

SEC/2025

October 29, 2025

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
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Dear Sir/Madam,

Sub: Outcome of Board Meeting held on October 29, 2025

Further to our letter dated October 29, 2025 submitted earlier today, and in terms of Regulation 30 read with Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("SEBI Listing Regulations") we wish to inform you that the Board of Directors of the Company at its meeting held today, i.e., October 29, 2025, have approved the following:

1. Appointment of Mr. Amitabh Kant (DIN: 00222708) as a Non-Executive, Independent Director (Additional Director) of the Company for a term of 5 years:

Based on the recommendation of the Nomination & Remuneration Committee, the Board of Directors of the Company, have approved appointment of Mr. Amitabh Kant (DIN: 00222708) as a Non-Executive, Independent Director of the Company for a term of 5 years with effect from October 29, 2025, up to and including October 28, 2030, subject to approval of shareholders of the Company.

2. Appointment of Mr. B. Santhanam (DIN: 00494806) as a Non-Executive, Independent Director (Additional Director) of the Company for a term of 5 years

Based on the recommendation of the Nomination & Remuneration Committee, the Board of Directors of the Company, have approved appointment of Mr. B. Santhanam (DIN: 00494806) as a Non-Executive, Independent Director of the Company for a term of 5 years with effect from October 29, 2025, up to and including October 28, 2030, subject to approval of shareholders of the Company.

3. Re-appointment of Ms. Preetha Reddy (DIN: 00001871) as a Non-Executive, Independent Director of the Company for second term of 5 years

Based on the recommendation of the Nomination & Remuneration Committee, the Board of Directors of the Company, have approved re-appointment of Ms. Preetha Reddy



(DIN: 00001871) as a Non-Executive, Independent Director of the Company for second term of 5 years with effect from March 1, 2026, up to and including February 28, 2031, subject to approval of shareholders of the Company.

The details as required Clause 7 of Para A of Part A of Schedule III of the SEBI Listing Regulations read with SEBI Master Circular dated November 11, 2024, are enclosed as **Annexure**.

Thanking You

Yours faithfully,
For Larsen & Toubro Limited

Subramanian Narayan
Company Secretary & Compliance Officer
(ACS 16354)

Encl. as above

Annexure

Particulars	Mr. Amitabh Kant	Mr. B. Santhanam	Ms. Preetha Reddy
Reason for Change viz. appointment, re-appointment, resignation, removal, death or otherwise	Appointment	Appointment	Re-appointment
Date of Appointment/reappointment /cessation (as applicable) and term of appointment /reappointment	Appointment as a Non-Executive, Independent Director of the Company for a term of 5 consecutive years w.e.f. October 29, 2025, up to and including October 28, 2030 (both days inclusive), subject to approval of the shareholders of the Company.	Appointment as a Non-Executive, Independent Director of the Company for a term of 5 consecutive years w.e.f. October 29, 2025, up to and including October 28, 2030 (both days inclusive), subject to approval of the shareholders of the Company.	Re-appointment as a Non-Executive, Independent Director of the Company for second term of 5 consecutive years w.e.f. March 1, 2026, up to and including February 28, 2031 (both days inclusive), subject to approval of the shareholders of the Company.
Brief Profile	Enclosed		
Disclosure of relationships between directors	Mr. Amitabh Kant, Mr. B. Santhanam and Ms. Preetha Reddy are not related to any of the Directors of the Company.		
Information as required pursuant to Circular of BSE Limited with ref. no. LIST/COMP/14/2018-19 and Circular of National Stock Exchange of India Ltd with ref. no. NSE/CML/2018/24, dated 20th June 2018	We confirm that Mr. Amitabh Kant, Mr. B. Santhanam and Ms. Preetha Reddy are not debarred from holding office of Directors by virtue of any SEBI order or any other such authority.		

Mr. Amitabh Kant



Mr. Amitabh Kant is a governance reformer and a public policy change agent. He was recently G20 Sherpa to the Prime Minister of India. As India's Sherpa to the G20 during India's Presidency of G20 in 2022-23, he navigated the challenging geopolitical waters, steering the G20 towards a consensus on a decisive and action-oriented New Delhi Leaders' Declaration, an essential document that outlined a clear path for addressing pressing global issues.

Beyond his G20 role, Amitabh Kant's illustrious career spans key senior positions in the Government of India, where he spearheaded initiatives that reshaped the nation's economic landscape. His journey in public service includes serving as the Chief Executive Officer (CEO) of National Institution for Transforming India (NITI Aayog) with Prime Minister of India as its Chairman. His tenure also saw him at the helm of the Department for Industrial Policy and Promotion (DIPP) in India and CEO of the Delhi-Mumbai Industrial Corridor Development Corporation (DMICDC) and Secretary, Tourism Government of Kerala. In these capacities, he demonstrated an unwavering commitment to pursuing reforms, driving economic growth and innovation in India.

Amitabh Kant is a true thought leader and has been a driving force behind numerous reforms and initiatives that have revolutionized India's landscape. Initiatives like Startup India, Make in India, Incredible India, Ease of Doing Business reforms and the Aspirational Districts Program and Production Linked Incentive (PLI) have left an indelible mark on the nation. His books, including "Made in India," "Incredible India 2.0," and "Branding India - An Incredible Story," have helped shape India's narrative. He has edited *The Path Ahead: Transformative Ideas for India*.

Beyond India's borders, Amitabh Kant has been a member of the Steering Board of the "Shaping the Future of Production Systems" initiative at the World Economic Forum (WEF). He's also a Champion of the EDISON Alliance of the WEF, which focuses on deepening digital inclusion in areas such as health, education, and finance for developing nations worldwide. His contributions extended to the Management Board of the International Transport Forum (ITF), a unique intergovernmental agency for global transport.

He is a member of the Indian Administrative Service (IAS), 1980 Batch. He received the prestigious Sir Edmund Hillary Fellowship, conferred by the Prime Minister of New Zealand, is a Chevening Scholar and recipient of One Globe Award for leadership in Transforming Governance for the 21st Century. In the dynamic and ever-changing realm of global governance, Amitabh Kant stands as an unwavering beacon of leadership, innovation, and transformative change, not only for India but for the world. His journey is a testament to the power of visionary leadership and public policy in shaping the future of nations and the global community.



Mr. B. Santhanam



Mr. Santhanam began his career at Grindwell Norton, a Saint-Gobain Group company, as a Management Trainee in May 1980, serving across functions such as IT, Operations, Product Development, Sales and Marketing.

In 1996, he collaborated with the Saint-Gobain Group (turnover exceeding €46 billion) to chart its Flat Glass investment strategy in India and, as the first Managing Director of Saint-Gobain Glass India, drove investments exceeding ₹8,000 crore in the sector.

Under his leadership, Saint-Gobain's investments in India have grown to over ₹12,000 crore across Glass, Gypsum, Insulation, Construction Chemicals, Abrasives, and Ceramics, with a presence in 33 locations nationwide.

He served as the Chairman of Saint-Gobain India Pvt. Ltd. (Jan 2020 – May 2025), Managing Director of Grindwell Norton Ltd. (Apr 2020 – Mar 2025), and CEO of Saint-Gobain APAC and India Region, as well as a Member of the Global Executive Committee, France (Jul 2021 – Mar 2025). He retired from Saint-Gobain in May 2025 after 45 years of service.

Mr. Santhanam has been member of the CII National Council from 2006 till 2019 and served as Chairman of the CII Southern Region in 2013–14. He actively champions workforce diversity and played a key role in establishing CII's Indian Women Network (IWN). He continues to contribute to shaping India's policies in human resources, skill development, manufacturing, and digitalization.

Mr. Santhanam has been a Director at IIT Madras Research Park since December 2009. He served as a Member of the Syndicate, Anna University (2012–15), nominated by the Government of Tamil Nadu to represent industry. Since 2013, he has been a Member of the Board of Governors, IIIT Design & Manufacturing (IIIT D&M), nominated by the Government of India. He has been a Board Member of the Centre for Urbanization, Buildings and Environment (CUBE), Chennai since 2017.

Mr. Santhanam is an Independent Director on the Board of Titan Company Limited from May 2018 onwards. He is also an Independent Director on the Board of Kasturi & Sons Limited from October 2024. He is also an Independent Director and Chairman on the Board of Titan Engineering & Automation Ltd., from June 2025.



As President of the Employers' Federation of India (EFI) during 2009–10, Santhanam actively engaged with the Government of India to advance labour reforms. EFI, the apex body representing employers and industries on matters of labour, human resource management, and industrial relations, played a key role in shaping progressive employment policies during his tenure. He also served as Chairman of the PanIIT 2008 Global Conference and is a Gold Member of the Young Presidents' Organization (YPO).

Mr. Santhanam obtained his B.Tech in Civil Engineering (1978) from Indian Institute of Technology, Madras and Post- Graduation in Management (1980) from Indian Institute of Management, Ahmedabad, with focus on Operations and General Management.

In recognition of his leadership and contributions to industry, Santhanam received several prestigious awards over the years. In April 2025, he was honoured with the "Personality of the Year Award 2025" by the Indo-French Chamber of Commerce and Industry (IFCCI). He received the "Exemplary Award" from Pragati Leadership in 2022 for inspiring and successful leadership. Earlier, he was conferred the "Champion of Humanity Award" by the Hindustan Chamber of Commerce in 2015 and the "V.C. Padmanaban Memorial Award" for Business Excellence leading to Development of Society at large by Manappuram Finance Limited in 2014. He was selected as "CEO of the Year", a biannual award by National Human Resource Development Network (NHRDN) in 2008. He was also awarded "les Arches de la Croissance" (Arches of Growth), a global recognition from Saint-Gobain Group, for Innovation and Growth in 2005 and the "Distinguished Alumnus Award" from IIT Madras in 2004.

Ms. Preetha Reddy



Ms. Preetha Reddy is the Vice Chairperson of the Apollo Hospitals Group, Asia's foremost integrated healthcare provider. She is widely recognized for her contributions in making high quality healthcare accessible to millions across the country.

She works closely with the Apollo's 9000 clinicians in introducing contemporary protocols to continuously enhance clinical outcomes. She leads the thrust on quality improvement processes to achieve the highest standards of patient satisfaction.

She is the Managing Trustee of the Apollo Hospitals Educational Trust, a principal body steering the educational endeavours of the group.

In addition, Ms. Preetha Reddy works with industry bodies and the Government of India to advance policy decisions on healthcare. She was a Founding Member of the Quality Council of India and under her guidance, teams from Apollo Hospitals worked with the Government of India in introducing the NABH. In 2013, along with Dr. Prathap C Reddy, she had championed the establishment of NATHEALTH – Healthcare Federation of India. She was President of NATHEALTH for the year, 2020-2021.

Ms. Preetha Reddy holds a Bachelor's degree in Science and a Masters' in Public Administration. She was conferred the degree of Doctor of Science (Honoris Causa) by The Tamil Nadu Dr. MGR Medical University in recognition of her outstanding work in the field of healthcare.

Ms. Preetha Reddy was conferred the 'ABLF Award for Business Courage' by the Asian Business Leaders Forum (ABLF). She is also a recipient of the Lifetime Achievement award for distinguished service in the field of Social Science conferred by the Loyola Forum for Historical Research. She was awarded the NHRDN 'People CEO Awards - Women Leadership' by The National HRD Network.

