

FAMILIARIZATION PROGRAMMES FOR INDEPENDENT DIRECTORS – FY26

Regulation 25(7) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 requires Listed Companies to familiarize Independent Directors through various programmes, including the nature of the industry in which the company operates, its business model, roles, rights and responsibilities of the Independent Directors and any other relevant information.

The Company believes that it is essential for the Directors to clearly understand the expectations from their role and to be equipped with the requisite skills, information, and knowledge to enable informed and effective decision making. A well-structured and continuous orientation programme enables Directors to leverage their full potential, contribute meaningfully to the collective mindset of the Board. The Director orientation programme commences at the time of appointment and continues throughout the Director's tenure. Upon appointment, Directors are provided with a joining kit comprising, *inter alia*, profiles of fellow Directors and senior management, the Board calendar and other relevant materials. These resources are also made available on a secure electronic platform for reference throughout the Director's tenure. New Directors are additionally familiarized with the Company's history, organizational structure, business offerings, Board culture and processes, and their duties, responsibilities, and liabilities.

The Company engages and familiarizes the Independent Directors in various ways. Some of them are given below:

1. Presentations are made to the Directors at Board and Committee Meetings which, *inter alia*, covers business strategies and performance, leadership, 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, CSR and Sustainability etc. Independent Directors interact with the Company's management. Interactions happen during Board / Committee meetings, when senior personnel of the Company are asked to make updates to the Board and/Committees about strategy/performance of their Independent Company/ Business Unit, to the Board.
2. Site visits are organized for the Directors periodically.
3. The internal newsletters of the Company, the press releases, news in media about L&T etc. are circulated to all the Directors so that they are updated about the operations of the Company.

During FY26, the Independent Directors were oriented on programs covering business strategies and performance, leadership, HR policy, management development and succession planning, site visits, quarterly and annual results, budgets, treasury policy, review of Internal Audit, risk management framework, operations of subsidiaries and associates, CSR and Sustainability for over 31 hours per director for FY26 and cumulatively over 100 hours per director.
