

## MANAGEMENT DISCUSSION AND ANALYSIS

**S05**



### Build an Agile, Market Responsive Organisation Structure

#### Definition

Assess evolving market demands and align the organisation with them to optimise business performance and resource management

| Focus Areas  | Highlights   |
|--|--|
| Solution-Selling Approach  | <ul style="list-style-type: none"> <li>Piloted an enterprise sales function to manage large accounts with a sharper cross-selling focus</li> <li>Prioritised key account management and implemented account-based marketing strategies to deepen customer relationships.</li> <li>Strengthened our portfolio through strategic partnerships and acquisitions, including collaborations with TSA Equipments, Oswaldo Cruz Química (OCQ), Vebro Polymers to name a few.</li> </ul> |
| Accelerate Market Penetration with Unified, Cross-Business Energy Transition Offerings | <ul style="list-style-type: none"> <li>Organised Roadshows and Intouch events across India and also in Indonesia to showcase a wide portfolio of energy transition offerings and enhance customer engagement.</li> </ul>   |
| Drive Internal Changes to Mobilise, Manage, and Retain Talent                          | <ul style="list-style-type: none"> <li>Initiated resource mobilisation based on employee skill sets to boost performance.</li> <li>Rolled out structured talent management programmes across employee levels to nurture future-ready leaders.</li> </ul> <p><a href="#">Read more on page 40</a></p>   |
| Foster a Performance-Driven Culture  | <ul style="list-style-type: none"> <li>Sharpened appraisal discussions with a focus on meaningful, actionable feedback.</li> <li>Continued capability-building through year-round training programmes for managerial and technical excellence.</li> <li>Recognised high-performing individuals and teams through structured rewards and recognition aligned with Thermax's core behaviours.</li> </ul> <p><a href="#">Read more on page 40</a></p>                               |