LEADERSHIP MESSAGES

Chairman's Statement

L. Krishnakumar
Chairman

Dear Shareholders,

I am pleased to present the Annual Report of Tata Consulting Engineers for FY2025–26.

The world is navigating a period of increasing uncertainty marked by geopolitical tensions, conflicts, economic volatility, deglobalisation trends and growing environmental and climate challenges. Nations are reassessing energy security, industries are redesigning supply chains, and organisations are accelerating investments in sustainability, advanced manufacturing, digital technologies and resilient infrastructure. Amidst this changing landscape, engineering is playing an increasingly important role in helping industries and societies adapt, innovate and build for the future.

These developments are creating a new set of expectations from engineering. Success is no longer defined solely by the delivery of projects on time and within budget. Asset owners increasingly seek solutions that can perform reliably in uncertain environments, operate sustainably over extended lifecycles, and adapt intelligently to changing technological and operational requirements. Reliability, sustainability, and intelligence have therefore become essential attributes of modern engineering.

Across the world, governments and industries are investing in infrastructure, advanced manufacturing, energy systems, transportation networks, and digital technologies that can support long-term economic growth. Significant opportunities are emerging in areas such as clean energy, nuclear power, advanced materials, semiconductors, sustainable industrial development, and resilient urban infrastructure. These investments are creating demand for engineering organisations capable of combining technical depth, multidisciplinary expertise, and lifecycle thinking to deliver lasting value.

At the same time, engineering challenges are becoming increasingly interconnected. Decisions made during design and development now have implications that extend far beyond project completion, influencing operational performance, sustainability outcomes, resilience, and long-term asset value. This places greater responsibility on engineering organisations to anticipate future requirements and integrate reliability, sustainability, and intelligence into every stage of the asset lifecycle.

Tata Consulting Engineers is continuing its evolution as a globally integrated engineering and project consulting organisation. Guided by its purpose of Engineering a Better Tomorrow™, the Company has strengthened its capabilities, expanded its global reach, invested in future-ready skills, and deepened its ability to support clients across the full lifecycle of their assets. Today, TCE combines deep engineering expertise, project delivery capability, digital enablement, and sustainability thinking to help clients address increasingly complex challenges across industries and geographies.

FY2025–26 was a year of strong progress for Tata Consulting Engineers. Total consolidated income reached ₹ 2,885 crore, while new order acquisition stood at ₹ 3,958 crore. International markets contributed 48% of business, reflecting the growing global relevance of the organisation and the benefits of an increasingly integrated delivery model. The Company also continued to strengthen its portfolio of long-term client relationships, with strategic accounts contributing significantly to overall business performance.

While profitability during the year was impacted by certain one-time costs and the effects of geopolitical tensions, particularly in the Middle East, the underlying fundamentals of the business remain strong.

> Engineering has always been a catalyst for economic and social progress. Today, its role extends beyond creating infrastructure and industrial facilities to addressing some of the most important challenges of our time, including energy security, sustainable development, technological advancement, and resilience. The assets we build today must not only serve present needs but continue to create value for future generations. At Tata Consulting Engineers, we remain committed to applying engineering excellence, innovation, and responsibility to help create reliable, sustainable and intelligent assets for the world.

₹ 2,885 Cr
Total consolidated Income

₹ 3,958 Cr
New orders secured

48%
International business share

Applying engineering excellence, innovation and responsibility to create reliable, sustainable and intelligent assets for the world.

Engineering for the Future

Reliable Assets
Consistent performance in uncertain environments

Sustainable Solutions
Minimising environmental impact across lifecycle

Intelligent Engineering
Digital, AI-enabled decision-making

Lifecycle Value
Designed for long-term adaptability and efficiency

These results reflect the confidence that clients continue to place in TCE's engineering capability, execution excellence and commitment to delivering value. Looking ahead, the long-term opportunities across infrastructure, energy, manufacturing and industrial development remain encouraging, supported by the Company's strong order book, diversified portfolio and expanding global presence.

A defining feature of the year has been the continued strengthening of TCE's global platform. The integration of our US operations has expanded both our market access and technical capabilities, enabling closer collaboration across geographies and creating opportunities to participate in larger and more complex programmes. This evolution is enabling TCE to combine local presence with global expertise, creating a stronger platform to serve clients in a rapidly changing business environment.

As the engineering profession evolves, the ability to combine traditional engineering disciplines with digital technologies, advanced analytics, and intelligent decision support systems will become increasingly important. However, technology alone is not the answer. Its true value lies in strengthening engineering judgement, improving decision-making, enhancing reliability, and enabling better outcomes across the asset lifecycle. TCE continues to invest in these capabilities while remaining firmly anchored in the engineering fundamentals that have always defined its reputation.

The Company also continues to invest in building future-ready capabilities across emerging sectors and technologies. Areas such as energy transition, advanced manufacturing, semiconductors, nuclear power, digital engineering, and intelligent infrastructure are creating new opportunities for growth and innovation. Preparing for these opportunities requires sustained investment in knowledge, capability development, and technical excellence. During the year, TCE continued to strengthen its expertise across these domains, ensuring that it remains well-positioned to support evolving client requirements and emerging industry needs.

People remain the foundation of our success. Engineering excellence is ultimately delivered by individuals who combine technical competence with integrity, curiosity, accountability, and a commitment to continuous learning. The Company continues to invest significantly in capability building, leadership development, specialised technical programmes, and knowledge sharing initiatives to ensure that our workforce remains agile, adaptable, and prepared for the future. These investments are strengthening not only individual capabilities but also the collective strength of the organisation.

Equally important are the values that guide our decisions and actions. Ethics, governance, safety, quality, and accountability remain central to how we conduct business. These principles have enabled Tata Consulting Engineers to build trusted relationships with clients, partners, and stakeholders over many decades. As the organisation grows and expands globally, maintaining these standards becomes even more important. Sustainable growth can only be achieved when it is supported by strong governance, responsible leadership, and an unwavering commitment to doing the right thing.

Sustainability remains embedded within our approach to engineering and business. Around the world, organisations are seeking solutions that improve resource efficiency, reduce environmental impact, strengthen resilience, and support long-term economic value creation. Engineering has a vital role to play in enabling this transition. Through its work across energy, infrastructure, industrial, and manufacturing sectors, TCE continues to support clients in achieving their sustainability objectives while balancing economic, environmental, and social considerations.

Beyond business performance, the Company remains committed to creating a positive impact in the communities it serves. Through focused initiatives in education, employability, research, community development, and employee volunteering, TCE continues to contribute to broader societal progress.

These efforts reflect our belief that engineering organisations have a responsibility not only to create assets, but also to contribute to the development of stronger and more inclusive communities.

Looking ahead, I remain optimistic about the opportunities before us. The need for reliable, sustainable and intelligent assets will continue to grow as industries and economies adapt to changing realities. Organisations that can combine engineering excellence, sustainability thinking, disciplined execution, and the intelligent application of technologies such as artificial intelligence will be best positioned to create value in this environment.

Tata Consulting Engineers enters this next phase from a position of strength. The Company benefits from deep domain expertise, a globally integrated delivery platform, strong client relationships, a highly capable workforce, and a culture rooted in the Tata values. These strengths provide a strong foundation for continued growth and enable us to support clients in addressing some of the most important engineering challenges of our time.

On behalf of the Board, I would like to thank our clients, employees, partners, and stakeholders for their continued trust and support. Their confidence and commitment remain central to our success.

As we look to the future, we will continue to apply our engineering expertise, innovative thinking, and sense of responsibility to help create reliable, sustainable and intelligent assets for the world, while remaining true to our purpose of Engineering a Better Tomorrow™.

L. Krishnakumar
Chairman
Tata Consulting Engineers