

Chairman's Statement

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At Tata Consulting Engineers, our purpose of Engineering a Better Tomorrow continues to guide every endeavour. This year's progress, from our expansion into new markets to delivering on national priorities in sustainability and technology, reflects our unwavering commitment to integrated, value-driven engineering. With deep domain expertise, a trusted OEPC™ model, and a people-first culture rooted in Tata values, we are well-positioned to support global industry in its transition towards a cleaner, smarter, and more resilient future.

L. Krishnakumar
Chairman



I am pleased to present this Annual Report of Tata Consulting Engineers Limited for the year 2024 to 2025.

This year has been marked by meaningful progress and strategic choices. Under the theme Engineering Excellence, Delivering Growth, TCE has reinforced its reputation as a trusted partner for complex, high-value engineering projects in India and internationally. The company's integrated OEPC™ model continues to deliver end-to-end solutions with quality, rigour, and technical depth that stand out in the industry.

One of the most significant achievements this year was the acquisition and integration of CDI Engineering Solutions in the United States. This strategic move strengthens TCE's delivery presence in North America and brings over seventy years of specialised experience in chemicals, oil and gas, and industrial manufacturing. It is not simply an expansion of markets but an investment in complementary capabilities and expertise. Under Project PLUS+, TCE is creating a unified identity that offers clients consistent quality and local delivery backed by global best practices. This acquisition is a clear step in TCE's vision to become a truly global engineering consulting firm.

TCE's financial performance in 2024 to 2025 has been strong and disciplined. The company recorded total revenue of **₹ 2033 crore**, growing from ₹ 1355 crore in the previous year. Profit before tax rose to **₹ 368 crore**, compared to ₹ 293 crore last year, reflecting effective execution, cost management, and high-value project wins. The successful first year of CDI integration contributed **₹ 221 crore** in revenue, adding strength and diversity to the overall portfolio. TCE also maintained a healthy order book of **₹ 2958 crore** at year end, ensuring strong visibility for future growth. The company's entry into new geographies such as Australia and the Philippines, along with deeper engagements in North America and the Middle East, further diversified revenue streams and strengthened its global presence.

During the year, TCE demonstrated its ability to deliver on national and global priorities. The company supported India's ambitions for high-tech manufacturing with projects in semiconductors, batteries, solar modules, industrial glass, and green chemicals. It played a key role in advancing urban infrastructure with sustainability at its core, including projects such as the IIT Bombay campus and the Nag River Pollution Abatement Project.

In the power sector, TCE continued to maintain leadership with contributions to over 12 gigawatts of thermal power capacity and an 80 percent market share in India's pumped storage plants. Its policy work on Small Modular Reactors and Bharat Small Reactors was acknowledged in the Union Budget, demonstrating its influence on India's nuclear energy strategy.

Looking ahead, the global market outlook presents both opportunities and challenges. As India targets doubling power generation and tripling steel production by 2030, there will be growing demand for resilient urban systems, advanced manufacturing facilities, and sustainable energy solutions. Globally, the energy transition is accelerating, with countries seeking partners who can deliver clean energy infrastructure, reduce carbon footprints, and ensure energy security. Industries worldwide are under pressure to decarbonise and adopt advanced technologies, creating demand for specialised engineering consulting with deep domain knowledge and execution ability. TCE's capabilities in renewable energy, nuclear, hydrogen, green chemicals, and circular economy solutions position it well to meet these needs.

The company's vision for the coming years is to be a leader in delivering integrated, sustainable, and technology-driven solutions. TCE will continue to invest in core engineering expertise, digital innovation, including AI-enabled knowledge systems, and the development of its people. It will maintain its focus on ethics, safety, and governance, which remain the foundation of its promise to clients and society.

I would also like to recognise the commitment and skill of TCE's people. Their dedication and professionalism uphold the Tata values of trust, quality, and responsibility. On behalf of the Board of Directors, I thank the management team, employees, clients, partners, and all stakeholders for their continued trust and collaboration. I am confident that TCE will continue to deliver on its purpose of Engineering a Better Tomorrow, supporting sustainable growth and prosperity for all.

L. Krishnakumar

Chairman

Tata Consulting Engineers Limited