

Value Creation Model

At TCE, we are constantly reimagining and reinventing our offerings to deliver customer aspirations and ensure growth. Providing best in class solutions using the latest technology and innovative solutions not only ensures timely delivery it also helps save costs for the customer, thus making us a partner of choice. Creating value for all the stakeholders and taking actions aligned to our strategic focus areas helps us create sustainable long-term value.

STRATEGIC FOCUS AREAS

CUSTOMERS

- Offer cross business and integrated solutions across customer asset lifecycle
- Trusted advisor to marquee clients
- Customer engagement and customer satisfaction

FINANCIAL

- Focus on profitability with working capital optimisation
- Acquire business in new sectors; 50: 50 international domestic mix of orders
- Focus on large deals and work with consortiums and partnerships

PROCESSES

- Strengthening processes for operational, technology excellence
- Productivity improvement & cost optimisation

PEOPLE AND LEARNING

ATTRACT, RETAIN AND RETRAIN TALENT

RESPONSIBLE MEMBER OF SOCIETY

RESOURCES AND RELATIONS

TECHNOLOGY & MANAGEMENT INSIGHTS

- Design Engineering
- Project Management
- Consultancy
- OPEX optimisation
- Knowledge Management

MATERIALS, TOOLS & EQUIPMENT

- Design suite
- Application licenses
- Hardware

FINANCING

- Equity
- Debt

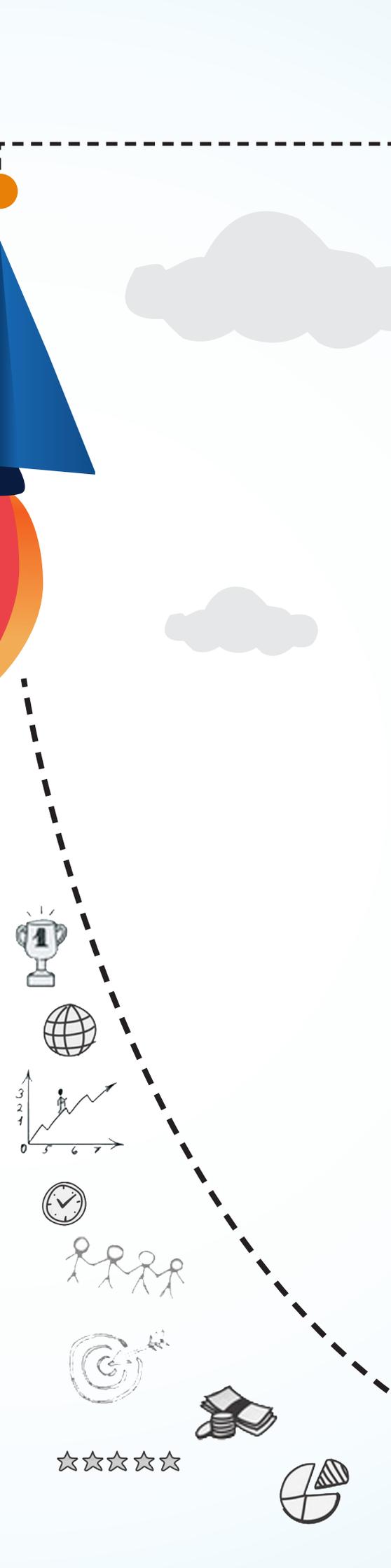
EMPLOYEES

- For engineering solutions
- At project sites
- Shared services

RAW MATERIAL

SUPPLIERS AND VENDORS





OUTCOMES

- Total Revenue of 700 Cr; New order acquisition highest ever at 1185 Cr
- 41% business from international markets
- 18% of new business from Opex Services
- Consortium-based approach established: TCE a leader in Smartcities and water projects
- Bagged some significant pride of India Projects like Ayodhya Temple, Central Vista, CIDCO to name a few

CUSTOMERS

- 17% of business orders through cross selling and offering integrated solutions
- 51% sales revenues from key/strategic accounts
- Customer feedback index at 72%

PROCESSES

- Processes were strengthened through several automation applications for technology (knowledge management), people process, sales & operations, streamlined deliveries and improved sales process along with long-term relationships with customers. Given the pandemic and work from home situation, IT and Data Security was strengthened up with world class cloud solutions.

LEARNING/PEOPLE

- Focus was on reskilling and training. All-round training was at 13 person-days per employee & technology training was at 4 person-days per employee. Attrition of key talent was curtailed at 2%.
- Safety was a key focus on site and in offices. Safety index was 4.0 at sites. Given the pandemic, remote employee engagement and safety and well being remained key focus areas

RESPONSIBLE MEMBER OF SOCIETY

- Infrastructure solutions for making tribal villages water positive was successful in the model village.
- Total CSR spends were at Rs. 205 Lakhs
- Corporate volunteering clocked 5027 hours
- 96 volunteering programs were organised
- A Combating COVID-19 task force was setup and innovative solutions proposed which helped the country tide over the Oxygen Crisis. The details are available on <https://www.tce.co.in/tce-combating-covid/>

Strategic Framework



APPROACH

- Leverage Strengths
- Minimise Risks

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PLAN

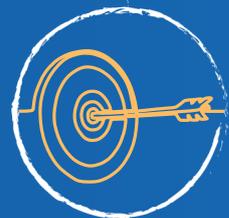
- Expand footprint in Hydrocarbons and Transportation sectors
- Focus on Energy Transition & Sustainability Solutions
- Develop Digital Practice

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FOCUS

- Aspire
- Innovate
- Scale



Rs. 1,000 Cr Revenue by 2022

- Within ENR 100 rank (w. r. t. revenue from outside home country)
- International - Domestic Revenue Mix 50:50
- Trusted advisor to strategic clients & preferred partners in their growth business (75/25)
- Asset lifecycle footprint of minimum 30% OPEX

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PEOPLE

- Attract, retain and develop talent and prepare for the workplace of the future
- Be a responsible member of society

