STRATEGY IN FOCUS

Building a Globally Integrated Engineering Enterprise

The global engineering and infrastructure landscape is being shaped by a combination of long term structural trends. Investment in energy systems, advanced manufacturing, transportation, water infrastructure and critical industrial assets continues to grow as countries strengthen economic competitiveness, energy security, supply chain resilience and climate preparedness. At the same time, geopolitical realignments, changing trade relationships and regional manufacturing strategies are reshaping investment flows and creating new opportunities across both developed and emerging markets. The engineering services industry is evolving alongside these changes. Clients today expect more than technical design and project execution. They are looking for engineering partners who can combine domain expertise, digital technologies, project management, sustainability and lifecycle thinking to improve productivity, reduce project risk, optimise capital investment and create assets that deliver long term value.

The increasing use of artificial intelligence, digital engineering, advanced analytics and intelligent asset management is further enhancing engineering outcomes, enabling better decision-making, greater efficiency and improved asset performance throughout the lifecycle. These developments are also transforming the way engineering organisations operate. Global delivery models, multidisciplinary collaboration and technology enabled execution are enabling engineering companies to support clients seamlessly across geographies while drawing on specialised expertise wherever it resides. Organisations that successfully combine engineering excellence with integrated delivery, innovation and local market understanding are well positioned to support increasingly complex infrastructure and industrial programmes.

Against this backdrop, Tata Consulting Engineers is pursuing a strategy focused on strengthening its domestic leadership, expanding into future growth sectors and building a globally integrated engineering enterprise. By combining engineering excellence, technology leadership, integrated project delivery and a globally connected operating model, the Company continues to create reliable, sustainable and intelligent assets while delivering long term value for clients across the world.

Strategic Priorities

TCE's strategy is built around three strategic priorities that reinforce the Company's leadership in established markets, build capabilities for emerging industries and strengthen its position as a globally integrated engineering enterprise. Together, these priorities enable TCE to respond to changing market dynamics, broaden its service portfolio and create long term value for clients across the asset lifecycle.

1. Strengthening Leadership in Core Markets

India remains one of the world's most active markets for infrastructure, industrial development and energy investments. Continued investments in power, transportation, water infrastructure, manufacturing, urban development and strategic sectors are creating sustained demand for engineering solutions that combine technical excellence with disciplined project delivery. TCE continues to strengthen its position across these core markets by deepening customer relationships, expanding strategic accounts and enhancing its multidisciplinary capabilities. The Company's integrated OEPC™ model remains a key differentiator, enabling clients to benefit from engineering, project management and lifecycle expertise through a single delivery framework.

Alongside new capital projects, TCE is expanding its OPEX and asset sustenance services as industries increasingly focus on operational reliability, performance improvement and asset modernisation. Continued engagement with Tata Group companies, public sector organisations and private industry further strengthens long term partnerships while creating opportunities to deliver larger and more integrated programmes across sectors.

2. Building Capabilities for the Industries of the Future

The industries expected to drive the next phase of global growth are creating new demands on engineering organisations. Energy transition, advanced manufacturing, digital infrastructure and strategic technologies require specialised capabilities, new engineering disciplines and closer integration between engineering, technology and project delivery. TCE is investing in these capabilities to ensure it remains well positioned as these sectors continue to expand. The Company is strengthening expertise across renewable energy, pumped storage, battery energy storage systems, green hydrogen, green ammonia and nuclear energy while expanding into advanced manufacturing sectors including semiconductors, batteries, electronics, solar manufacturing and data centres. It is also building capabilities in defence, space, digital engineering and intelligent asset solutions, enabling it to support increasingly sophisticated industrial and infrastructure programmes. By investing early in capability development, technology partnerships and specialised engineering expertise, TCE is creating a platform for sustainable growth while supporting industries that will shape future economic development.

" Our strategy is centred on strengthening leadership in core markets, building capabilities for emerging industries and creating one globally integrated TCE. By combining engineering excellence, technology leadership and disciplined execution, we are building a business that can create sustainable value across geographies and generations.

Vivek Singh
Head - Strategy

Our Strategy Framework

OUR ASPIRATION

US$ 1 Billion

Global engineering enterprise

- Top 25 ENR Engineering Consulting Firm
- Partner of Choice for Complex and Iconic Projects
- Engineering a Better Tomorrow™

OUR STRATEGIC PRIORITIES (P)

P1
Strengthening Leadership In Core Markets
- Core sectors
- Strategic accounts
- OEPC™ advantage
- Lifecycle services

P2
Building Capabilities for Industries of The Future
- Energy transition
- Advanced facilities
- Nuclear, defence & space
- Digital infrastructure

P3
Creating One Globally Integrated TCE
- International markets
- Global Delivery Model
- Cross-border collaboration
- Strategic partnerships

OUR GROWTH DRIVERS (D)

D1
Energy Transition
Faster shift to clean low carbon energy

D2
Supply-chain Realignment
Geographical realignment shaping investment

D3
Digital Transformation
AI and automation reshaping assets

D4
Infrastructure Development
Building resilient new & ageing infrastructure

D5
Sustainability and circularity
Advancing responsible growth

OUR STRATEGIC ENABLERS (E)

E1
People
Empowered and future-ready

E2
Technology leadership
Digital and AI led engineering

E3
Centres of excellence
Decades of engineering expertise

E4
OEPC advantage
Integrated project delivery

E5
Global delivery model
One team, all geographies

E6
Partnership ecosystem
Alliances that drive growth

Turning strategic intent into engineering excellence that creates lasting value across the world.

3. Creating One Globally Integrated TCE

Global engineering is increasingly delivered through connected teams that combine local market understanding with specialised expertise from across multiple regions. As clients expand internationally, they expect engineering partners to provide consistent quality, integrated delivery and access to the best capabilities across their global network. TCE is responding by building a globally integrated organisation that brings together engineering excellence, technology leadership and multidisciplinary expertise across geographies.

The integration of TCE USA represents an important step in this journey, expanding the Company's presence in North America while strengthening sector expertise, customer relationships and delivery capability. Through its Global Delivery Model, cross business collaboration and strategic partnerships, TCE is creating a single engineering organisation that can respond more effectively to complex international opportunities. This integrated approach enables the Company to serve global clients more efficiently, share expertise across regions, participate in larger and more complex programmes and strengthen its position as a trusted engineering partner worldwide.

Together, these strategic priorities strengthen TCE's ability to respond to changing market needs while building the capabilities required for long term, sustainable growth. They also provide the foundation for the Company's growth roadmap as it expands its global presence, broadens its service portfolio and advances towards its long term aspiration of becoming a US$1 billion engineering consulting enterprise.

Growth Roadmap

TCE's long term ambition is to build a globally recognised engineering and project consulting enterprise with US$1 billion in revenue while securing a position among the world's leading engineering consulting firms.

Achieving this ambition is not simply about expanding scale. It is about strengthening engineering capability, broadening sector expertise, increasing international presence and creating greater value for clients through integrated, technology enabled solutions.

The Company's growth roadmap is therefore focused on sectors that are expected to shape the next phase of industrial development and infrastructure investment, while continuing to strengthen the capabilities, partnerships and delivery models required to compete in an increasingly global market.

1. Energy Systems

The global energy landscape is undergoing significant change as countries seek to balance growing energy demand with energy security and lower carbon pathways. TCE will continue to strengthen its capabilities across conventional and renewable power, transmission and distribution, hydro, pumped storage, nuclear energy, battery energy storage systems, green hydrogen and green ammonia. By combining deep engineering expertise with integrated project delivery, the Company is well positioned to support the development of resilient, reliable and sustainable energy systems.

2. Industrial Transformation

Industrial investment is increasingly centred on advanced manufacturing, process industries and strategic technologies that support economic growth and supply chain resilience. TCE is expanding its capabilities across semiconductors, electronics, batteries, solar manufacturing, speciality chemicals, green metals, recycling facilities and advanced industrial infrastructure. These sectors require specialised engineering expertise and multidisciplinary execution capabilities, creating significant opportunities for organisations with deep technical knowledge and strong project delivery experience.

3. Infrastructure Development

Rapid urbanisation, industrial expansion and growing expectations around resilience are driving sustained investment in transportation, water systems, logistics, urban infrastructure and industrial ecosystems. TCE will continue to support this transformation through integrated engineering solutions that improve connectivity, strengthen resource security and enable long term economic development while embedding sustainability and resilience into infrastructure planning and delivery.

4. Digital and Intelligent Engineering

Digital technologies are becoming an integral part of engineering rather than a separate capability. TCE continues to strengthen digital engineering through Building Information Modelling, Digital Twins, Asset Information Management, Product Engineering, advanced analytics and artificial intelligence. These capabilities improve engineering quality, strengthen collaboration, enhance productivity and enable clients to optimise asset performance throughout the lifecycle.

5. Sustainability and Circularity

Sustainability is increasingly influencing investment decisions across every sector. TCE is integrating resource efficiency, decarbonisation and circular economy principles into engineering solutions while expanding capabilities in green fuels, sustainable manufacturing, green buildings and climate resilient infrastructure. This approach enables clients to improve environmental performance while creating long term economic value.

Strategic Growth Drivers

Energy Transition
Accelerating shift to clean energy and low-carbon solutions.

Supply Chain Realignment
China+1 strategies driving in-shoring, near-shoring and manufacturing investments worldwide.

Digital Transformation
AI, automation and digital engineering transforming how assets are designed, built and operated.

Sustainability Imperative
Decarbonisation, resource efficiency and climate resilience shaping investment decisions.

India Advantage
Strong economic growth, talent, innovation and policy support.

GCCs | GECs | Deliver from India

Turning strategy into consistent execution through engineering excellence, global integration and disciplined delivery.

Enabling Growth

These growth platforms are supported by continued investment in engineering excellence, technology leadership, capability development and operational excellence. TCE will continue to strengthen its Global Delivery Model, deepen strategic partnerships, expand research and technology collaborations, and selectively pursue acquisitions that enhance specialised capabilities and market access.

Together, these initiatives provide the foundation for sustainable growth while strengthening the Company's ability to serve clients across geographies and sectors. The Company's growth roadmap reflects a balanced approach that combines leadership in established markets with investment in emerging opportunities.

By continuously strengthening engineering capability, embracing technology and expanding its global footprint, TCE is building a future ready engineering enterprise equipped to create reliable, sustainable and intelligent assets for the world.

Global Integration

Building a globally integrated engineering enterprise is a key element of TCE's long term strategy. As clients expand across geographies and projects become increasingly multidisciplinary, they expect engineering partners who can provide consistent quality, specialised expertise and integrated delivery irrespective of location. TCE's global integration strategy is designed to meet these expectations by bringing together engineering capability, technology and project delivery within a single connected organisation.

The integration of TCE USA represents an important milestone in this journey. Beyond expanding the Company's international footprint, it strengthens sector expertise, broadens customer relationships and creates opportunities to combine complementary capabilities across regions.

By leveraging the strengths of teams in India and the United States, TCE is creating a more agile and collaborative organisation capable of supporting increasingly complex projects and global customers. The next phase of global integration is focused on strengthening three interconnected dimensions:

1. **Customer: Differentiation and Competitiveness**
   TCE is creating a unified global brand supported by specialised Centres of Excellence and sector focused capabilities. By combining local market understanding with global engineering expertise, the Company aims to deliver integrated solutions that respond to the specific needs of each client while strengthening long term relationships across geographies.

2. **Employees: Capability and Collaboration**
   People remain central to TCE's global integration strategy. The Company continues to invest in technical capability, leadership development and cross border collaboration, creating opportunities for employees to work across businesses, sectors and geographies. This approach strengthens knowledge sharing, develops future leaders and builds a globally connected engineering workforce.

3. **Operations: One Integrated Delivery Model**
   Operational integration is centred on creating consistent ways of working across the organisation. TCE is strengthening its Global Delivery Model through common processes, digital platforms, engineering standards and project management practices that improve collaboration, enhance quality and increase delivery efficiency. These initiatives enable multidisciplinary teams to work seamlessly across locations while maintaining the technical rigour and engineering excellence that define the Company.

Strategic partnerships also play an important role in this journey. Collaborations with technology providers, EPC organisations, research institutions and regional partners strengthen technical capability, support entry into new markets and expand opportunities to deliver integrated solutions. At the same time, closer collaboration across business units enables TCE to bring together expertise in engineering, project management, sustainability and digital technologies, creating greater value for clients through a single integrated offering.

As TCE continues to strengthen its global presence, the focus remains on building one connected engineering organisation that combines technical excellence, local market insight and global delivery capability to serve clients consistently across the world.

Executing Strategy with Discipline

TCE follows a structured strategy management framework that aligns long term aspirations with annual business priorities and disciplined execution. The framework ensures that strategic objectives are translated into measurable outcomes through clear accountability, robust governance and continuous performance monitoring, while retaining the flexibility to respond to changing market conditions.

Strategy development begins with a comprehensive assessment of market trends, customer needs, competitive dynamics and emerging opportunities across sectors and geographies. These insights shape the Company's Long Term Strategy, which is reviewed periodically to reflect changes in the external environment, evolving customer priorities and new growth opportunities. Annual Business Plans translate these long term priorities into specific business objectives, resource allocation decisions and operational plans across business units and functions.

Execution is supported through a structured governance framework that aligns strategic priorities across the organisation. The Balanced Scorecard provides the foundation for cascading enterprise objectives into business unit plans, functional initiatives and individual performance goals, ensuring alignment between corporate strategy and day to day execution. Progress is reviewed through defined performance indicators, periodic business reviews and strategic governance forums, enabling timely decision-making and course correction where required.

Data driven decision-making remains an integral part of this process. Market intelligence, competitive benchmarking, performance analytics and scenario planning are used to evaluate strategic options, identify emerging risks and strengthen business decisions. These insights help the Company remain agile while maintaining focus on long term objectives.

During FY26, the Strategy function supported the development of the FY31 Long Term Strategy, strengthened competitive and market assessments across key sectors and geographies, and enhanced market prioritisation frameworks to support business planning. It also streamlined the deployment of the Balanced Scorecard, strengthened strategy reviews across business units and worked closely with leadership teams to align strategic priorities with evolving market conditions.

This structured approach ensures that strategy remains a continuous process of planning, execution, review and refinement, enabling TCE to respond proactively to changing market dynamics while maintaining a clear focus on sustainable growth and long term value creation.

Value Creation Model

INPUT

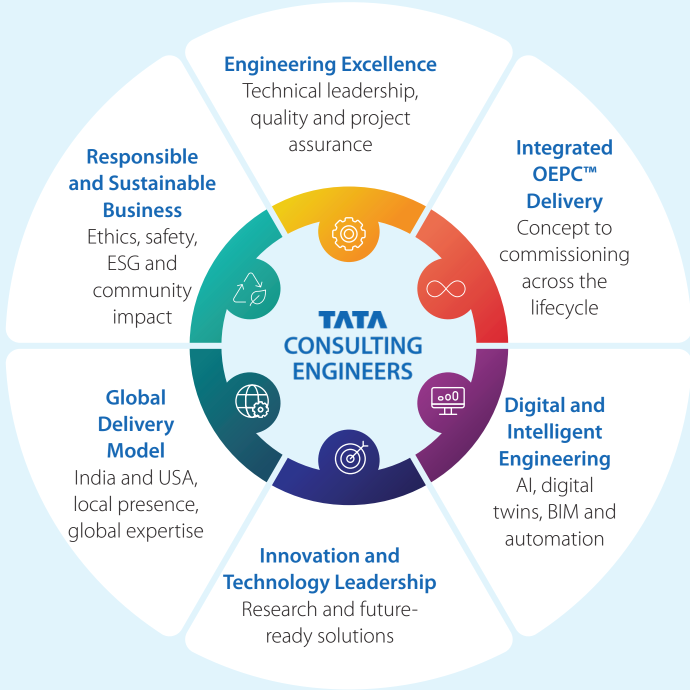
FINANCIAL CAPITAL
Funding strength and capital discipline to invest ahead of demand.
19% Total capital employed
₹ 1,020 cr Total equity
₹ 410 cr Total debt (including lease)

HUMAN CAPITAL
The people, skills and leadership pipeline that turn judgement into delivery.
8,455 Total employees
15 Average training days per employee
Leadership and grade-wise development
Strategic lateral and specialist hiring

INTELLECTUAL CAPITAL
Codified knowledge, digital tools and R&D that make engineering repeatable and scalable.
1,327 Critical documents reviewed
07 Patents filed and research publications
AI, digital twins, BIM and analytics
Knowledge management systems

MANUFACTURED AND NATURAL CAPITAL
The infrastructure we operate from and the environmental footprint we manage.
33 IT-enabled owned offices and delivery hubs
Baseline study for GHG emissions
Global Delivery Model across India and the USA
Green logistics and sustainable design

SOCIAL AND RELATIONSHIP CAPITAL
The trust we hold with clients, partners and communities, built one engagement at a time.
1100+ Total active clients
5.9 CSR investment (Rs crores)
Supplier and vendor partnerships
Industry Academia collaboration network



OUR DIFFERENTIATOR

OEPC™

Owner's Engineer and Project Consultant

Integrated	Independent	Invested in outcomes
End to end across the asset lifecycle	Advice free of conflicting interests	Long-term value, not just deliverables

SECTORS WE SERVE

- Power
- Infrastructure
- Mining and Metallurgy
- Hydrocarbons and Chemicals
- Advanced Facilities

OUTPUT

BUSINESS PERFORMANCE
₹ 2885 Cr Total consolidated Income
₹ 3958 Cr New order acquisition
48% International Business
33% Opex service business

Marquee projects: ITER, High-Speed Rail, Semiconductor OSAT, Tata Steel UK.

PEOPLE VALUE
15 days Training per employee
11% Overall attrition
4% Key talent attrition
4.05 Safety index at sites

Sustained focus on reskilling and training, and a safe, inclusive workplace.

INNOVATION VALUE
03 Patents filed
66 Research publications
08 New technology offerings
10 New automation programs

Developed a scalable industrial AI platform that delivers measurable improvements

ENVIRONMENTAL VALUE
33 Environment-conscious offices
10 Delivery centres
₹ 560 cr From Energy Transition
30+ Sustainability offerings

Sustainability built into design decisions, not retrofitted once an asset is operational.

CUSTOMER AND SOCIETAL VALUE
50% Revenue from key accounts
70% Customer feedback
45,522 Lives touched through CSR
5,340 Employee volunteers

Trust built with clients and communities, sustained through engagement rather than a single transaction.

OUTCOMES

Sustainable, profitable growth
Resilient performance across cycles, geographies and service lines.

A future-ready workforce
Skilled, safe and engaged people with a strong leadership pipeline.

Intelligent, digitally enabled assets
Smarter assets and decisions through digital and AI led engineering.

Reliable, low-carbon assets
Resilient infrastructure with sustainability built in from design.

Lasting trust and partnerships
Enduring relationships with clients, partners and communities.

STAKEHOLDERS

Clients
Reliable solutions and long-term partnerships

Employees
Meaningful work, growth and well-being

Shareholders and investors
Sustainable growth and consistent value creation

Partners and supply chain
Shared growth, collaboration and co-creation

Communities and society
Nation building and a better tomorrow

UN SDGs

4 QUALITY EDUCATION
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
17 PARTNERSHIPS FOR THE GOALS

OUR FOUNDATION - HOW WE STRENGTHEN OUR ENGINEERING

Ethics and Governance
Integrity, transparency and accountability run through every decision, not just the visible ones.

Safety and Wellbeing
Zero harm to our people and communities, treated as a standard, not an aspiration.

Quality Assurance
Rigorous process and review at every stage, so quality is built in, not checked for.

Risk Management
Risks identified and addressed early, before they become someone else's problem.

Stakeholder Engagement
Open, ongoing dialogue that builds trust with clients, partners and communities.

Sustainability in Action
ESG embedded into strategy and everyday decisions, not a separate initiative.