

MR. A.M. NAIK

*Chairman & Managing Director
Larsen & Toubro*



Chairman of Larsen & Toubro since December 2003

Heads organisation that is among the most admired companies in India

Architect of a transformation process that sharpened business focus and enhanced shareholder value

Since he took over at the helm in 2003, Larsen & Toubro's market cap has multiplied 28 times; sales has multiplied 5 times.*

Led the Company through some of its most challenging times

Facilitated breakthroughs into international markets such as the US, Canada, UK, the Gulf, South Africa and Malaysia

Conceptualised Employees' Foundation to strengthen the employees' sense of belonging and enable L&T to retain its unique character

Infused a global perspective into L&T's business orientation by benchmarking to international standards

Principally responsible for extensive use of IT as a major enabler across L&T's businesses

Instrumental in setting up the Larsen & Toubro Public Charitable Trust giving opportunities to school dropouts and unemployed youth

Widely feted by peer groups, business media and political leadership

Recent honours include the Padma Bhushan (one of India's highest civilian awards), and stellar recognition from leading media houses - CNBC Asia, NDTV Profit and The Economic Times

SUMMARY

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Mr. A. M. Naik heads an organisation that is among the most admired companies in India, reputed for the technological sophistication that characterises its projects and products, for its contribution to the development of indigenous engineering capability and, most of all, for its inherent professionalism and the value systems that lie at its core.

Few heads of companies mirror the values of the organisation as faithfully as Mr. Naik. Dynamism, professionalism and a high ethical quotient are synonymous with Mr. Naik.

Joining Larsen & Toubro as a Junior Engineer in 1965, Mr. Naik rapidly rose to positions of increasing responsibility as he moved from General Manager to Managing Director and CEO, culminating in his appointment as Chairman on December 29, 2003. Mr. Naik has successfully led the Company through some of its most challenging times and enabled it to emerge stronger. His broad global perspective

has seen the Company expanding its horizons beyond domestic frontiers, positioning itself to become a true international player.

Transforming L&T into a world-class conglomerate has always been Mr. Naik's dream. He has restructured the Company into sharply focused operating divisions, and led a transformation process aimed at enhancing shareholder value. His emphasis on HR and IT as the twin engines of growth have yielded significant results.

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Mr. Naik spearheaded the move to de-merge L&T's cement business to unlock value for shareholders. He played an active part in conceptualising the proposal of an Employees' Foundation/ Trust to strengthen the employees' sense of belonging and to enable L&T retain its identity and unique character.

Infusing a global perspective into L&T's business orientation, Mr. Naik changed mindsets and institutionalized systems to benchmark virtually every critical activity in the Company against international standards. These efforts have shown dramatic results. The international thrust under Mr. Naik has seen spectacular breakthroughs into international markets including the US, Canada, UK, the Gulf, South Africa and Malaysia.

Earlier in his tenure as Vice President, Mr. Naik kick-started the process of indigenising the manufacture of critical equipment for process industries. This enabled L&T achieve major successes in the indigenisation of critical

technology in the defence and nuclear sectors. L&T is now closely associated with the nation's defence establishment in the development of weapon and missile systems.

The company Mr. Naik heads is a 'private sector partner' to India in key national endeavors. It manufactured rocket motor casings for India's first foray into space, and remained closely associated with the country's space programme. L&T has also provided indigenous engineering expertise for critical defence projects. Other national missions for which L&T either supplied vital equipment or offered critical construction services include the 'White Revolution' which aimed at milk for all, and the nuclear power programme. The L&T logo has come to represent a benchmark of excellence on its wide range of products.

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To lead L&T in the new millennium on a path of sustained profitable growth, Mr. Naik restructured the Company and organised operations into independent companies and business units in line with its core competencies. The process of virtually reinventing the organisation, that Mr. Naik initiated, has enabled L&T to respond successfully to emerging challenges.

Talent management is high on Mr. Naik's agenda. He is responsible for major drives that strengthened the human resource function. Intellectual capital receives greater and speedier recognition, and mechanism have been put in place to continually attract, retain and groom talent.

A concern for social and welfare issues complement Mr. Naik's keen business interests. Having grown up as the son of a school teacher, modest in means but rich in values and cultural heritage, Mr. Naik is deeply committed to social uplift. He has provided both monetary assistance and management expertise in setting up educational institutions and a hospital in Gujarat.

Deeply committed to rural uplift through education, health care, vocational training and

environmental enhancement, Mr. Naik has spearheaded initiatives in these areas.

Mr. Naik was instrumental in setting up the Larsen & Toubro Public Charitable Trust. Its skill training centres have given opportunities to school dropouts and unemployed youths. L&T contributes to education in many different ways. It builds schools, donates computers, sets up libraries & laboratories, distributes books, organises enrichment classes, donates gym equipment, and offers vocational guidance and awards scholarships. In rural areas, L&T has helped with conservation methods such as tube wells and solar lighting. L&T maintains urban gardens and lawns. To spread the message of conservation, L&T organises awareness camps for the children and youth.

Mr Naik took the lead in embedding sustainability within L&T's strategic growth plans. The Company has taken multiple initiatives to reduce energy consumption and promote renewable energy. Under Mr. Naik's leadership, L&T became the first company in the engineering & construction space to report on its sustainability performance across the triple bottom line.

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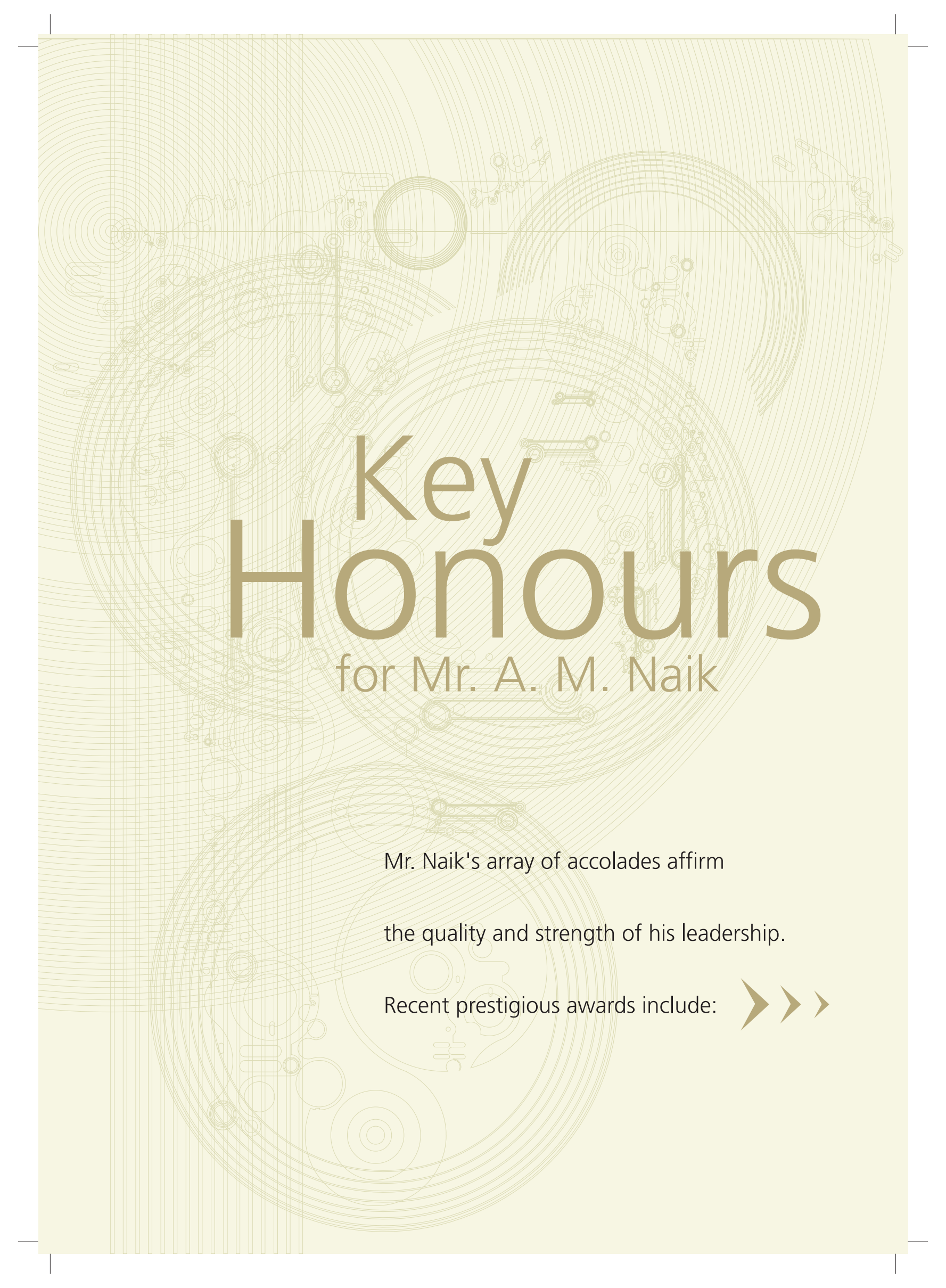
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Mr. Naik's drive and dynamism is further visible in the myriad activities in which he is involved:

- Nominated as the Co-leader of the India Malaysia CEOs Forum, by the Ministry of Commerce and Industry, Government of India.
- Contributed several innovative ideas to promote Capital Goods Industry in India and abroad.
- Led the Indian industry's delegation to the 17th Congress of World Energy Council held at Houston in 1998.
- Participated in the 6th India-EU Business Summit held in New Delhi in September 2005. The theme of the summit was 'Building Strategic Business Partnerships.'
- Member of Board of Trustees of the Indian Business Trust for HIV/AIDS (IBT).

Positions held by Mr. Naik
(past and present)

- Honorary Consul General for Denmark
- Member of the National Council, Confederation of Indian Industry
- Member of the Board of Trade, Ministry of Commerce, Government of India
- Fellow of the Indian National Academy of Engineers (INAE)
- Co-Chairman of India-Malaysia CEOs Forum
- Member of the Indo-French CEOs Forum
- Member, Board of Governors, National Institute of Securities Markets
- Member of National Manufacturing Competitiveness Council
- Member of the Board, Indian Institute of Management (IIM), Ahmedabad



Key Honours

for Mr. A. M. Naik

Mr. Naik's array of accolades affirm

the quality and strength of his leadership.

Recent prestigious awards include:



Key Honours

for Mr. A. M. Naik



The Padma Bhushan – one of India's highest civilian honours – was presented by the President of India Mrs Pratibha Patil. It recognised Mr. Naik's role in aligning L&T to the goals and dreams of India as a developing nation.

March 31, 2009



'Asia Business Leader Award'

from CNBC Asia, the premier international TV channel, recognizes Mr. Naik's exemplary business leadership.

November 26, 2010.

Key Honours

for Mr. A. M. Naik



Special Award for

'Business Leader of the Year – Building India'

from NDTV Profit – one of India's most respected business channels.

The award was presented by India's Finance Minister

Mr. Pranab Mukherjee.

September 1, 2010



'Business Leader of the Year'

Award from The Economic Times - India's largest selling financial newspaper. The award was presented by the Prime Minister of India,

Dr. Manmohan Singh

January 21, 2009

Key Honours

for Mr. A. M. Naik



Featured in the listing of

'India's 50 Most Powerful People'

by the international magazine BusinessWeek. The magazine profiled Mr. Naik among the 'Mighty Movers' who were behind India's growing international presence in the world.



Appointed Knight of the Order of the Dannebrog
by the Queen of Denmark, Her Majesty Queen Margarethe
for strengthening the ties between India and Denmark.

February 25, 2008

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