

TABLE OF CONTENTS

COMPANY OVERVIEW	04	VALUE CREATION MODEL	32
PERFORMANCE HIGHLIGHTS	10	INFRASTRUCTURE CLUSTER	34
PRESENCE	12	PLANT ENGINEERING CLUSTER	52
AWARDS	14	DIGITAL	74
BOARD OF DIRECTORS	15	CORPORATE GOVERNANCE	80
MANAGEMENT TEAM	15	RISK RESILIENCE	86
CHAIRMAN'S STATEMENT	16	HUMAN CAPITAL	92
MANAGING DIRECTOR'S STATEMENT	20	ETHICS	98
TECHNOLOGY UPDATE	26	CORPORATE SOCIAL RESPONSIBILITY	102
STRATEGIC FRAMEWORK	31	CORPORATE INFORMATION	107

Tata Consulting Engineers Limited (TCE) is an Integrated Engineering Consultant providing Concept to Commissioning services in Infrastructure, Power, Resources - Hydrocarbons and Chemicals and Resources - Mining and Metallurgy sectors.

TCE is a 100% subsidiary of Tata Sons. The Tata Group is one of India's most respected conglomerates.

SUSTAINABLE SOLUTIONS FOR A BETTER TOMORROW

Established in 1962, Tata Consulting Engineers Limited (TCE) is India's leading Integrated Engineering Consultant providing Concept to Commissioning services. With 11,000+ projects delivered in 64 countries, the Company has recorded a tremendous growth in revenue of 27% this year.

The Company is amongst the top 2 consultants in its core sectors – Power, Infrastructure and Resources. It is powered by its people's solid knowledge base and technical expertise, helping it deliver several one-of-its-kind projects.

TCE has a multi-disciplinary engineering talent capable of managing complex projects worldwide and is amongst the few companies geared for Industry 5.0 era, providing engineering solutions for the Industrial Internet of Things (IIoT).

Providing Sustainable Solutions for a Better Tomorrow is the mantra that guides TCE, which is at the forefront of providing sustainable development solutions to clients for projects. The engineering teams at TCE provide thought leadership in shaping sustainable solutions across all sectors of power, infrastructure and industrial engineering projects. The Company has engineered many projects incorporating principles of Green Building Construction (GBC), Zero Liquid Discharge (ZLD), conversion of solid Waste to Energy (WtE) and providing Net Zero Solutions for industrial development and human habitation development projects. The vast and unique knowledge and expertise accumulated through years at the forefront of engineering projects in energy, process plants and public infrastructure development works lends itself aptly towards interweaving sustainability into the solution fabric.

TCE has an extensive and in-depth understanding of sustainable solutions involving renewable power (solar, hydro, nuclear and wind), electric vehicles and their battery manufacturing, EV Charging Infrastructure through renewables, Battery Energy Storage Systems (BESS), Planning and Design of Microgrids, Smart City Planning, Green Hydrogen for Power and Industrial Operations. TCE has been providing solutions in these fields, carrying out studies and developing schemes for energy audits and improving process and energy use efficiency in different industries.

