

# Value Creation Model

At TCE, delivering customer aspirations and helping them achieve scale is at the core of our strategy. Creating sustained value for all the stakeholders using our resources and relationships and taking actions aligned to our strategic focus areas helps us create sustainable long-term value.

## Resources and Relations

### Financing

- Equity
- Debt

### Materials, Tools & Equipment

- Design suite
- Application licenses
- Hardware

### Technology & Management Insights

- Design engineering
- Project management
- Consultancy
- OPEX optimisation
- Knowledge management

### Employees

- For engineering solutions
- At project sites
- Shared services

### Raw Material

### Suppliers and Vendors

## Strategic Focus Areas

### Financial

- Focus on profitability with working capital optimisation
- Acquire business in new sectors; 50: 50 international domestic mix of orders
- Focus on large deals and work with consortiums and partnerships

### Customers

- Offer cross business and integrated solutions across customer asset lifecycle
- Trusted advisor to marquee clients
- Customer engagement and customer satisfaction

### People and Learning

#### Attract, Retain and Retrain Talent

### Processes

- Strengthening processes for operational, technology excellence
- Productivity improvement & cost optimisation

### Responsible Member of Society

## Outcomes

- **Total Revenue of 882 Cr, highest in history; New order acquisition high at 990 Cr; EBITDA and PAT best ever.**
- **42% business from international markets**
- **27% of new business from opex services**
- **Consortium-based approach established : TCE a leader in Smartcities and water projects**
- **TCE bagged the Agra Metro Project, a first for TCE**

### Customers

- 20% of business orders through cross selling and offering integrated solutions
- 44% sales revenues from key/strategic accounts
- Customer feedback index at 72%

### Processes

- Processes were strengthened through several automation applications for technology (knowledge management), people process, sales & operations, streamlined deliveries and improved sales process along with long-term relationships with customers

### Learning/People

- Focus was on reskilling and training. All-round training was at 20 person-days per employee & technology training was at 3 person-days per employee. Attrition of key talent was curtailed at 3%. 173 young engineers were hired from campus and made industry ready through the YEDP
- Safety was a key focus on site and in offices. Safety index was at 4.01 at sites

### Responsible Member of Society

- Infrastructure solutions for making tribal villages water positive was successful in the model village.
- Total CSR spends were at Rs. 219 lakhs
- Corporate volunteering clocked 11,532 hours
- 143 volunteering programs were organised
- Special Tata Units were designed to help country fight COVID19



# Strategic Framework

**Rs. 1,000  
Revenue**

- Within ENR 100 r...  
from outside hon...
- International - Do...  
50:50
- Trusted advisor to...  
& preferred partn...  
business (75/25)
- Asset lifecycle fo...  
30% OPEX

## Approach

- Leverage Strengths
- Minimise Risks

## Focus

- Aspire
- Innovate
- Scale

**000 cr**  
**e by 2022**

ank (w. r. t. revenue  
me country)

domestic Revenue Mix

o strategic clients  
ners in their growth

otprint of minimum

## Plan

- Digital asset management
- Industry 4.0 Solutions
- Urbanisation and MEGA Cities - smart infrastructure, smart city, smart grid, smart mobility
- Renewable Energy & Sustainability Solutions

## People

- Attract, retain and develop talent and prepare for the workplace of the future
- Be a responsible member of society