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SEC/PAM/2018

November 2, 2018

The Secretary
BSE Limited
Phiroze Jejeebhoy Towers,
Dalal Street,
MUMBAI - 400 001
STOCK CODE: 500510

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

Dear Sir,

Sub.: Investor Presentation

Pursuant to Regulation 46(2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we enclose herewith a copy of updated Investor Presentation, which will be uploaded to our Investor Website http://investors.larsentoubro.com/

We request you to take note of the same.

Thanking you,

Yours faithfully, for LARSEN & TOUBRO LIMITED

N. HARIHARAN
EXECUTIVE VICE PRESIDENT &
COMPANY SECRETARY
(ACS 3471)

Encl: as above







Q2/H1 FY19 October 31, 2018 **Investor Presentation**



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

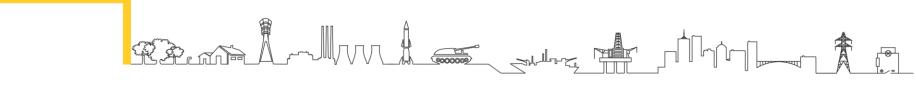


Business Overview

Group Performance

The Environment & the Outlook





L&T - At a Glance

India's largest E&C company with interests in Projects, Infrastructure Development, Manufacturing, IT & Financial Services



Professionally Managed Company



FY 18 Group Revenues: ₹ 1200 Bn (approx.US\$ 18 Bn)



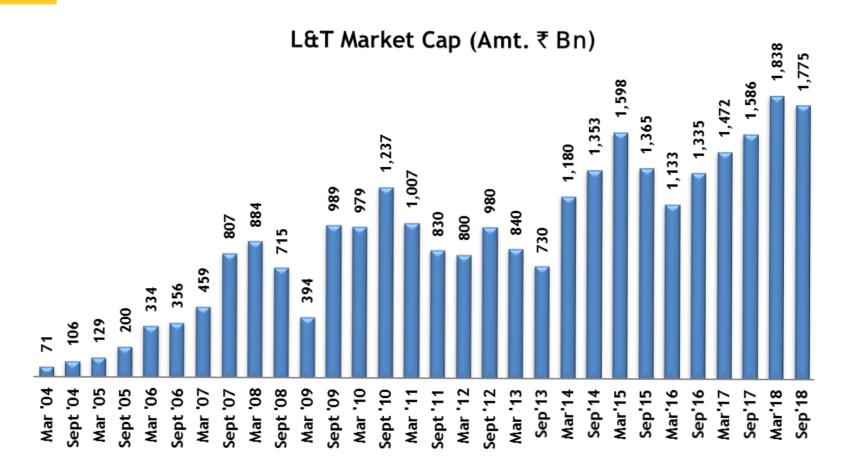
Market Cap (31st October, 2018): ₹ 1819 Bn (approx. US\$ 25 Bn)



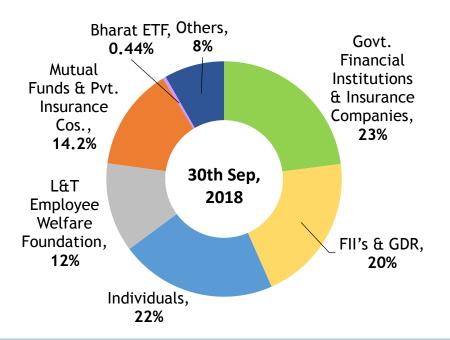
Credit Ratings CRISIL: AAA / Stable ICRA: AAA (Stable)



L&T - At a Glance



L&T - Shareholding Pattern



Major Institutional Shareholders	% Shares
Life Insurance Corporation of India	17.6%
HDFC Mutual Fund	3.8%
General Insurance Corp. of India	1.8%
SUUTI	1.8%
ICICI Prudential Life Insurance Co	1.7%
Nomura Asset Management	1.5%

- Listed with BSE & NSE
- GDRs listed with LSE and LuxSE
- L&T is one of the most widely held listed companies in India
- No promoter holding
- Uninterrupted Dividend payment record since 1946





Experienced Management Team



A M Naik Group Chairman

- BE [Mech]
- Joined L&T in March 1965
- Diverse and vast experience in general management, Technology and E&C



S. N. Subrahmanyan *Chief Executive Officer and Managing Director*

- B.SC ENGG (CIVIL), MBA (Finance)
- Joined L&T in November 1984
- Vast experience in Design & Build (D&B)
 Contracts, PPP Projects, Engineering and Construction Industry



R Shankar Raman Whole-time Director & Chief Financial Officer

- B.Com, ACA, ACMA
- Joined L&T Group in Nov 1994

Vast experience in Finance, Taxation, Insurance, Risk Management, Legal and Investor Relations



M. V. Satish

Whole-time Director & Sr. Executive Vice President (Building, Minerals & Metals)

- BE (Civil)
- Joined L&T in 1980

Vast experience in Construction, Business Development, Contracts Management and Property Development in India and GCC region



Shailendra Roy

Whole-time Director &
Sr. Executive Vice President
(Power, Heavy Engg. & Nuclear)

- B.Tech
- Joined L&T in 2004

Vast experience in Thermal Power, Heavy Engineering, Nuclear Business



J.D. Patil

Whole-time Director & Sr. Executive Vice President (Defence Business)

- M.Tech- IIT, Mumbai
- Joined L&T in 1978

Vast experience in leading high technology interdisciplinary strategic programs across defence & aerospace sector



D. K. Sen

Whole-time Director & Sr. Executive Vice President (Infrastructure)

- B.SC ENGG (CIVIL), MBA (Finance)
- Joined L&T in 1989

Vast experience in Design & Engineering, Business Development, Tendering and construction



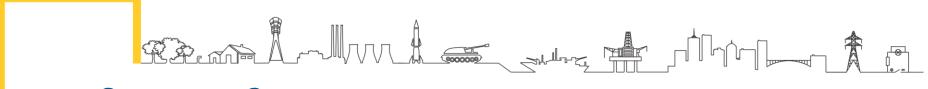
Subramanian Sarma

Non-Executive Director

- . B.Tech (Chem.),
- M.Tech IIT, Mumbai
- Joined L&T Group in 2015

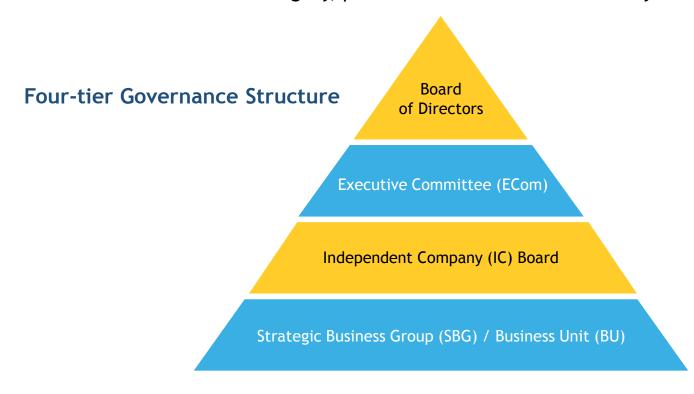
Vast experience in managing large business portfolios in energy sector





Corporate Governance

L&T's essential character revolves around values based on transparency, integrity, professionalism and accountability.



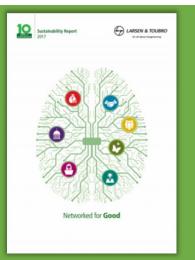


Sustainability Report 2017 released with Sustainability Roadmap 2021

'GRI Checked' externally assured & 'In Accordance - Comprehensive' highest level of disclosure in public domain

Thrust Areas:

- Green Buildings
- Energy Conservation
- Renewable Energy
- GHG Emissions
- Water Efficiency
- Material Management















Sustainability - Environment & Social

Green Product Portfolio

- More than 49.1 million sq. ft of Green Building space constructed for clients
- Hydel projects with an aggregate capacity of 870 MW in various stages of development
- 4 supercritical and ultra-supercritical thermal power plants under execution



CSR Highlights

- Theme: Building India's social infrastructure
- Working in 3 states across India on Integrated Community Development Programmes
- Aligned with Sustainability Development Goals (SDGs)





Presentation Outline



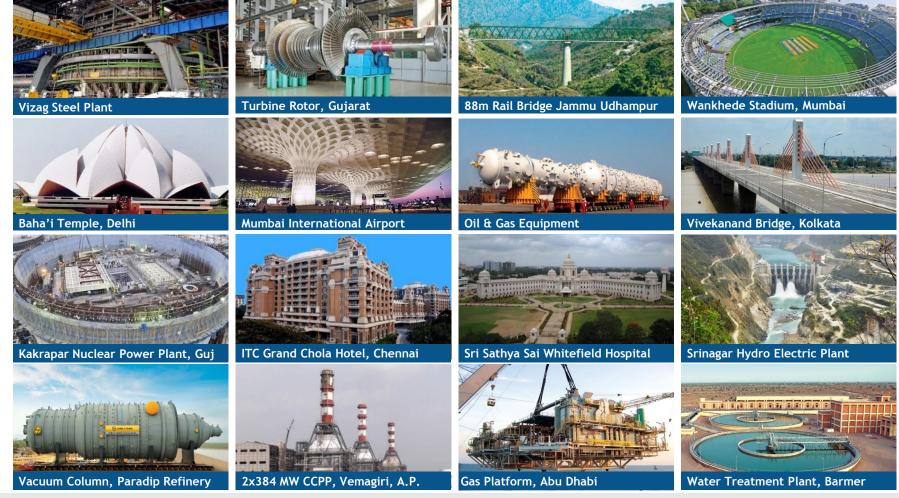




The Environment & the Outlook

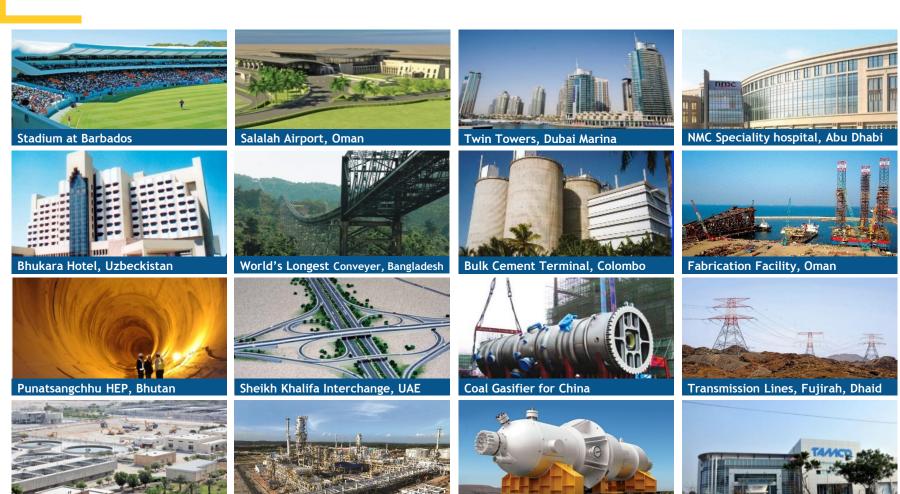


Builders to the Nation



Bi-metallic Urea Stripper for Saudi

International Footprint - Marquee Jobs



MV Switchgear Factory, Malaysia

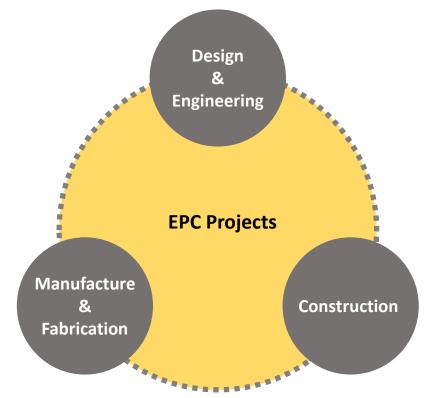
Petronas Refinery, Malaysia

Water Treatment Plant, Doha



E&C Delivery Platform

One of Asia's largest vertically integrated E&C Companies



Single point responsibility for turnkey solutions





Quality Customer Mix















Coastguard

















شركة بترول ابوظبي الوطنية























Multiple Alliances & Joint Ventures

Alliances





















AKER KVÆRNER

Pre Qualifications

















Note: Some of these are project specific alliances & pre qualifications













KOBE STEEL, LTD.





L&T's Business Structure

LARSEN & TOUBRO LTD.

BUSINESS VERTICALS

BUILDINGS & FACTORIES

TRANSPORTATION INFRASTRUCTURE

HEAVY CIVIL INFRASTRUCTURE

WATER & EFFLUENT TREATMENT

POWER T&D

POWER

HEAVY ENGINEERING

DEFENCE ENGINEERING

ELECTRICAL & AUTOMATION

SUBSIDIARIES, JVs & ASSOCIATES

L&T HYDROCARBON ENGINEERING

FINANCIAL SERVICES

IT & TECHNOLOGY SERVICES

INFRASTRUCTURE SPVs (BOTs)

REALTY DEVELOPMENT

MHPS JVs (BOILERS & TURBINE MFG.)

OTHER MANUFACTURING & FABRICATION SUBSIDIARIES

SERVICES AND OTHER SUBSIDIARIES & ASSOCIATES



Presentation Outline



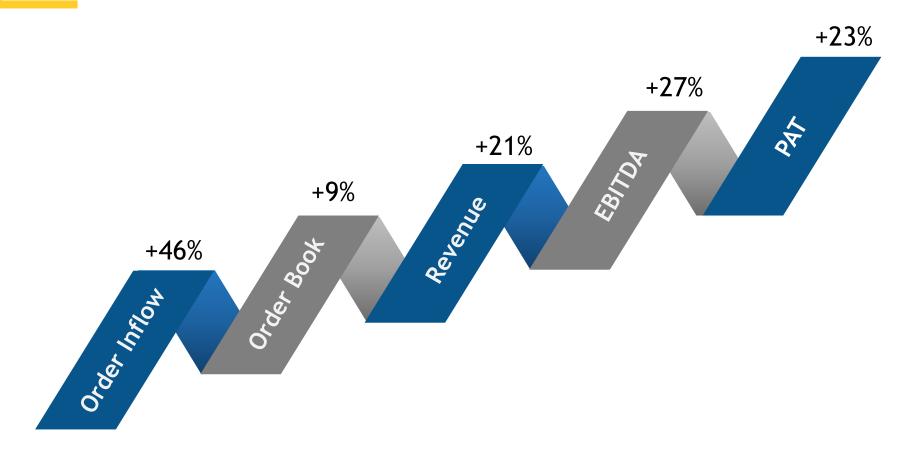








Performance Highlights -Q2 FY19





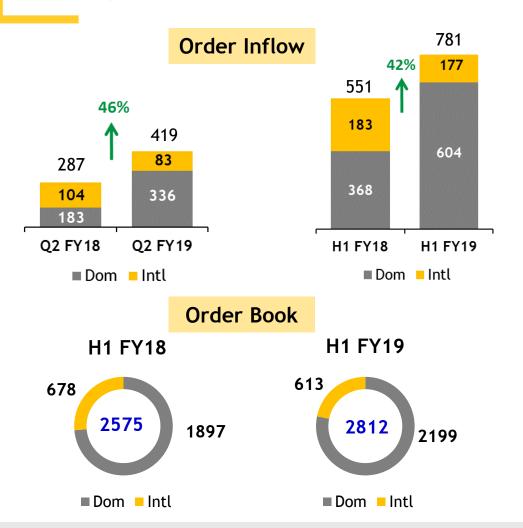
Key Financial Indicators

Amount in ₹ bn

Q2 FY18	Q2 FY19	% Var	Particulars	H1 FY18	H1 FY19	% Var
287	419	46%	Order Inflow	551	781	42%
			Order Book	2575	2812	9 %
264	321	21%	Revenue from Operations (like-to-like)	503	604	20%
30	38	27%	EBITDA	50	67	33%
18	22	23%	Reported PAT	27	34	27%
			Net Working Capital	20.7%	19.6%	-110bps
			RONW (TTM) (%)	14.0	15.2	+120bps



Q2/H1 FY19 Order Inflow/Order Book



- Strong tendering activity in domestic market. Lower share of International order wins
- Public sector continues to drive order inflows. Private sector investment remains subdued
- Order Inflow growth in Q2
 mainly driven by Infrastructure,
 Power & Heavy Engineering



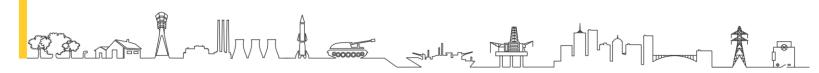
Group Performance - Sales & Costs

Q2 FY18	Q2 FY19	% Var	₹ Billion	H1 FY18	H1 FY19	% Var	FY18
264	321	21%	Revenue (like-to-like)	503	604	20%	1,197
36%	33%	-3%	International Rev.	35%	34%	- 1%	33%
166	199	20%	MCO Exp.	320	372	16%	773
15	18	18%	Fin. Charge Opex*	29	34	18%	60
38	46	20%	Staff Costs	73	89	21%	153
15	20	34%	Sales & Admin.	32	42	32%	77
235	283	21%	Total Opex	454	537	18%	1,063

^{*} Finance cost of financial services business and finance lease activity

- Revenue growth
 primarily contributed by
 Infra, Hydrocarbon,
 Realty and Services
 businesses
- MCO expense improves through operating efficiencies and cost optimisation
- Rise in staff cost due to resource augmentation in services business
- Cost provisions, business development expenses and credit cost increase SGA expenses

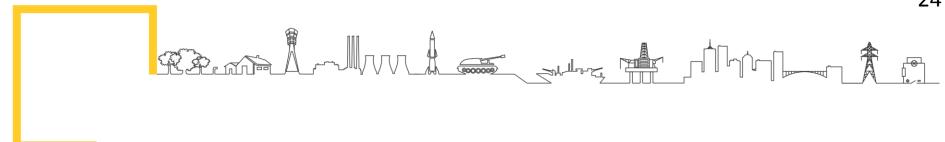




Group Performance - EBITDA to PAT

Q2 FY18	Q2 FY19	% Var	₹ Billion	H1 FY18	H1 FY19	% Var	FY18
30	38	27%	EBITDA	50	67	33%	136
(4)	(4)	2%	Fin. Cost	(8)	(8)	1%	(15)
(4)	(5)	20%	Depreciation	(10)	(12)	18%	(19)
4	4	6%	Other Income	8	7	-13%	14
1	3	116%	Exceptional items	1	3	116%	1
(5)	(9)	63%	Tax Expense	(10)	(18)	81%	(32)
(1)	(1)		JV/S&A PAT Share	(1)	2		(4)
(2)	(4)	81%	Non-controlling Int.	(3)	(6)	84%	(6)
18	22	23%	PAT	27	34	27%	74

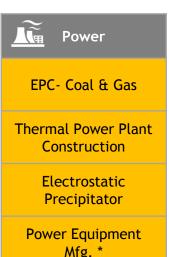
- Services, Heavy
 Engineering, Defence
 Engineering & Realty
 businesses drives EBITDA
 growth
- Efficient funds management contains finance cost
- Other income mainly comprises treasury earnings



Segment Performance Analysis

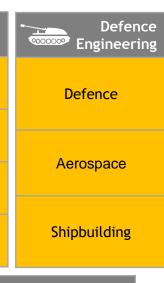
Segment Composition

















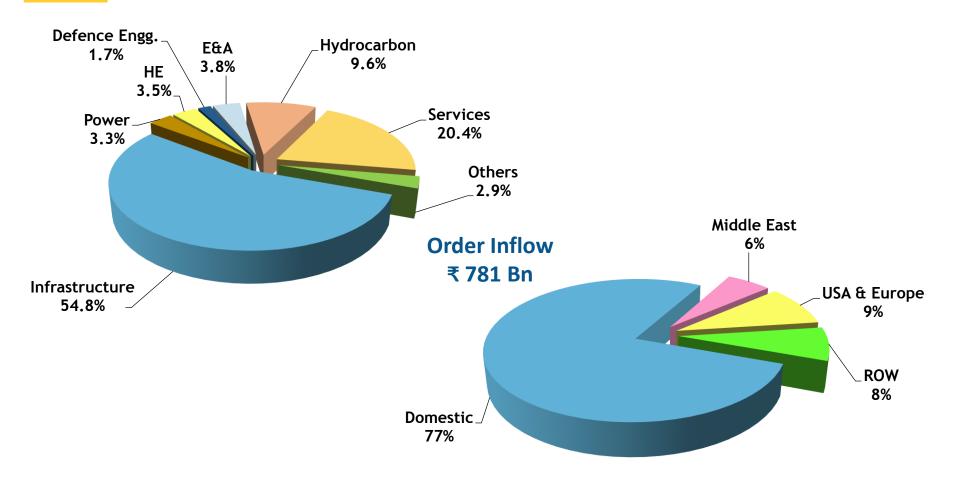


Others
Realty
Industrial Products & Machinery

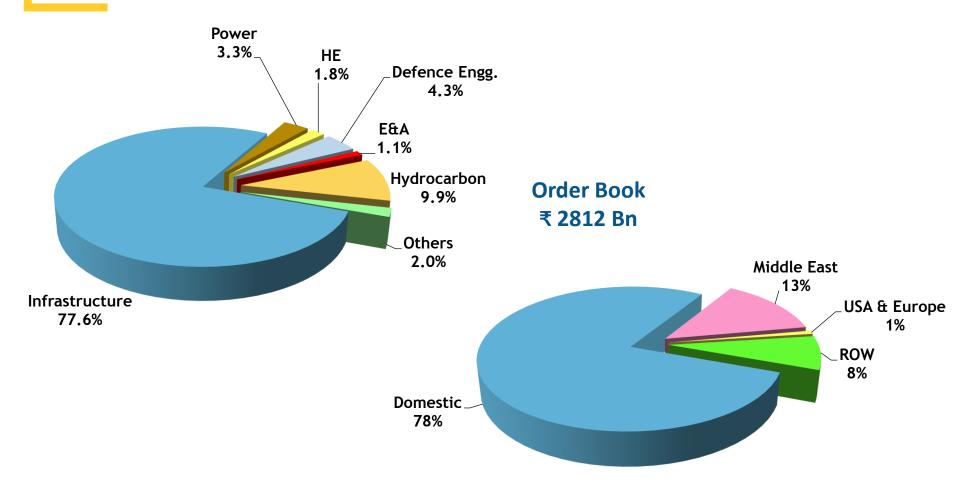


^{*} Consolidated at PAT level

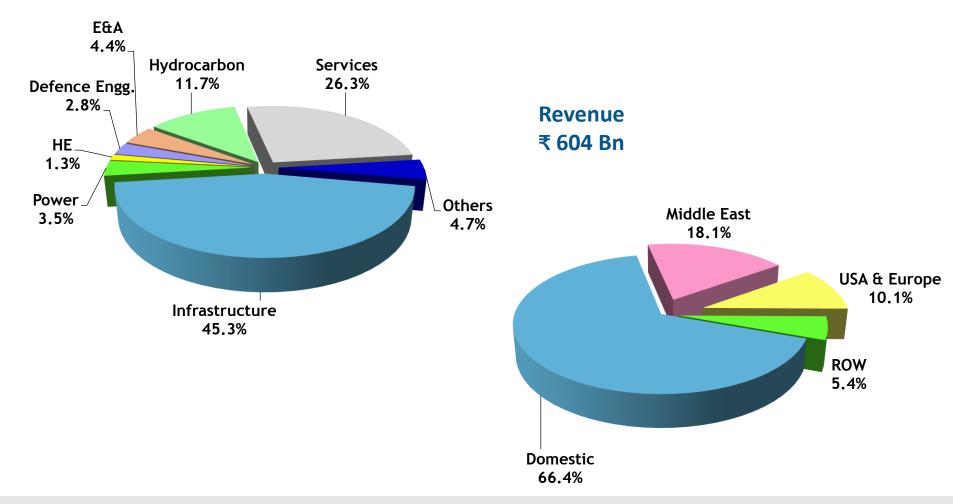
H1 FY19 Order Inflow Composition



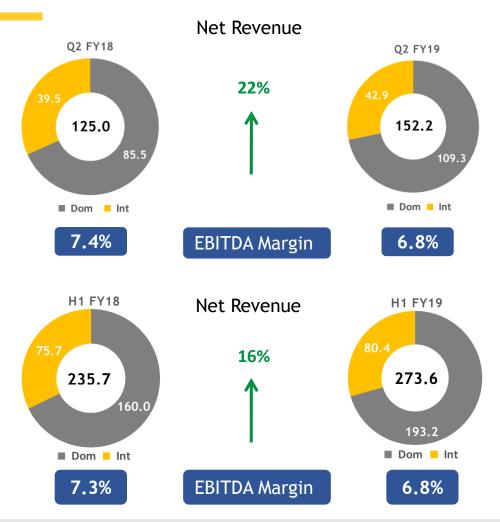
H1 FY19 Order Book Composition



H1 FY19 Revenue Composition



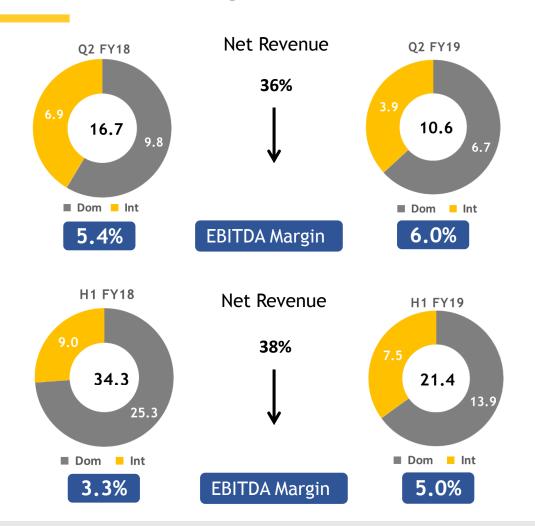
Infrastructure Segment



- Strong growth witnessed across business verticals
- Pickup in domestic execution
- Margin reflects stage of execution & job mix

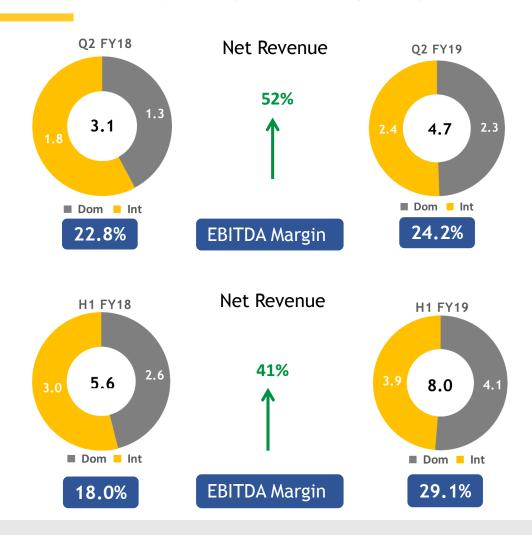
Power Segment

Amount in ₹ bn



- Limited opportunities and aggressive competition in the sector continues to impact business performance
- Revenue decline reflects low order book
- Profits of MHPS and other JV companies are consolidated at PAT level under equity method

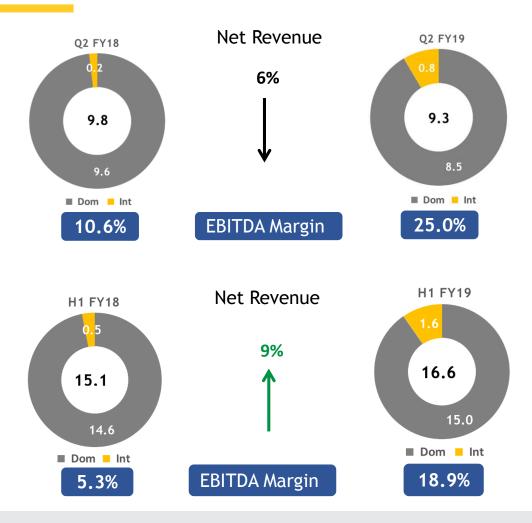
Heavy Engineering Segment



- Revenue growth
 predominantly driven by Oil
 & Gas and Nuclear sectors
- International markets showing strong traction
- Global competence, better working capital management and job status yields strong margin



Defence Engineering Segment



- Execution of tracked gun order contributing to revenues
- Margin variation due to stage of execution and job mix

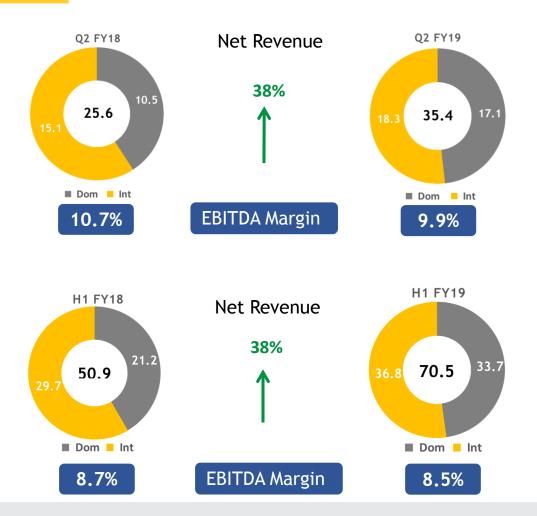


Electrical & Automation Segment



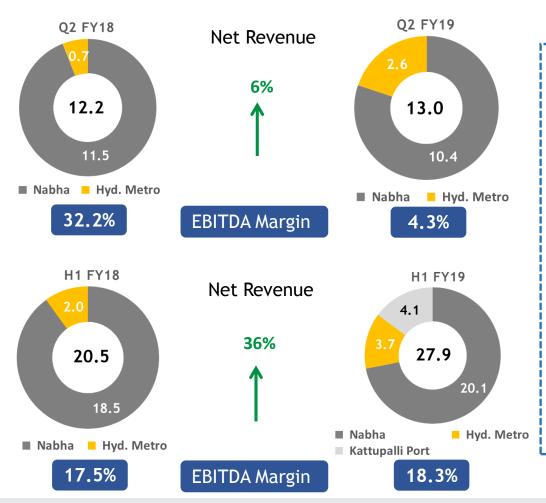
- Revenue growth mainly from Product business arising out of higher offtake from Buildings and Industrial verticals
- Margin growth led by operational efficiencies & improved realisation

Hydrocarbon Segment



- Higher Order Book and efficient execution leads to strong revenue growth
- Margin variation due to execution stage and job mix

Developmental Projects Segment



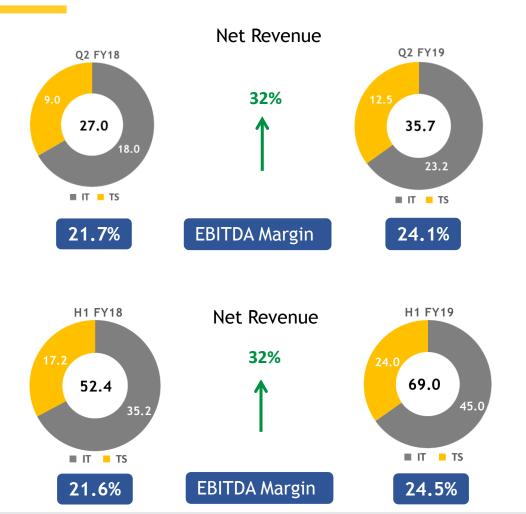
- Segment includes Power
 Development business,
 Hyderabad Metro and Kattupalli
 Port (until divestment)
- Nabha Power revenue enhanced by higher PLF; PY includes lumpy revenue
- Hyderabad Metro: Partial CoD of 30 Km in Nov 2017 & 16 km in Sept 2018
- IDPL (Roads & TL) consolidated at PAT level under Equity method





IT & Technology Services Segment

Amount in ₹ bn

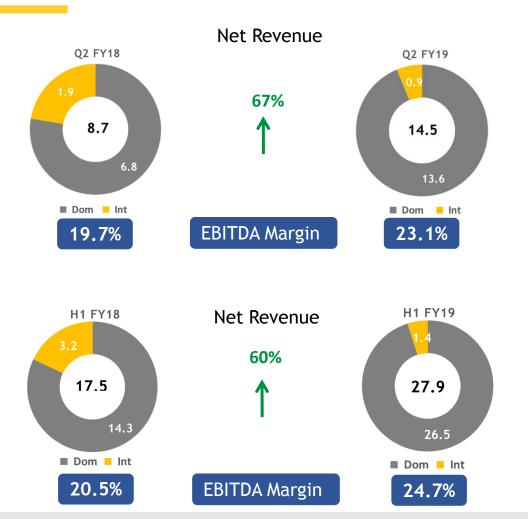


- Strong growth by LTI & LTTS
- Focus on client mining and product offerings based on Digital & Other new technologies
- LTI Q2 revenue growth led by BFS, CPG, Retail & Pharma and High-Tech, Media & Entertainment verticals
- LTTS Q2 revenue growth led by Telecom & Hi-Tech, Transportation and Process Industry verticals
- EBITDA Margin improvement aided by currency and operational efficiencies



Others Segment

Amount in ₹ bn



- Segment comprises Industrial Products & Machinery (IPM) and Realty business;
 PY includes Welding Products Business
- Revenue & Margin growth largely contributed by Realty business
- Modest Revenue growth in Construction & Mining Business



L&T Finance Holdings

Q2 FY18	Q2 FY19	% Var	₹ Bn	H1 FY18	H1 FY19	% Var
26.1	33.3	27%	Total Income	49.4	64.8	31%
3.4	5.6	65%	PAT	6.8	11.0	61%
Mutual Fund Average AUM				527.4	737.5	40%
Net Loan Book			656.9	833.4	27%	
Gross Stage 3 Assets			11.0%	7.1%	-385bps	
Net Stage 3 Assets			5.4%	2.8%	-261 bps	
Networth				78.2	123.2	57 %

- Strong growth driven by Rural segment and Investment management businesses
- Focus on increased retailisation, stable NIMs, increase in fee based income and low credit costs with an overarching goal of delivering top quartile ROE
- Business is geared to handle ALM, Interest rate risk and liquidity in the current volatile environment

Note: Gross Stage 3 Assets include GNPA> 90 DPD + Impaired assets (S4A, SDR, 5:25, etc.) where regulatory forbearances are available + Identified standard assets which are under incipient stress



Presentation Outline



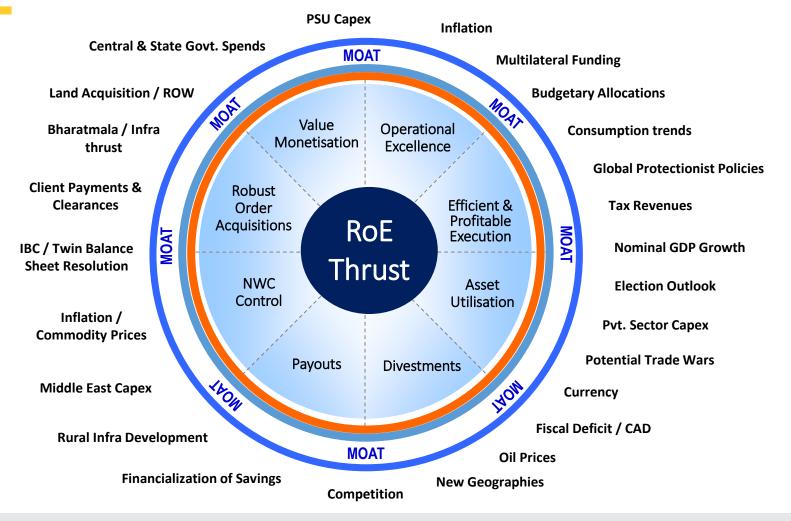


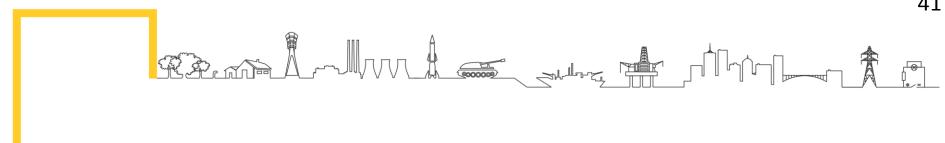


The Environment & the Outlook



The Environment & the Outlook





Thank You

Turn overleaf for Annexures





Group Profit & Loss Extracts

₹ Billion	IT & TS	Fin.	Devl.	L&T &	L&T Group		
₹ BIIIIOII	Services		Projects	Others (Incl. Eliminations)	H1 FY19	H1 FY18	% Var
Income from Operations*	69.0	62.0	27.9	444.8	603.6	504.4	20%
EBITDA	15.1	14.1	5.2	32.4	66.8	50.4	33%
Other Income	1.8	1.4	(0.1)	3.6	6.7	7.7	-13%
Interest Expenses	(0.1)	(0.0)	(0.8)	(6.8)	(7.7)	(7.6)	1%
Depreciation	(1.3)	(0.2)	(1.7)	(8.4)	(11.6)	(9.8)	18%
Provision for Taxes	(3.9)	(3.6)	(0.5)	(10.1)	(18.2)	(10.0)	81%
Share in profit/(loss) of JVs / Associates	-	-	1.7	(0.0)	1.6	(1.5)	
Adjustments for Non-Controlling Interest in S&A	(2.0)	(4.2)	0.0	(0.0)	(6.2)	(3.4)	
Exceptional Items	-	-	-	2.9	2.9	1.4	116%
Net PAT	9.5	7.4	3.8	13.7	34.4	27.1	27%

*Income from operations does not include Excise duty from 1st July, 2017





Balance Sheet

₹ Billion	Sep-18	Mar-18	Incr / (Decr)
Equity & Reserves	563	549	14
Non Controlling Interest	61	52	9
Borrowings - Financial Services	853	752	100
Development Projects	184	178	6
Others	199	145	54
Sources of Funds	1,860	1,676	183
Fixed Assets	127	128	(1)
Intangible Assets & Investment Property	202	192	9
Loans towards Financing Activities	834	772	62
Finance lease receivable	91	93	(1)
Net Non-Current Assets	166	142	24
Current Investments, Cash & Cash Equivalents	216	174	41
Net Current Assets	224	175	49
Application of Funds	1,860	1,676	184





Cash Flow

Q2 FY19	Q2 FY18	₹ Billion	H1 FY19	H1 FY18
42.5	30.7	Operating Profit	70.4	52.2
(7.4)	(10.0)	Changes in Working Capital	(39.1)	(44.5)
(11.0)	(9.0)	Direct Taxes paid	(20.5)	(16.9)
24.1	11.7	Net Cash from Operations (A)	10.9	(9.2)
(7.2)	(7.6)	Net Investment in Fixed Assets (incl. Intangible)	(13.8)	(14.0)
(10.6)	0.8	Net (Purchase)/ Sale of Long Term investments	(7.3)	(2.6)
(66.0)	(5.2)	Net (Purchase)/ Sale of Current investments	(81.7)	(3.6)
(0.3)	(0.8)	Loans/Deposits made with JV/Associate Cos.	(0.8)	(3.4)
0.9	3.4	Interest & Dividend Received	3.3	4.4
(83.3)	(9.5)	Net Cash from/(used in) Invest. Act. (B)	(100.3)	(19.1)
24.7	(1.5)	Issue of Share Capital / Minority	30.6	2.6
137.5	51.7	Net Borrowings	166.3	82.2
(55.2)	(40.2)	Disbursements towards financing activities*	(72.2)	(23.5)
(32.8)	(29.5)	Interest & Dividend paid	(42.1)	(36.1)
74.2	(19.6)	Net Cash from Financing Activities (C)	82.6	25.2
15.0	(17.4)	Net (Dec) / Inc in Cash & Bank (A+B+C)	(6.8)	(3.1)



Share in Profit/(Loss) of JVs/Associates

Q2 FY18	Q2 FY19	₹Bn	H1 FY18	H1 FY19
0.33	0.39	MHPS JVs	0.77	0.81
(0.92)	(0.88)	IDPL & Subs.	(1.33)	1.67
(0.50)	(0.35)	Special Steels and Heavy Forgings	(1.01)	(0.71)
(0.02)	(0.13)	Others	0.10	(0.14)
(1.11)	(0.96)	Total	(1.48)	1.63



Concessions Business Portfolio - 14 SPVs



Roads and Bridges:

Portfolio: 10 projects (1048 Km)

10 Operational

Project Cost: ₹108 bn



Transmission Lines:

Portfolio: 1 project (482 Km)

- Operational

Project Cost: ₹15 bn

Balance Equity Commitment (Sep 2018): ₹ 8 Bn

Equity Invested at SPV level (Sep 2018): ₹83 Bn

Total Project Cost (Sep 2018): ₹406 Bn



Power (Excl. Projects under DPR): Portfolio: 2 projects (1499 MW)

1 Operational

Project Cost: ₹112 bn



Metros:

Portfolio: 1 project (71.16 Km)

- Under-implementation

Project Cost (Fin. Closure): ₹170 bn





Major Opportunities

Roads & Highways

- National & State Highways
- Expressways
- Special Bridges
- Tunnels
- Elevated Corridors

Railways

- Metro Railways
- Track laying / track modernization for conventional railways
- Railway Electrification

Water

- Water transmission & distribution
- Lift Irrigation schemes
- Water Treatment (Incl. Desal)
- Effluent & Waste water Treatment (Incl. Namami Gange)

Smart Cities

- Surveillance systems
- Optical fiber layout
- Traffic mgmt system
- Smart Grid
- Wifi enabled

Power T&D

- Opportunities in overseas markets
- Transmission Lines
- Substations
- Green Energy corridors
- Solar EPC

Building & Factories

- Airports
- Residential Real Estate
- Affordable & Mass Housing
- Commercial Buildings
- Hospitals & Medical Colleges
- Hospitality
- Factory Buildings

Defence & Aerospace

- Landing Platform Docks
- Artillery Gun programs
- Submarines
- Make Programs (TCS, BMS, FICV)
- Other Naval Vessels

Hydrocarbon

- Onshore projects in refineries and petrochemicals
- Offshore projects
- Fertilizer plants
- Oil & Gas Pipelines

Nuclear Power

- Indigenous plants
- Nuclear Reactors
- Steam generators

