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Tata Consulting Engineers bets on power, metals, semiconductor projects for growth

Synopsis

TCE, a 63-year-old company which has designed the new Parliament building, the Mumbai-Ahmedabad bullet train and the Ayodhya temple, focuses only on design and engineering consultancy. It operates under the owner's engineer and project consultant (OEPC) model.



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Mumbai: **Tata Consulting Engineers** (TCE), a Tata Sons-owned design engineering consultancy, is seeing strong business growth as investments increase across power, metals, semiconductors and **data centres in India**.

TCE, a 63-year-old company which has designed the new Parliament building, the Mumbai-Ahmedabad bullet train and the Ayodhya temple, focuses only on design and engineering consultancy. It operates under the owner's engineer and project consultant (OEPC) model. It does not execute construction directly as an engineering, procurement and construction (EPC) contractor but undertakes EPC and project management consultancy assignments.

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and employs nearly 8,000 engineers. Its revenue is evenly split between India and international markets.

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"India's market remains strong, driven by projects in semiconductors, power generation and transmission, chemicals, aluminium, copper, steel and data centres," said Amit Sharma, managing director and CEO of TCE, adding that the power sector is currently its fastest-growing segment. This includes work across thermal power, pumped storage, solar, wind, and transmission and distribution.

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ET Spotlight Last Updated: Nov 26, 2025, 05:36:00 PM IST



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Synopsis

Raymond Realty is launching 'The Gold Collar Life' in Bandra Kurla Complex. This new ultra-luxury residential project targets successful individuals who have earned their wealth. The development emphasizes strategy, precision, and privacy. Raymond Realty is also planning a significant luxury project in Wadala. This expansion highlights the company's focus on prime Mumbai locations.



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Luxury is no longer determined by inheritance; it is defined by accomplishment. Mumbai's high-end residential landscape is experiencing a fundamental shift. The modern luxury consumer is not someone born into privilege, but someone who has earned it. These are leaders, founders, wealth creators, innovators and decision-makers, individuals who value quiet confidence over ostentation, rare experiences over excess and enduring quality over fleeting trends.

For this refined audience, a home is more than a lifestyle choice. It is a personal statement; a reflection of perseverance, intellect and milestones that shaped their journey. Their address must echo the same principles that led them to success: strategy, precision, privacy, and proximity to influence.

Against this backdrop of an evolving luxury mindset, [Raymond Realty](#) introduces "[The Gold Collar Life](#)" to [Bandra Kurla Complex \(BKC\)](#). This announcement marks the brand's next ultra-luxury residential venture in Mumbai's most influential district, and a defining milestone in its luxury portfolio, the most strategically significant launch to date.

The Gold Collar Life aligns seamlessly with an audience that values power, precision, institutional prestige, and global connectivity. BKC offers unmatched advantages: proximity to Fortune 500 companies, international consulates, and world-class lifestyle destinations, such as Jio World Drive and Jio World Plaza, supported by transformative infrastructure, including the **upcoming Bullet Train Terminal, Metro Line 3, and the Coastal Road network**. With residences still priced nearly **30% below Bandra West**, the district offers a rare **pre-convergence opportunity**, further elevated by the upcoming **Bombay High Court complex**, which brings long-term institutional and social permanence. For those shaping India's economic future, BKC is not just an address; it is **Mumbai's most powerful residential identity**.

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Raymond Realty’s ultra-luxury philosophy represents the highest expression of design intelligence, precision planning and lifestyle innovation. Conceived through the personal design principles of **Chairman and Managing Director Gautam Singhania**, the category is founded on a definitive belief: **true luxury is earned, not inherited.**

Expanding the footprint: Wadala, the next address

As Raymond Realty prepares to introduce **The Gold Collar Life** to BKC with its upcoming ultra-luxury residential development, the brand is concurrently gearing up for its next strategic expansion: a landmark luxury development in **Wadala**. Poised to become **Mumbai’s third Central Business District (CBD)**, Wadala is being reshaped by major infrastructure investments, including **Metro Lines 4 & 11**, the **Mumbai Trans Harbour Link**, and the **Eastern Freeway**. The micro-market is rapidly emerging as a hub of connectivity, investment and long-term appreciation.

More details will be announced soon, as Raymond Realty continues its purposeful luxury expansion across Mumbai’s most coveted micro-markets.

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Synopsis

India is deepening its global trade ties, strengthening its long-term growth foundation. Yet markets move on earnings visibility and capital flows, creating short-term uncertainty. Rupee volatility and cautious FII behaviour are likely to keep equities unsettled in 2026. The shift toward a more market-driven currency improves credibility but adds near-term fluctuations. Investors should prioritise time horizons and disciplined allocation over reactive moves. Blending long-term equities with stable fixed income can help navigate volatility while staying aligned with India's growth story.



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India is steadily stitching together a new trade map. Agreements and negotiations with the United States, the European Union, the United Kingdom, New Zealand, and Oman reflect a clear strategic choice: to embed the Indian economy more deeply into global **trade** and capital networks. These deals are not tactical moves. They are structural bets on India's role in a changing world economy.

Over the long run, the direction is hard to dispute. Wider export access, deeper participation in global supply chains, and stronger economic linkages should support growth, resilience, and competitiveness. Yet financial markets do not operate on intent alone. They operate on timelines, earnings visibility, and capital flows. And that is where the disconnect lies.

Most trade agreements take years to translate into balance-sheet outcomes. **Tariff reductions** are phased, regulatory changes move slowly, and businesses take time to adjust supply chains. As a result, while India's long-term growth outlook remains optimistic, near-term investment visibility is far less certain. This gap is likely to keep equity markets unsettled, making 2026 a year where volatility becomes a feature rather than an exception.

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Strong Fundamentals, Uneven Market Signals

From a macro perspective, India stands on relatively solid ground. Trade diversification reduces concentration risks and makes the economy less vulnerable to shocks from any single region. Over time, it also encourages more durable capital inflows tied to manufacturing, services, and infrastructure rather than short-term financial trades.

Markets, however, tend to react faster than fundamentals. Exporters need clarity on compliance costs, pricing power, and currency behaviour before committing fresh capital. Until these moving parts settle, markets are likely to swing between optimism about long-term potential and caution about near-term execution. That tension often shows up as sharp rallies followed by equally sharp corrections.

Currency and the FII Equation

One of the most important drivers of recent market volatility has been foreign institutional investor behaviour. FII flows are highly sensitive to currency movements, and the rupee's depreciation against the US dollar has been a significant factor behind sustained selling pressure.

For global investors, currency losses can quickly overwhelm local equity gains. Even strong corporate performance struggle to compensate for a weakening currency. As long as the rupee remains under pressure, FII participation tends to remain cautious. When currency stability returns, flows often follow.

This makes the exchange rate a central variable in understanding market swings, not just a macro headline.

The Rupee's Ongoing Transition

Recent movements in the rupee should be seen as part of a broader policy shift rather than a sign of stress. India is gradually moving away from a tightly managed exchange rate framework towards greater market-determined exchange rates. Price discovery is being allowed more room, with intervention focused on smoothing extreme volatility rather than defending specific levels.

The International Monetary Fund has formally acknowledged this transition by reclassifying India's exchange rate regime closer to a free-float framework. This shift improves policy credibility and aligns India more closely with global financial practices.

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| LT Foods 09:50 AM 23 Feb 2026 20.85 (5.04%) | 435.20 |
| Suven Pharma 09:50 AM 23 Feb 2026 14.00 (4.59%) | 319.40 |

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Over time, deeper trade integration is expected to improve the quality of foreign exchange inflows. As exports broaden and capital flows diversify, currency volatility should reduce naturally. A more stable rupee would remove one of the key deterrents for global investors.

Why FII Interest Is Unlikely to Stay Away

Once currency stability improves, foreign capital is unlikely to ignore India for long. Among large economies, India remains an outlier in a positive sense. Growth is steady rather than erratic. Inflation is broadly contained. Interest rates are aligned with domestic conditions rather than external pressure. Fiscal and external balances, while not perfect, remain manageable.

In a global environment marked by slowing growth and policy uncertainty elsewhere, this macro stability stands out. As the rupee finds firmer footing, India's risk-reward equation becomes more attractive, encouraging a return of longer-term institutional capital rather than short-term tactical flows.

What This Environment Means for Retail Investors

For retail investors, this phase demands structure rather than speed.

A practical starting point is clearly separating [long-term investments](#) from short- and medium-term needs. Long-term equity exposure is best viewed through the lens of India's structural growth story. Periods of volatility are inevitable during economic transitions, and reacting to every market swing often leads to poor outcomes.

At the same time, uncertainty increases the importance of balance. Fixed-income instruments play a stabilising role when global flows and currency movements drive equity markets. Allocating short- to medium-term capital to fixed-income assets reduces the risk of being forced to sell long-term holdings during market downturns.

Corporate bonds are particularly relevant in this context. Investment-grade issuances rated AAA to BBB today offer yields of 7 to 14% p.a., depending on credit profile and maturity. These returns are contractual and not linked to daily market fluctuations. In a volatile equity environment, this predictability becomes valuable.

At this stage of the cycle, bonds act less as a defensive allocation and more as portfolio ballast. They provide income visibility, smooth overall returns, and give long-term equity investments the time they need to play out.

Staying Oriented Through the Noise

India's growing network of trade agreements strengthens the foundation for long-term economic growth, currency stability and deeper capital markets. The transition from policy intent to economic impact, however, is rarely smooth. Volatility in 2026 should be viewed as part of this adjustment, not as a challenge to India's growth story.



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For investors, the focus remains on clear time horizons, disciplined allocation and portfolio balance. In periods like these, bonds play a critical role, not as a substitute for growth, but as an anchor that allows investors to stay invested, stay patient and remain aligned with long-term goals.

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