

Managing Director's Statement



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In a rapidly evolving world, engineering excellence must go beyond technical mastery; it must anticipate challenges, adapt with agility, and deliver lasting impact.

FY 2024–25 was a year in which we pushed boundaries across various sectors, including digital engineering, energy transition, semiconductor, and defence infrastructure. What fuels our growth is not just capability, but our mindset to be responsive, responsible, and ready. This is how we aim to deliver value across every phase of the asset lifecycle, while building a future that is sustainable, inclusive, and engineered to endure.

Amit Sharma

Managing Director & CEO

Engineering Excellence, Delivering Growth

FY 2024–25 has been a defining year for Tata Consulting Engineers Limited. Anchored in our purpose of Engineering a Better Tomorrow, we continued to deliver impact at scale across power, infrastructure, hydrocarbons & Chemicals and mining and metals sectors. Our ability to integrate design excellence with execution rigour across sectors and geographies has reinforced TCE's position as a trusted partner to clients, governments, and industry leaders. This year's theme, Engineering Excellence, Delivering Growth, captures the essence of our journey: delivering quality with consistency, while expanding our capabilities and global footprint. At the heart of this success is our OEPC™ model (Owner's Engineer and Project Consultant), which remains our distinctive approach to delivering end-to-end solutions across the project lifecycle. Whether it is conceptualising India's future manufacturing ecosystems or enabling renewable energy transitions worldwide, we apply this model to engineer value, manage complexity, and deliver results.

Accelerating Sectoral Impact

Our contributions in 2024–25 spanned a wide spectrum of national and global priorities. We supported India's ambition to build a strong high-tech manufacturing base through OEPC services for semiconductors, batteries, solar modules, industrial glass, and green chemical projects. We also led EPCM efforts for key solar-linked manufacturing facilities and helped expand core sectors such as steel and soda ash production. In infrastructure, we contributed to sustainability-led urban development. Our programme management and design support on projects like the IIT Bombay campus and the Nag River Pollution Abatement Project demonstrated our ability to lead multidisciplinary initiatives. We supported large-scale tunnel engineering, urban water systems, and peer reviews, driving cost-effective and future-ready outcomes for complex projects.

In the power sector, we deepened our leadership in both conventional and renewable power. We are contributing to over 12 GW of thermal power capacity development and have continued our dominance in India's pumped storage plant (PSP) segment, maintaining an 80% market share. Globally, we supported hydroelectric power projects in Bhutan & Tanzania, renewable energy projects in Australia and the Philippines, and feasibility studies for sea-based floating solar projects in the Middle East. Our policy work on Small Modular Reactor (SMR) and Bharat Small Reactors (BSR) were acknowledged in the Union Budget, reaffirming our role in shaping India's nuclear energy strategy, which is critical to achieving the vision of Viksit Bharat by 2047.

We also delivered India's first project on Dynamic Line Rating for a 100-kilometre, 400 kilovolt double-circuit transmission line. This initiative was recognised by the government as a key technology option for easing congestion in the national electricity grid. Our sustainability footprint continued to grow, particularly in hard-to-abate sectors. From green steel facilities in Europe to e-waste and copper recycling for the industry, we are enabling responsible industrial growth. These efforts are central to our belief that engineering excellence must be matched by environmental stewardship.

Financial Performance: Sustained Growth with Strong Fundamentals

In the financial year 2024 to 2025, Tata Consulting Engineers recorded healthy growth across all key metrics. Our total revenue reached **₹ 2,033 crore**, which represents an increase from ₹ 1,355 crore in the previous financial year. This growth reflects our continued ability to deliver complex engineering solutions across sectors and geographies while maintaining a strong focus on quality and client satisfaction.

Our profit before tax for the year stood at **₹ 368 crore**, compared to ₹ 293 crore in the previous year. This increase is the result of disciplined execution, careful cost management, and higher-value projects in both domestic and international markets. The contribution of new sectors, along with an improved project mix, has strengthened our financial resilience. The successful acquisition of CDI Engineering Solutions contributed **₹ 221 crore** in revenue during its first year of integration. As the integration deepens, CDI's project pipeline and sectoral expertise are expected to contribute further to our global growth in the coming year.

We maintained a strong order book and stable cash flows during the year. Our Contract Central platform, supported by project analytics and structured reviews, improved visibility and helped drive timely, well-informed decisions. These tools also strengthened cost control, enhanced financial discipline, and supported effective governance across the organisation. Our entry into new geographies such as Australia and the Philippines, combined with deeper engagements in North America and the Middle East, led to stronger revenue streams. Our focus on high-value, technology-intensive assignments allowed us to maintain profitability and increase project complexity without compromising execution rigour. Overall, the year marked a disciplined expansion phase, characterised by increased global relevance and improved delivery margins.

A Strategic Leap: CDI Engineering Solutions

One of the most important milestones this year was the acquisition of CDI Engineering Solutions, a US-based engineering company with over six decades of expertise in chemicals, oil and gas, and industrial manufacturing. This acquisition significantly strengthens our delivery presence in North America and opens new opportunities in global markets. Under the integration initiative Project PLUS+, we have aligned systems, governance models, and leadership structures to drive a unified global identity under the TCE brand. CDI's strengths in industrial engineering complement TCE's project execution and sustainability capabilities. We are now well-positioned to serve clients worldwide, combining regional delivery with global best practices and integrated knowledge systems. This acquisition is not just about expanding our footprint. It signals our aspiration to become a world-class engineering firm, equipped to deliver excellence at scale across sectors and regions.

Digital Innovation: Engineering with Intelligence

AI and digital engineering are playing an increasingly central role in how we design, plan, and deliver value. This year, we made meaningful strides in embedding artificial intelligence and machine learning across our core engineering workflows. We developed and prototyped an intelligent knowledge management system designed to consolidate decades of project data and insights. The system not only enables access to relevant past knowledge but also learns from current project outcomes, creating a continuously improving decision-support framework. In parallel, we piloted AI-powered tools for engineering automation and design optimisation, with a focus on modularity, quality, and speed. Our Basic Building Blocks (BBB) framework supported this transition with structured, reusable design components, improving standardisation and efficiency across disciplines. Together, these initiatives are reshaping how we engineer faster, smarter, and with higher precision.

Building a Strong, Responsible Organisation

People continue to be our most valuable strength. This year, we launched Symphony, our new SAP-based HR platform that streamlines employee lifecycle processes and enhances transparency. We promoted a more inclusive workplace through the Include initiative and continued to build future leaders through the Shikhar programme.

We reinforced our commitment to ethics and compliance with over 17,000 training hours delivered across the organisation. We retained the Advanced maturity rating in the Tata Group's Leadership in Business Ethics assessment for the second consecutive year, highlighting our culture of accountability and value-based decision-making. Our social impact was recognised through national honours, including the TAAP Adoption Award, the Volunteering Award, and our listing among India's Top 25 Safest Workplaces. We also earned recognition for innovation and collaboration through the Innovista and CII Industry-Academia awards.

The Road Ahead

Looking ahead to FY 2025–26, we enter a period of renewed ambition and strategic clarity. India's national targets, including doubling power capacity and tripling steel production by 2030, require engineering partners who can deliver at scale with speed and responsibility. We are ready to meet this challenge.

We will continue to focus on:

- Scalable, low-carbon infrastructure and resilient urban systems
- Advanced energy pathways including nuclear, hydrogen, and ammonia
- Engineering solutions across the semiconductor, solar, and battery ecosystems
- AI-enabled design and knowledge systems that amplify engineering intelligence
- Governance, safety, and ESG systems that ensure sustainable growth

With a stronger global network, integrated delivery models, and a high-performing team, TCE is well placed to shape the future of engineering consultancy. We will continue to apply our excellence to deliver meaningful growth for our clients, our communities, and our country.

I would like to thank all our colleagues, clients, and partners for their support. Let us move forward with purpose and commitment as we continue to build a smarter, safer, and more sustainable future.

Amit Sharma
Managing Director & CEO
Tata Consulting Engineers Limited