

SECTOR

Infrastructure

Infrastructure shapes how people live, move, work and prosper. It enables economic growth, improves quality of life and creates the foundation for resilient and sustainable communities. As cities expand, industries grow, and climate pressures intensify, the role of infrastructure is evolving beyond the creation of individual assets. Increasingly, there is a need for integrated infrastructure systems that can support urbanisation, strengthen resource security, improve connectivity and enhance resilience to future challenges.

India is at the centre of this transformation. Rapid urbanisation, industrial expansion and growing aspirations are driving significant investments in transportation networks, water systems, environmental infrastructure, industrial ecosystems and social infrastructure. At the same time, climate change, resource constraints and evolving sustainability expectations are reshaping how infrastructure is planned, designed and managed. The focus is shifting towards solutions that deliver long-term economic, environmental and social value while remaining adaptable to changing needs.

The Infrastructure Business plays an important role in enabling this transformation. Combining expertise across water and environment, transportation, urban infrastructure and industrial development, the business helps create infrastructure systems that connect communities, strengthen resilience and enable sustainable growth. Through engineering excellence, sustainability-focused planning and digital innovation, the business supports projects that improve liveability, strengthen economic activity and contribute to national development priorities.

Industry Trends and Market Outlook

Infrastructure development is being shaped by three powerful forces: rapid urbanisation, increasing climate change and resource pressures, and growing investment in industrial and economic infrastructure. The first is the continuing expansion of cities and urban centres. India's urban population is expected to grow significantly over the coming decades, increasing demand for transportation networks, integrated urban services, social infrastructure and smart development models. Investments in metro systems, multimodal transportation, logistics infrastructure and transit-oriented development are becoming central to improving connectivity and supporting economic growth. Infrastructure is increasingly being viewed as an integrated ecosystem rather than a collection of standalone assets.

The second is the growing importance of water security and climate resilience. Water availability, environmental sustainability and climate adaptation are becoming critical considerations in infrastructure planning. Governments and industries are investing in wastewater reuse, desalination, river rejuvenation, stormwater management and nature-based solutions to address resource constraints and climate risks. Infrastructure systems are expected to become more resilient, resource-efficient and environmentally sustainable throughout their lifecycle. The third is the rise of advanced manufacturing and industrial infrastructure. Investments in semiconductors, defence, data centres, clean energy, electronics, industrial corridors and special investment regions are creating demand for world class infrastructure that can support large scale economic activity while remaining aligned with sustainability objectives.

This is being complemented by increasing adoption of digital technologies such as artificial intelligence, digital twins, Building Information Modelling and advanced analytics, which are transforming how infrastructure is planned, designed and managed.

Together, these trends are creating opportunities for integrated engineering solutions that combine connectivity, resilience and sustainability while supporting long-term economic growth.

Engineering Excellence Across the Infrastructure Lifecycle

The Infrastructure Business approaches infrastructure as a connected system rather than a collection of individual projects. This enables the business to address complex challenges that cut across urban development, water security, environmental stewardship, mobility and industrial growth.

A key differentiator for the Infrastructure Business is its ability to draw upon expertise from across TCE's multi-sector portfolio. Experience gained in power, hydrocarbons and chemicals, mining and metallurgy, advanced manufacturing, digital engineering, sustainability and project management enables the business to bring cross-sector insights to complex infrastructure programmes. This knowledge-sharing ecosystem helps infrastructure developers and operators address interconnected challenges more effectively, optimise asset performance and develop integrated solutions that balance technical, operational, environmental and economic considerations.



“Infrastructure is ultimately about improving how people live, move and prosper. Our focus is on creating integrated infrastructure systems that strengthen resilience, support economic growth and deliver long term value for communities, industries and future generations.

Amit Mukherjee
Business Head, IBU

Creating the infrastructure systems that connect communities, strengthen resilience and enable sustainable growth.

Its multidisciplinary capabilities span the entire infrastructure lifecycle, from feasibility studies and master planning through engineering, implementation support and asset optimisation. This integrated approach allows clients to balance economic, environmental and social priorities while improving long-term asset performance and resilience.

Water security and environmental sustainability remain key areas of focus. The business supports water supply, wastewater treatment, reuse systems, desalination, stormwater management, river rejuvenation and environmental planning initiatives that help communities and industries use resources more efficiently. Increasingly, these projects are being designed with climate resilience and circular economy principles at their core.

The business also supports transportation systems that improve connectivity and economic productivity. Capabilities extend across metro systems, railways, roads, airports, ports and multimodal logistics infrastructure, helping create networks that move people and goods more efficiently while supporting sustainable mobility objectives. Industrial and urban infrastructure form another important pillar of the portfolio. The business supports manufacturing ecosystems, industrial zones, institutional infrastructure, healthcare facilities, education campuses and integrated urban developments. Across all these areas, digital engineering tools, advanced modelling technologies and sustainability frameworks are helping improve project outcomes and accelerate delivery. By combining engineering expertise with systems thinking, the Infrastructure Business helps create infrastructure that is reliable, sustainable and increasingly intelligent.

Delivering Reliable, Sustainable and Intelligent Infrastructure

FY26 demonstrated the breadth of the Infrastructure Business and its ability to deliver complex programmes that support economic growth, environmental stewardship and improved quality of life.

The business expanded its presence across water, transportation, environmental, industrial and social infrastructure, helping clients address urbanisation, climate resilience and resource security through integrated engineering solutions. Water security remained a key focus.

The business delivered engineering and consultancy services covering over 33,500 MLD of water supply, 3,200 MLD of desalination, wastewater treatment and reuse capacity, helping cities and industries improve resource efficiency while reducing environmental impact. Programmes involving wastewater recycling, river rejuvenation and stormwater management continued to gain momentum as stakeholders sought long term solutions to growing water challenges.

Environmental infrastructure and climate resilience also gained prominence. The business supported 1,000 MLD of river rejuvenation and environmental restoration while expanding its involvement in climate adaptation, flood resilience, coastal protection and nature based solutions. Transportation and mobility infrastructure remained another important area of activity. During the year, the business supported over 41 km of transportation infrastructure covering metro, railways, roads, road tunnels, airports, ports and logistics related assignments, improving connectivity and supporting sustainable urban and industrial growth.

Industrial infrastructure emerged as a significant growth area. The business supported 5.5 million sq. ft. of industrial and manufacturing infrastructure across advanced manufacturing, electronics, semiconductors, clean energy and strategic industries. These projects strengthen India's manufacturing ecosystem while reinforcing the business's capabilities in infrastructure planning, engineering and sustainability. The business also contributed to social infrastructure through engineering services for 2,400 bed healthcare facilities, 60 lakh sq. ft. of education and research institutions, and 20,000+ acres of urban development programmes.

Circular economy solutions remained another important focus area. During FY26, the business supported the design of four waste to energy projects ranging from 8 MW to 12 MW, along with waste management and resource recovery initiatives that promote more sustainable and resource efficient operating models. Digital technologies, including Building Information Modelling, digital twins, artificial intelligence and advanced analytics, continued to improve design quality, stakeholder collaboration and decision-making throughout the asset lifecycle, creating more intelligent infrastructure systems and stronger project outcomes.

Future Outlook and Priorities

The future of infrastructure will be shaped by the need for systems that are more connected, resilient and sustainable. As cities expand and climate challenges intensify, infrastructure planning will increasingly focus on resource security, environmental stewardship and improving quality of life. The Infrastructure Business will continue to strengthen its capabilities in water security, climate resilience, sustainable mobility, industrial infrastructure and circular economy solutions. Areas such as wastewater reuse, desalination, river rejuvenation, flood resilience and nature based solutions will remain priorities as governments and industries pursue more sustainable approaches to resource management.

Growing investments in advanced manufacturing, industrial corridors, electronics, defence and clean energy are expected to create new opportunities. The business will continue to invest in digital engineering, artificial intelligence, digital twins and advanced modelling technologies to enhance project delivery, improve asset performance and help clients create more efficient, adaptable and resilient infrastructure systems.

11%

Share in total revenue

9%

Share in total acquisition

967

Workforce on 31st March 2026

₹ 317 cr

Worth value engineering for customer

CASE STUDY

Engineering the Backbone of Automotive Manufacturing

Completely Knocked Down Automotive Manufacturing Campus, Pannapakkam, Tamil Nadu

This greenfield Completely Knocked Down automotive manufacturing campus in Tamil Nadu brings together assembly operations, utilities, and support infrastructure within a single, cohesive industrial development. Completely Knocked Down manufacturing refers to the local assembly of vehicles from imported component kits. The campus spans 479 acres, with Phase 1 covering a 76-acre facility comprising the assembly shop, office and training facilities, an experience centre, canteen, utility buildings, fabrication areas, and all essential support infrastructure across 51,721 square metres of built-up area. The campus has been master-planned from the outset with land protected and reserved to accommodate future expansion as production scales.

TCE's Role

TCE delivered end-to-end engineering services across the full project lifecycle, from planning through to construction support. The scope covered master planning of the 76-acre campus including future phases, detailed engineering across architectural, structural, infrastructure, mechanical, electrical, and instrumentation disciplines, interiors and landscaping, statutory drawings for regulatory submissions, and construction-ready documentation. TCE also provided comprehensive 3D modelling and architectural walkthroughs to support design validation and stakeholder communication, green building services through its Ecofirst sustainability team, and deployed on-site project support engineers to ensure continuous coordination between the design office and construction teams. This integrated delivery model allowed design intent to be maintained consistently from concept through to completed construction.



Impact

Sustainable: Green building inputs were integrated early through TCE's Ecofirst team, improving environmental performance and supporting responsible development of large-scale manufacturing infrastructure in India.

Reliable: The campus is engineered as an integrated manufacturing environment, with production, utilities, and support infrastructure planned to ensure seamless system interfaces and efficient operations from the outset.

Intelligent: TCE coordinated multi-disciplinary engineering across process, civil, electrical, instrumentation, and utilities disciplines as the single engineering authority across the full scope of the project. This unified approach enabled consistent design decisions, efficient resolution of technical interfaces, and streamlined project delivery from detailed engineering through to plant start-up.

479

Acres Total project site

76

Acres Completely Knocked Down campus, Phase 1

51,721

Square metres Built-up area in Phase 1

Future-ready

Master-planned with provision for phased expansion