TDV Tech Digest

June 2026 Edition

Employee Speaks

As a Deputy Project Manager on-site, I drive end-to-end control system integration and commissioning, proactively resolving real-time challenges to ensure alignment with project specifications, timelines, and performance KPIs, while enabling collaboration across multidisciplinary teams and stakeholders.

I oversee on-site issue resolution, continuously enhance automation logic and system performance, and collaborate with cross-functional teams to uphold quality, safety, and project execution excellence.

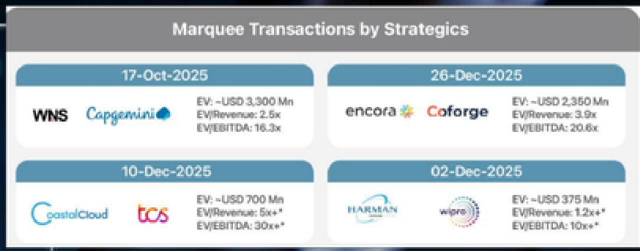
For me, delivering value means implementing reliable, efficient, and scalable automation solutions that meet client expectations not just at handover, but throughout the lifecycle of the project.

Warm regards,
Puneet Sharma
Deputy Project Manager

AI-Led Transformation Reshaping Technology Services M&A in 2025

Global M&A activity in 2025 has **shown resilience** despite geopolitical unrest and global uncertainty, as buyers **prioritized deal quality over deal volume**

2024 rebounded on liquidity and PE activity; 2025 shifted to more strategic, execution-focused deals



Encora (USA) – Acquired by Coforge (~2,350 employees)
Focus: Digital Engineering
Objective: To accelerate expansion in the U.S. market while strengthening advanced AI-driven digital engineering capabilities.

Harman DTS (USA) – Acquired by Wipro (~375 employees)
Focus: Digital Product Engineering
Objective: To enhance engineering-led connected product capabilities and scale innovation in digital product development.

Unosquare (USA) – Acquired by Ridgemont
Focus: Data and Product Engineering
Objective: To expand nearshore capabilities, deepen AI engineering expertise, and grow platform presence across North America.

SLK Software		Altimetrik (TPG)	~600	Digital Engineering	Scale **digital engineering** capacity and broaden **enterprise modernization** capabilities

CPG is entering rapid transformation, with 2026 set to drive major growth and innovation.

CPG companies enter 2026 with strong momentum, driven by evolving consumer demands and rapid tech advances. To stay competitive, they must adopt AI, automation, and adaptive supply networks, while focusing on efficiency, innovation, and sustainability to unlock future growth.

2026 F&B: Indulgent Taste Meets Everyday Wellness

Brands will drive growth through health innovation and new channels, while stricter FSMA rules increase digital transparency.

- **Health-first nutrition:** Shift to nutrient-rich, functional foods.
- **Ecosystem play:** Partnerships drive faster, connected growth.
- **Premiumisation:** Experience-led offerings over high pricing.

Home & Personal Care: Bio-Intelligent, Circular Wellbeing

Biology-driven care, sustainable models, and AI enable smarter, efficient, and personalized consumer experiences.

- **AI innovation:** Enables personalised care.
- **Science-backed care:** Focus on proven, probiotic formulations.
- **Sustainability:** Water-free, efficient product formats.

Inside **Beiersdorf** : A Financial & Strategic Performance Snapshot (Annual Report FY2025)

Business Review

KEY HIGHLIGHTS

- Continued growth despite challenging macroeconomic conditions (geopolitical issues, weaker consumer sentiment).
- Strong Derma & Health Care performance offset weaker NIVEA and Luxury segments.
- **Major innovation push:**
  -Launch of Epicelline® (anti-aging breakthrough).
  -Expansion of Thiamidol® globally.
- **Significant sustainability milestone:**
  -33% reduction in greenhouse gas emissions (vs. 2018).
- **Strategic focus:**
  -"Win with Care" strategy emphasizing skincare leadership, omnipresence, and sustainability.
- **Investment in future:**
  -€139M innovation center in Hamburg (opening 2028).

Source

REVENUE HIGHLIGHTS

Group Financials

- Total Sales: €9,852M (flat nominal, +2.4% organic growth)
- EBIT: €1,378M
- EBIT Margin: 14.0%
- Net Profit: €955M → €928M (decline YoY)
- EPS: €4.25 → €4.05 (decline YoY)

Segment Performance

Consumer Business

- Sales: €8,176M
- Organic growth: +2.5%
- EBIT margin: 13.6% → 13.4%
- Growth driver: Derma (Eucerin, Aquaphor) (+11.7%)

tesa Segment

- Sales: €1,676M
- Organic growth: +1.8%
- EBIT margin: 16.1% → 16.3%
- Growth in electronics; weakness in automotive sector

STRATEGIC FOCUS

- Strategy focused more on:
  - Organic growth
  - Innovation-driven expansion
  - Market entries rather than large-scale M&A
- Past acquisition (context): full acquisition of S-Biomedic (2022) continues to support microbiome research.

Source

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INDIA & ASIA HIGHLIGHTS

INDIA

- Launch of NIVEA LUMINOUS Thiamidol® range
- Expansion of Eucerin footprint (derma segment growth)
- Entry of Luxury brands (La Prairie & Chantecaille) into India
- Strengthened e-commerce presence (e.g., Nykaa platform)

ASIA (OVERALL)

China:

- Approval and launch of Thiamidol® products
- Strategic repositioning of NIVEA business

Japan:

- First-time launch of Eucerin (HARI FILLER series)

Other Markets:

- Expansion in Saudi Arabia and emerging Asian markets

Asia remains a key growth driver but faced:

- Slower growth in 2025
- Volatile consumer environment

R&D INVESTMENTS

- €365M spent (+3.3% YoY)

Focus areas:

- Epigenetics (anti-aging)
- Microbiome research
- Dermatological treatments

BOTTOM LINE

- 2025 was a moderate growth year with strong fundamentals but mixed segment performance.
- Derma & emerging markets (including India/Asia) are the primary growth engines.
- Strategy is shifting toward:

1. Innovation-led growth
2. Geographic expansion (especially Asia)
3. Digital and sustainability leadership

Source

CASE STUDY

Greenfield Project – New manufacturing facility for Global CPG major

SCOPE 🎯

Led concept and feasibility planning from start to finish

Designed operations to handle ~150 SKUs with strong flexibility

Reviewed utilities, electricals, HVAC, fire safety, and logistics to ensure smooth functioning

Brought together manufacturing, packaging (across multiple formats), and storage into one integrated setup

Assessed how the new facility would connect and work with the existing Buildings

CHALLENGES ⚠️

Tight space, with access from only one side

·Fire safety gaps not meeting required norms

·High SKU mix, making storage and logistics more complex

·Multiple packaging formats, leading to non-linear material flow

·Limited height causing bottlenecks in SFG storage

·Warehouse shortfall beyond on-site capacity

·Gaps in utilities like water treatment, HVAC, and ETP

·Increased electrical load needing major upgrades

·Dependence on the Existing facility for storage, utilities, and manpower

·Material movement challenges due to an external warehouse

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CASE STUDY

SOLUTIONS HIGHLIGHTS

Vertical Expansion Strategy
Transition from G+1 to G+2 to optimize space utilization

Integrated Plant Ecosystem Approach
Functional integration with existing building for RM storage, utilities, and offices

External Warehouse Development
To address large pallet storage requirements

Elevated Material Transfer System
Efficient and safe inter-building logistics solution

SFG Storage Optimization Strategy
Racking design improvements, height adjustments, and buffering strategy

Utility Augmentation Plan
Major upgrades in PW, HVAC, ETP, and heat pump systems

Electrical Infrastructure Upgrade
Addition of 5 MVA transformer, DG backup, UPS, and redundancy planning

Performance-Based Fire Safety Design
Multiple exits, sprinkler systems, compartmentation, and evacuation modeling

Sugar Handling Automation Concept
Pneumatic conveying system ensuring hygienic and dust-free transfer

BUSINESS VALUE DELIVERED

The feasibility study delivered significant strategic and operational value:

- **Enabled informed investment** decision through clear feasibility positioning
- Identified **critical risks early,** avoiding costly redesign during execution
- Provided a **scalable and future-ready plant** concept aligned with growth plans
- Optimized **CAPEX through smart space utilization and shared infrastructure**
- Improved **operational efficiency via integrated logistics** and storage strategy
- Ensured **regulatory readiness** through proactive safety and compliance planning
- Reduced execution uncertainty with a **clear roadmap for detailed engineering**

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Website: www.tdves.com
Email: info@tdves.com