aided by healthy disbursements across segments
- MF achieves AAUM above ₹ 224 Bn with equity assets being 39% of total AAUM
- Improvement in asset quality
- PAT growth of 23% factors accelerated NPA provision

Presentation Outline

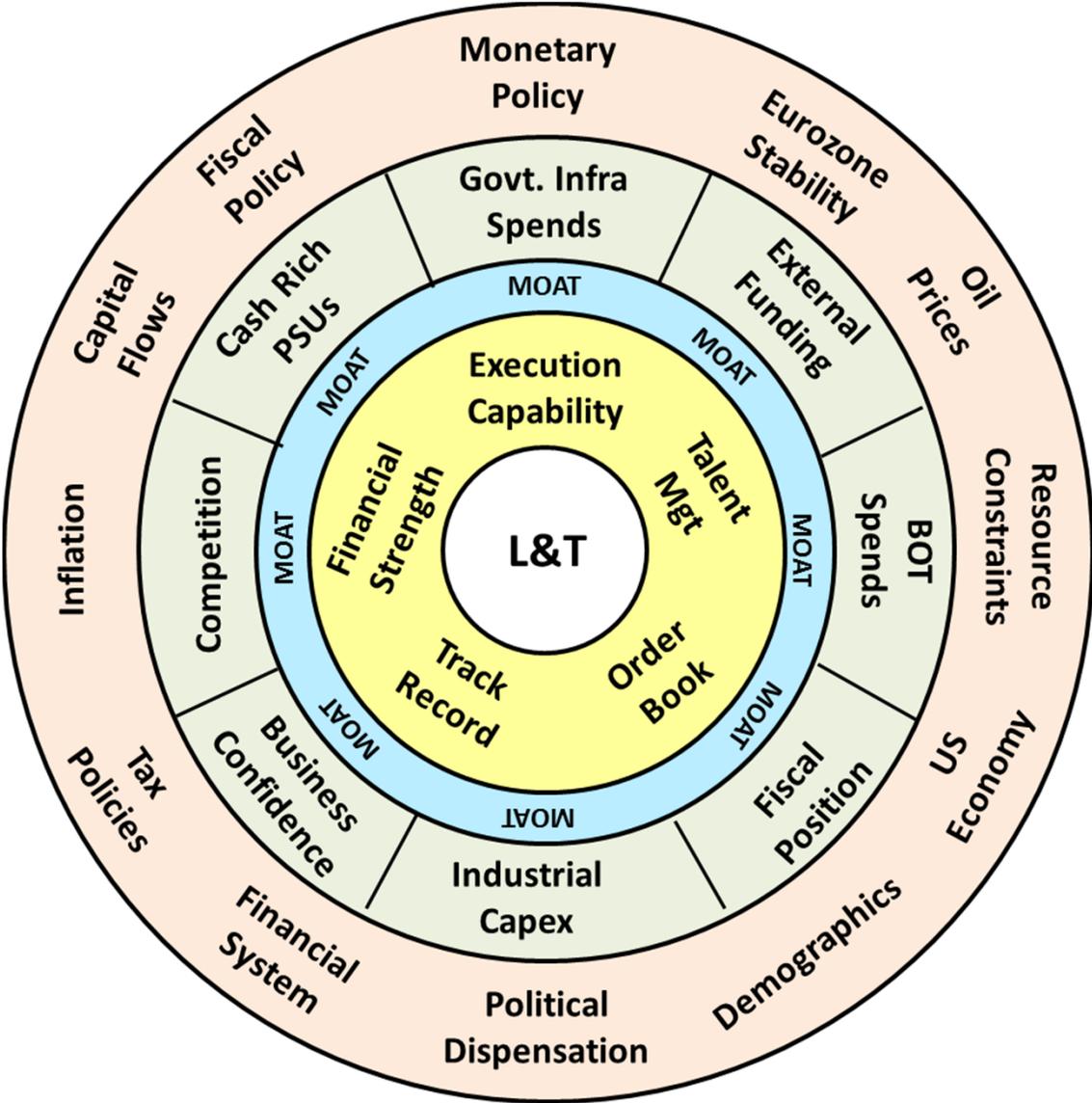
Group Performance Highlights

Group Performance Summary

Segment / Key Subsidiaries' Performance

Outlook For FY 2014-15

Outlook - Wide circles of influence



Thank You

Annexure-1: Group P&L Summary Extracts

₹ Billion	L&T Parent	IT & TS	Fin. Services *	Devl. Projects	Other Subsidiaries & Eliminations	L&T Group		
						FY15	FY14	% Change
Revenue from Operations	570.17	75.89	63.93	51.48	158.58	920.05	851.28	8%
EBITDA	64.88	15.37	8.64	21.42	3.06	113.36	107.30	6%
Interest Expenses	(14.19)	(0.02)	-	(11.06)	(3.24)	(28.51)	(31.38)	-9%
Depreciation	(10.08)	(2.32)	(1.10)	(4.73)	(8.00)	(26.23)	(14.46)	81%
Other Income	22.83	0.15	1.76	0.08	(14.75)	10.07	9.82	3%
Provision for Taxes	(16.45)	(2.32)	(3.00)	(1.58)	0.77	(22.58)	(26.28)	-14%
Profit After Tax	50.56	10.85	4.69	4.40	(22.85)	47.65	49.02	-3%

* Includes Insurance Business

Annexure 2: Group Balance Sheet Extracts

₹ Billion	L&T Parent	IT & TS	Fin. Services *	Devl. Projects	Other Subsidiaries & Eliminations	L&T Group		
						Mar-15	Mar14	Inc / (Dec)
Net Worth (Excl. Pref. Cap.)	370.8	26.0	38.7	55.7	(82.2)	409.1	377.1	32.0
Minority Interest	-	-	32.4	10.6	7.0	50.0	31.8	18.2
Borrowings	129.4	7.7	430.1	279.0	59.5	905.7	803.3	102.4
Net Segment Assets	500.2	33.8	501.2	375.3	(15.4)	1,395.1	1,247.0	148.1

* Includes Insurance Business

Annexure 3: Group Cash Flow (Summarised)

₹ Billion	L&T Parent	IT&TS	Fin. Services	Devl. Projects	Other Subsidiaries & Eliminations	L&T Group	
						FY15	FY14
Operating Profit	70.11	15.34	9.20	19.02	(0.25)	113.42	111.84
Changes in Working Capital	(21.43)	(3.49)	(1.78)	(2.70)	20.40	(9.00)	(89.32)
Direct Taxes (Paid) / Refund - Net	(17.25)	(3.34)	(4.61)	(1.64)	(2.95)	(29.79)	(29.47)
Net Cash from Operations (A)	31.43	8.51	2.82	14.68	17.20	74.64	(6.95)
Investments in Fixed Assets (Net)	(9.01)	(2.04)	(0.66)	(45.86)	(10.15)	(67.71)	(66.78)
(Purchase) /Sale of Long Term & Current Inv. (Net)	(9.16)	0.71	0.68	0.99	(2.88)	(9.66)	7.80
Investments / Loans to S&A Cos (Net)	(19.4)	-	-	0.50	24.51	5.62	(1.87)
Interest & Dividend Received from Investments	14.13	0.12	0.99	0.20	(10.73)	4.71	5.60
Acquisition / Disposal / Stake Sale of S&A Cos.^	4.16	(0.79)	-	-	1.81	5.18	7.05
Others	-	-	-	0.10	-	0.10	0.25
Net Cash used in Investing Activities (B)	(19.28)	(2.00)	1.01	(44.06)	2.57	(61.76)	(47.95)
Issue of Share Capital / Minority	0.99	-	3.31	10.00	1.05	15.35	3.23
Net Borrowings	10.15	2.88	66.19	40.73	(5.47)	114.49	174.22
Loans towards financing activities*	-	-	(69.84)	-	-	(69.84)	(64.48)
Interest & Dividend paid (Incl. Dividend tax)	(25.51)	(0.17)	-	(22.92)	(6.69)	(55.29)	(53.23)
Net Cash from Financing Activities (C)	(14.37)	2.71	(0.34)	27.81	(11.10)	4.72	59.73
Net (Dec) / Inc in Cash & Bank (A+B+C)	(2.22)	9.22	3.48	(1.57)	8.67	17.59	4.83

* included under Net Cash from operations under statutory financial statements

^ Stake sale of subsidiary adjusted in Minority under statutory financial statements