



FiRE**Si**DE

The House Magazine of the Thermax Group Volume 47 No. 4 October-December 2017



About the Cover

When the morning mist lifts and warm sunlight spills over, the delicate balance of land and water, light and shade are revealed. As one more year ends and another one begins, will the coming events help us retain the serenity of this moment, when the world looks freshly minted?

*Image by Sameer Karmarkar,
from Kaziranga, Assam*

BACK COVER
LOVE THERMAX
KNOW THERMAX

Comment

“ Watch with glittering eyes the whole world around you because the greatest secrets are always hidden in the most unlikely places. Those who don't believe in magic will never find it.”

– Roald Dahl

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What's New?

Thermax's largest production site for ion exchange resins.

Commercial production begins at the Dahej chemical plant



Overview of the latest Thermax facility, and (inset) automated operations: ion exchange resins for global markets

Thermax began commercial production from its newly constructed facility in Dahej, Gujarat on October 31, 2017.

The plant manufactures ion exchange resins for industrial water treatment and for refining sugar, and will be supplied under the global brand name of Tulsion. High purity water for the semiconductor, petrochemical, food and processing industries will also be produced here.

This state-of-the-art automated plant uses clean fuel and modern air scrubbing units that are

environment friendly. Thermax has invested Rs. 150 crore in the 15-acre site situated in Phase –II of a newly-developed Special Economic Zone (SEZ). Says SBU Head Dinesh Mandhana, "The Dahej facility will be Thermax's largest production site in India for ion exchange resins. This expansion plan highlights our long-term

commitment to supply high quality products for the growing global market as well as to increase our market share."

Thermax Chemical SBU has two other manufacturing facilities at Khopoli, Maharashtra and Jhagadia, Gujarat for resins and performance chemicals.

The plant has high engine availability making the entire cycle more efficient

Thermax showcases its biomass gasification plant

Dr. Sonde, Head RTIC (in dark jacket) with members of technology partner, Synova and the visiting delegation: efficient and cleaner energy generation



Thermax's first commercial scale biomass gasification plant for Ruchi Soya at Washim (Maharashtra) was commissioned in March 2017. It was executed as a pilot project jointly between MNRE (Ministry of New and Renewable Energy), Thermax and Ruchi Soya. Energy Research Centre and Dahlman Renewable Technology (now Synova, Inc.) of Netherlands provided the technology which was indigenised by Thermax to suit local requirements.

The plant uses bio-fuel (soya stalk) to produce 1 MW electricity. Biomass converted to gaseous fuel (called producer gas) passes through the gas clean-up system to remove tar, ammonia and other impurities. The cleaned gas is

fed to four 250 KW engines to generate 1 MW power.

The plant has several advantages as compared to conventional gasification plants – its high engine availability makes the entire cycle more efficient. It produces less tar; and the gas produced has high gross calorific value of 3000 kcal/Nm³.

In October, Thermax and technology partner, Synova, hosted a delegation from Thailand, Netherlands and India to showcase the plant. Presentations from both organisations on technology and project execution was followed by a plant visit.

This is the JV's largest order from a single customer, bagged against stiff competition.

Thermax wins Rs. 327 crore order for a co-generation power plant

Thermax Group bagged a Rs. 327 crore order from a public sector company based in western India for its up-coming chemical plant. The project is for a BTG (Boiler-Turbine-Generator) package on EPC basis for its captive co-generation power plant of 2x65 MW capacity.

The order is an affirmation of Thermax's expertise in co-generation that provides optimal energy solutions to industries that need both power and steam to support processes. M.S. Unnikrishnan, Thermax MD & CEO stated that "as one of the pioneers of this energy efficient option, Thermax is confident of meeting such challenges and anticipates similar opportunities."

The scope of supply includes design, engineering, manufacturing, construction and commissioning of the solid fuel based BTG package consisting of two CFBC boilers, steam turbines and generators. Thermax also would be supplying emission control equipment and other auxiliaries for the BTG package. The project is to be completed in 24 months.

Air cooled condensers to save water for cement units



An installed condenser: helping cement plants to be resource productive.

Thermax SPX Energy Technologies Ltd, the joint venture, bagged an order for seven air cooled steam condensers from the cement conglomerate, Nuvoco Vistas Corporation (formerly Lafarge). The condensers will be installed at cement plants in Rajasthan, Chattisgarh and Jharkhand – three for waste heat recovery systems (WHRS) and four for captive power plants (CPP).

Air Cooled Condensers (ACCs) utilise ambient air for cooling – an effective alternative to the wet cooling towers used earlier by captive power plants in the cement industry. ACCs are environment-friendly in many ways. They save water in water-scarce areas since

no water is required for cooling. They reduce the use of chemicals for water treatment, bring down corrosion in auxiliaries, and eliminate plume, blowdown and treatment of associated discharge water.

The scope of the project includes design, engineering, manufacturing, construction and commissioning at site as well as performance guarantee testing before handing over. The commissioning of the WHRS and CPP units will take place over the next 12 months. This is the JV's largest order from a single customer, bagged against stiff competition.

Signing the contract: HZL team (right) with Thermax's Arshad Ali (left), Akhil Jugade and Hemant Joshi.



The 25 million litres per day plant treats pollutants to meet the latest discharge norms.

Sewage treatment for Smart City

Thermax will commission a 25 million litres per day (MLD) sewage treatment plant (STP) for Hindustan Zinc Limited (HZL) in Udaipur. The project is planned as part of HZL's CSR programme for which the company

signed an agreement with Udaipur Smart City Limited in June 2017 to set up the plant to treat the city's sewage and conserve water.

The 25 MLD plant is based on Moving Bed Bio Reactor (MBBR)

technology which treats pollutants to meet the latest discharge norms. The MBBR process improves reliability, simplifies operation, and requires lesser space than traditional wastewater treatment systems.

BPCL appreciates Thermax's work

Thermax has helped BPCL revamp its hydrogen generation unit, marking its foray into fuel reforming application. With the government's decision to leapfrog India's emission norms directly from Bharat IV to the more stringent Bharat VI, India's refining sector is seeing hectic activity. On its part, BPCL needed additional hydrogen at its Mahul plant to refine petroleum and generate fuel



Yogesh Apte, GM of BPCL congratulates Vilas Salunke and Sanjay Gosavi from Thermax

that will meet the new standards. Instead of installing a new hydrogen generating unit, they decided to revamp the existing one by opting for an additional Haldor Topse Exchange Reformer (HTER).

The Service SBU of the Boiler and Heating business successfully completed the assignment, commissioning the reformer on time, resulting in an assured

generation of 25 - 30% additional hydrogen from existing assets.

Also involved in the project were TECC, the JV, Haldor Topse (process licensing) and EIL (management consultant).

BPCL acknowledged Thermax's contribution and presented the team with a memento as a mark of appreciation.

Expressions



“Though the world
has definitely
changed over
the past
50 years,
many of us
still carry
our pet beliefs,
old prejudices
and mindsets.”

I was at a Teach For India meeting last week when a confident 15-year old Mahesh gave us a presentation on Kids Education Revolution(KER), a novel concept that attempts to tap into the power of children to reimagine education. Under this initiative, kids from high, low income and Government schools are thinking, deliberating and discussing the meaning of education and its impact on society. They are coming up with ideas on what needs to be done and are already translating them into action within their schools – acts which they can perform as teams, whether making schools eco-friendly or creating educational videos to help children learn, taking care of emotional or mental health, and so on. Yes, to this symposium, adults were invited but they were asked simply to listen and learn!

Mahesh, who completed his 7th standard from TFI and is now in the 10th grade at an iTeach school, was chosen to moderate the symposium which lasted a day; he was invited to speak to a few of us. We were deeply impressed to listen to this young boy speak so eloquently and with so much passion.

I bring up this experience because it relates to the power of potential and mindsets. Normally, we expect adults to give a monologue and kids to listen. Our assumption is that adults are normally right; that kids don't know; they do not have the experience; they rely on us to direct and guide them, tell them what to do and what not to do and so on. These assumptions

need to be questioned.

Such untested assumptions are not limited to schools and children alone. At Thermax we have been talking about diversity. However, old habits die hard. We seem to think and believe that almost all jobs in an engineering company can only be done by engineers. Pigeon-holed in our ideas, we are reluctant to believe that a blend of people – from varied contexts of education, gender, religion and region – add to the richness of an organisation. An engineering graduate will think differently from someone with a Liberal Arts background or an MBA and it is exactly this difference in thinking that conjures up different solutions to difficult problems. Similarly, someone from a different culture will bring a disparate point of view, which could open up a new way of thinking or tackling an issue. Compared to men, women bring in different skillsets and perspectives

Traditionally, we have had men join the engineering or science field, whereas women have been directed towards the arts. My own mother grew up in an educated upper middle class progressive family and yet she was sent to a Gujarati medium school, while her brothers were sent to an English medium school; she was never encouraged to study hard, since her parents would tell her that after all she was expected to get married and raise children. She was never encouraged to join the family business; moreover, in those days there were no

business women role models to look up to, so she grew up thinking business was only for men.

Though the world has definitely changed over the past 50 years, many of us still carry our pet beliefs, old prejudices and mindsets.

Even though we don't have as many women among our staff, I was very happy when a team within HR decided to break traditional ways of thinking and begin a programme to train young girls in welding. Under the aegis of a project named *Urja*, we tied up with a remarkable organisation called the Shroff Foundation, who have set up a state-of-the-art, high quality vocational training centre outside Baroda. They offer 20 different skills to predominantly tribal youth, with 100% placement. Thermax decided to partner with this Foundation wherein 13 young, committed women, enrolled for the welders programme – a field generally dominated by men. They have also undergone a soft skills and personality development course to enhance their confidence.

Most of these girls have come from homes where they were either reluctant or their parents initially refused to send them for the programme; but being determined, or initially in need of a job, they enrolled hesitantly. They weren't confident of joining such a male dominated environment. However after three months of training at the institute and then another three months on the shopfloor, they


seem to be quite comfortable. My compliments to the Shroff Foundation and to our entire team at Thermax Savli for welcoming them, encouraging and supporting them. An initiative like this can succeed only if the entire ecosystem is geared up to make it successful. Whenever we experiment with a culturally difficult situation, we must give it all our support; invest our time and have patience to make sure it is a success. Or else, it's easy to justify our old beliefs that women can never make good welders or that women can never drive a fork lift truck and therefore scrap the programme.

One of the girls trained has a slight disability. But she has not let that come in the way of her work or self confidence. Another girl who was initially diffident of joining the programme has said that she will only marry a boy who agrees to her continuing her work at Thermax. Today all of them are certified NCVT welders. I have every confidence in our people making this experiment a success so that we can get many more to enroll over time and break the shackles of our mind... perhaps start looking at other areas with openness.


On this happy note, I'd like to take this opportunity to wish all of you and your families a very happy, healthy and fulfilling New Year.

With warm regards,

Meher



“Whenever we experiment with a culturally difficult situation, we must give it all our support; invest our time and have patience to make sure it is a success.”



Up Close

R.S. Jha, Innovation head of Thermax's Heating business tells A.M. Roshan, how his love for Math and Physics took him from Madhubani to IIT and to Thermax, and about the possibilities in conventional areas of energy management and digital manufacturing.

'Focus on innovation the

Take any of the new products from the Heating stable in the last few years – Combloc, Enerbloc, Thermeon – and each of them has the innovative imprint of R.S.Jha. As Head of Innovation, he has revitalised the design and development of Thermax's packaged heating systems.

When he joined Thermax in 1997, it was his second job. He didn't think of a stay beyond 3-5 years. "My boss in the first company found it difficult to work with me." But he was in for a surprise, as his first boss in Thermax, Krishna Kumar was "always willing to listen and learn from his colleagues."

He found the environment in Thermax stimulating. "Here, one could innovate, try, test and fail," he recalls. The initial assignments gave him the opportunity to "improve and perfect the method of engineering calculations in the then Process Heating division."

Jha had come to Thermax from IIT Mumbai where he did his Masters in Energy Systems. It was a long journey for the boy from a village in Madhubani from Bihar, who liked to be alone and play with numbers. From early childhood, he remembers, he had a liking for mathematics, which he retains in his professional career.

His father, a school teacher, was a major influence. "He gave me freedom to do things that interested me. He always gave me books on scientists, freedom fighters and other great personalities." Jha has fond memories of the *Vigyan ke*

Sitare series from Jayaprakash Bharti. They developed in him an interest in scientific exploration.

He studied in a government school and did his Plus 2 at CM Science College in Darbhanga. While preparing for JEE, the study of physics captivated Jha – explaining fundamental principles, their mathematical representation, and how one can analyse, relate one thing to another. It gave him a conceptual framework to understand why things work the way they do.

Eventually he would study B.Tech (Mechanical Engineering) at IIT BHU, where people from all over gave him a feel of a wider India. Later, at IIT Mumbai, he became aware of Thermax's work in energy and environment. From the two placement options he had, he chose Thermax because of his interest in energy systems and energy conservation.

One of Jha's earliest work in Thermax was to improve the calculation process and come up with a more accurate multi-zone furnace model for long furnaces. Next was a non-corrosive air preheater that improved thermal efficiency of oil and gas fired boiler from 88% to 92%. As Thermax streamlined its manufacturing processes, Jha and his team standardised the design of heating shell products, reducing production time and cost. The initiative saved over Rs. 2.5 crore.

Jha says the design-to-cost project of the last decade was very useful.

has stimulated development of new products'

"It reviewed the entire product range and developed concepts which became the foundation for new product development."

I ask him what has changed on the energy front since his early days in Thermax. He says earlier challenges are yet to be met fully and there are still huge opportunities in conventional energy generation and use. "There is a lot of work waiting to be done in process integration – by linking generation and application aspects, we can aim to maximize system efficiency." The condensing economiser, one of his earlier innovation, increased efficiency to near cent percent for customers. Compared to the earlier practice of hot air indirectly drying tea, today's integrated systems use direct heating and hike efficiency by 25 to 30%. "In place of 0.8 kg of coal for 1 kg of tea, today's systems use just 0.45 to 0.55 kg."

There are also new opportunities. Consider the shift from oil and gas to biomass – be it briquettes or pellets, nothing is defined while dealing with these biomass fuels. Variations are almost uncontrollable and hence the challenge of finding solutions.

Product development, Jha feels, has to find the right balance of key elements – cost, compactness, efficiency, emission and fuel flexibility. Changing fuel costs, new policies in the wake of climate change and the emerging role of renewables are redefining energy scenarios. Hybridisation of systems for fuel flexibility is becoming an

essential feature – like heating systems that blend conventional fuel with solar or other renewable energy.

"Identifying innovation as one of the drivers of growth for Thermax has really stimulated the development of new products," says Jha. What about the digital revolution sweeping the manufacturing sector? "We are working on smart boilers and trying to adapt the key aspects of IoT (Internet of Things), data analytics and artificial intelligence to our own requirements."

Jha believes that the innovative impulses of any organisation are nourished when there is a free flow and exchange of ideas. "There should be a formal channel for sharing knowledge, for accessing breakthroughs already accomplished."

Jha enjoys working with young engineers. Every year, his team takes in engineering students for project work. "It is interesting to work with students to evolve newer technologies, tools and techniques. It keeps me and my team in the learning mode."

He is a visiting faculty at the College of Engineering, Pune for fluid mechanics. There is affection and anger when he talks of the state of engineering education. The physics teacher in him would like to teach from first principles which is rarely followed in colleges today.

He fondly remembers a teacher from school, Lakshmi Yadav. "While trying to solve a complex

thermodynamics problem I think of him. He introduced me to the application of equations to solve problems and always stressed on solving them by multiple methods. What he taught is still with me."



Round up

Site engineers' day out at TECC

Sessions on technology development and team cohesion: a break for recharging



Thermax Engineering Construction Company (TECC) successfully organised two three-day training sessions for its site engineers in September. Eighty people spread over two batches were trained on key topics, recent technology developments, interpersonal skills and team cohesion.

Internal experts led by A.G. Kshirsagar and Sanjay

Thuse engaged them on risk and opportunity management, construction of power plants, equipment selection and behavioural safety. An external faculty conducted a session on learning from movies. The participants also had an interactive session with Ravinder Advani, Pravin Karve, Upsen Umale and TECC's senior team, along with Amol Warty of HR, who covered

various aspects of the Code of Conduct and business.

The final day saw the site engineers come together for an adventurous outbound programme – treks, rope climbs and water rafting.

For the participants it was a happy occasion for recharging and a welcome break from the rigours of project sites.

Enhancing
channel
expertise
for better
customer
service



The Channel Management team conducted its latest series of sales trainings in November at Pune, Delhi, Kolkata and Chennai. The bi-annual sessions are organised to impart in-depth knowledge of products and solutions to support customers better. 84 sales personnel from CMG as well as Therman dealers' offices attended the training.

Therman experts from across businesses conducted the sessions on products and services. Interspersed with ice breakers, case studies and quizzes, the modules were structured to be informative as well as interactive.

At the end of the session, following an assessment, the top performers were rewarded.

Connecting with customers in Mangalore and Udupi

Fifty five Thermax customers from Mangalore and Udupi spent an informative evening in December learning about the company's latest products, services and technological innovations. Held in Mangalore as part of the vital *In touch* series of interactions that began in 2010, the event was attended by customers from sectors including

rice mill, cashew, dairy, fish meal and desiccated coconut.

The guests appreciated the presentation on latest products, tailor-made for their industry. They shared their expectations, future requirements and feedback on Thermax's services.



In touch with customers: sharing information and expectations



Heat recovery from waste gases: successful installation

Flue gas cooler at Sweden's energy plant

In November 2017, Thermax's Danish subsidiary Boilerworks installed a flue gas cooler at an energy plant of Sweden's largest producer of renewable energy, Vattenfall, in Uppsala, Sweden.

The combined heat and power plant utilises excess heat from waste incineration plants and other sources to generate electricity and produce district heating.

Flue gas coolers are special heat recovery units where heat contained in waste gases is used to produce steam, or for energy conservation purposes.

The system supplied by Boilerworks cools down flue gases in the waste incineration plants. The cooler, located before the chimney, lowers the temperature of flue gases from about 160°C to 70-80°C.

The contract bagged in April this year, included the supply, manufacture, delivery and installation of the unit. The installation successfully tackled the challenge of removing the existing old cooler and installing the new one within 48 hours, minimising losses in the production of power and heat.

Engrossed in painting a classroom: generosity in action



Spreading smiles through 'Joy of Giving'

This quarter witnessed a host of CSR initiatives, the highlight being the celebration of the *Joy of Giving* week. As an initiative to encourage the spirit of generosity, India's *Joy of Giving Week* is celebrated from October 2nd to 8th every year. Thermax employees contributed in many interesting ways. They purchased online books, school bags and other stationary items as a part of the 'Make a wish come true' activity. Close to 45 employees

from various offices participated in the 'Paint a Class' drive, some of them accompanied by their family members and friends. They painted two classrooms in Ahilya Devi PMC School at Aundh and a big community centre at Bhosari.

Over 100 Thermax employees responded to Akanksha's appeal to forego their Diwali gifts and instead contribute to the Foundation. This way, Thermax could donate Rs.85000.



Reaching out to affected villagers: timely help

Lending a hand to drought relief

In April 2016 during the severe drought in certain areas in Maharashtra, employees contributed to help affected people. Thermax chipped in with a matching contribution. Collectively Rs. 1.86 crore was donated to the NGO, *Caring Friends*, who undertake short and long-term relief work.

The NGO recently shared photographs and a report of their work in Patoda and Pataskheda villages in Ambajogai taluka, Beed, and eleven villages along the Beed River.

Nimesh Sumati from *Caring Friends* wrote, "The

deepening and widening of 10.5 kms of river Holna and 8 kms of its feeder streams have got amazing results. The water table has risen from below 350-400 feet to 60 feet now. The farmers harvest two crops and their yield has increased, along with milk production. We have grown 1.5 lakh saplings over the past 18 months which shall be replanted. We have started toy banks in 34 schools, and provide two meals a day to 78 senior citizens living alone. More than 3000 LPG connections have been provided, saving 18 tons of wood every day. Thank you for your timely and generous help. We would be happy if some of your staff could visit the region."

Cooling business driven by new leadership



Farewell for Venky in China and (inset) Jerzy Kot and Dinesh Badgandi

Venkatesh Balasubramanian (Venky), who headed Thermax Zhejiang China returned to India in October to lead the Absorption Cooling business. Venky will report to the Global Cooling head, Ashish Vaishnav who will now oversee Thermax's initiatives to grow the

process cooling business across markets.

Dinesh Badgandi takes the baton from Venky to lead China operations. He will report to Venky.

A new addition to the Cooling team is Jerzy Kot who joined as Process Cooling head

in November. Jerzy will be responsible for building a strategy for the business, leading go-to-market initiatives, and assessing technology tie-ups. Jerzy reports to Ashish.

Fireside wishes Venky, Dinesh, Jerzy and Ashish the very best in their new roles.

Chiller commissioned at a polyester manufacturer in Taiwan

The Cooling business supplied and commissioned a triple effect chiller at Taiwan's Far Eastern New Century Corporation, one of the world's top polyester suppliers.

The 800 TR chiller air conditions the office and the shop floor. Additionally, it is used for jacket cooling in the roller machines.



With global firms focusing on the twin objectives of using energy efficient products and protecting the environment, Thermax is building business partnership with reputed business houses across the world. It has also commissioned four double effect steam fired chillers of 1250 TR each to air-condition the R&D building of Samsung Electronics, Korea.

Grzegorz Borkowski:
COO, Danstoker Poland



Welcome onboard Grzegorz!

Thermax welcomed Grzegorz Borkowski as the Chief Operating Officer (COO) of Danstoker Poland on November 6, 2017. He reports to Jan Enemark, CEO of Danstoker.

Danstoker Poland was acquired by Thermax in early 2017 to expand its footprint in Eastern Europe. With a Bachelor's in Electrical Engineering from Poznan University of Technology and Master's in Business

Administration – International Management, Grzegorz (pronounced Ge ze gosh) has over 18 years of rich experience in the energy sector.

He will work with Jan to build and grow the Danstoker Poland operations. Please join the *Fireside* team in wishing Grzegorz a mutually rewarding career with Thermax.

Picnic time at Danstoker Poland

On the 25th of August 2017, the grounds of Danstoker Poland came alive with the annual picnic for its employees and their families.

The picnic had all the ingredients of a memorable day – painted faces, bouncy castles, tasty snacks and barbeque delights. And there was music, children enjoying themselves at a kid's disco while adults kept pace with an energetic DJ.

The picnic was a resounding success, with memories to cherish for a long time.



With colleagues
and families:
memorable picnic

Danstoker commissions boilers in Abu Dhabi

Thermax's European subsidiary, Danstoker has made inroads into the Middle Eastern markets. In June 2017, it commissioned two 40 TPH boilers at a manufacturing plant of the Al Dhafrah Paper Manufacturing Company LLC, in Abu Dhabi.

The boilers which use natural gas as fuel generate steam at 12 bar each. They were manufactured at Danstoker's facility in Germany.

Earlier, Danstoker also supplied a 43 TPH boiler to Solar Technologies in Qatar, which is expected to be commissioned in April 2018.



*Boilers at Al Dhafrah:
presence in the Middle Eastern markets*

New Global Series Shellmax



Continuing its legacy of product innovation, Thermax introduced the Shellmax Global Series boilers for international markets.

Entirely skid mounted, the new Shellmax has a reduced footprint (by up to 55%) and eliminates additional civil work. The factory insulated and prewired plug-and-play unit also reduces installation cost and time by up to 50%.

It comes with a unique patented heat recovery unit (HRU), Effimixer that maintains metal temperature above dew point – offering multi-fuel flexibility and maximising heat recovery in all load conditions. Compared to conventional HRUs it delivers additional 1% efficiency on oil and 2% on gas.

It also has a PLC based control panel with a touch-screen graphical interface that can make it convenient to monitor and control the boiler.

The annual cricket season



Winning teams: Chemical Warriors and Desi Girls

Cricketing fever peaked during the 14th Thermax Premier League, the inter-departmental cricket tournament. 46 teams of men and women across divisions, departments and locations competed at Annasaheb Magar stadium, Pimpri, over three weekends.

At the finals on 14th January, *Chemical Warriors* beat *Bahubali 11* in the men's category while *Desi Girls* defeated *ER Rising Star* in the women's finals. Sushil Malusure and Girish Gaikwad of Heating's *Pro-Panthers* won best batsman and bowler prize respectively. Cooling division's Asif Mukabhai from *Bahubali 11* lifted the best all-rounder trophy.

Congratulations to the winners, participants, the organisers and the enthusiastic spectators who made this an exciting event.



Violet Vaz, editor of the e-mag receives the award from Balasubramanian, Former Advisor (PR), Kalyani Group

ABCI Award for Coolinked

The internal newsletter of the Cooling division, 'Coolinked', bagged bronze in the 'Internal E-zine' category of the annual Association of Business Communicators of India (ABCI) awards.

Five-year old *Coolinked* is a quarterly newsletter circulated among Thermax's global cooling fraternity. The award was received at the annual ceremony held in Mumbai on December 22, 2017. The ABCI contest attracts leading corporates and banks from across India. This year, 250 organisations and over 1900 entries competed for the awards.

A group photograph of four individuals standing side-by-side. From left to right: an older man with a mustache wearing a light blue shirt and a beige vest, holding a small potted plant; a younger man in a white button-down shirt and dark trousers; an older woman with short grey hair wearing a blue and white sari; and another older woman wearing a beige sari with a pink border, holding a red rose. They are all smiling at the camera against a plain, light-colored background.

It was an evening of remembering and connecting with old friends and colleagues.

HAPPY NEW YEAR 2018

We asked children of our employees to paint their dreams for 2018.
Ayan paul sent this for health, possibilities, peace and love.
Thermax wishes you all this, and more.

Happy New Year
For everybody in the world
wherever there are wars
where there is pain religion may be
different where people may be
different we can still have
good nature, love if words of kindness
and peace!!!!

Ayan Paul
December 19

The illustration of a dove with a peace offering by Ayan, son of Shanti Paul from C&WSS was chosen. All participants were gifted classics from Ruskin Bond, Mark Twain, Jules Verne and others.

Prize for Tejasvi in Asian tennis tournament

Tejasvi Kate bagged bronze for India at the 5th Asian Schools Lawn Tennis Championships (Solo) in Indonesia. She currently holds 42nd rank in Girls under 18 (National) and 112th rank in Open Women Singles (National).



Tejasvi

Tejasvi studies in Shri Mhalsakant Junior College, and is the daughter of Urmila and Nandkumar Kate from Heating.



Shunmugam

M.Tech for Shunmugam

Shunmugam C.P. secured a first class in M.Tech in Quality Management from BITS Pilani through the institute's Work Integrated Learning Programmes (WILP).

Shunmugam, who joined Thermax in 2011, is now with the Heating division at Savli.

Sushil participates in 115 km cycling event

Sushil Nahar from B&H, emboldened by his daily ride to office, participated in a 115 km Cyclothon – his first 100 km event. It was organised by the Indo Cyclist Club from Bhakti Shakti (Nigdi) to Lonavala and back. "Though I cycle 10 km daily, I began preparing for the event cycling 20 km on weekends, and a week before the event, 20km daily," says Sushil.



Sushil



Srijan

Srijan wins Badminton Gold

Srijan Bera, the son of Dipak Bera from Power O&M, is a badminton champ. Representing his school, Indira National School, the 11-year old has won gold in an inter school badminton tournament at district level and bronze at the zonal level.

Signposts



the idea that swallowed the world

Stephen Metcalfe examines origins and the triumph of an idea that has ruled the world for nearly three decades and which created a backlash that ushered in an age of authoritarian populists and post-facts.

Last summer, researchers at the International Monetary Fund settled a long and bitter debate over “neoliberalism”: they admitted it exists. Three senior economists at the IMF published a paper questioning the benefits of neoliberalism. The paper gently called out a “neoliberal agenda” for pushing deregulation on economies around

the world, for forcing open national markets to trade and capital, and for demanding that governments shrink themselves via austerity or privatisation. The authors cited statistical evidence for the spread of neoliberal policies since 1980, and their correlation with anaemic growth, boom-and-bust cycles and inequality.

Neoliberalism is an old term, dating back to the 1930s, but it has been revived as a way of describing our current politics – or more precisely, the range of thought allowed by our politics. In the aftermath of the 2008 financial crisis, it was a way of assigning responsibility for the debacle, not to a political party per se, but to an establishment that had conceded

its authority to the market. For the Democrats in the US and Labour in the UK, this concession was depicted as a grotesque betrayal of principle. Bill Clinton and Tony Blair, it was said, had abandoned the left's traditional commitments, especially to workers, in favour of a global financial elite and the self-serving policies that enriched them; and in doing so, had enabled a sickening rise in inequality.

Over the past few years, as debates have turned uglier, the word has become a rhetorical weapon, a way for anyone left of centre to incriminate those even an inch to their right. But “neoliberalism” is more than a gratifyingly righteous jibe. It is also, in its way, a pair of eyeglasses.

Peer through the lens of neoliberalism and you see more clearly how the political thinkers most admired by Thatcher and Reagan helped shape the ideal of society as a kind of universal market (and not, for example, a polis, a civil sphere or a kind of family) and of human beings as profit-and-loss calculators (and not bearers of grace, or of inalienable rights and duties). Of course the goal was to weaken the welfare state and any

commitment to full employment, and – always – to cut taxes and deregulate. But “neoliberalism” indicates something more than a standard rightwing wish list. It was a way of reordering social reality, and of rethinking our status as individuals.

Still peering through the lens, you see how, no less than the welfare state, the free market is a human invention. You see how pervasively we are now urged to think of ourselves as proprietors of our own talents and initiative, how glibly we are told to compete and adapt. You see the extent to which a language formerly confined to chalkboard simplifications describing commodity markets (competition, perfect information, rational behaviour) has been applied to all of society, until it has invaded the grit of our personal lives, and how the attitude of the salesman has become enmeshed in all modes of self-expression. In short, “neoliberalism” is not simply a name for pro-market policies, or for the compromises with finance capitalism made by failing social democratic parties. It is a name for a premise that, quietly, has come to regulate all we practise and believe: that competition is the only legitimate organising principle for human activity.

No sooner had neoliberalism been certified as real, and no sooner had it made clear the universal hypocrisy of the market, than the populists and authoritarians came to power. Against the forces of global integration, national identity is being reasserted, and in the crudest possible terms. What could the militant parochialism of Brexit Britain and Trumpist America have to do with neoliberal rationality?



It isn't only that the free market produces a tiny cadre of winners and an enormous army of losers – and the losers, looking for revenge, have turned to Brexit and Trump. There was, from the beginning, an inevitable relationship between the utopian ideal of the free market and the dystopian present in which we find ourselves; between the market as unique discloser of value



“The public sphere – the space where we offer up reasons, and contest the reasons of others – ceases to be a space for deliberation, and becomes a market in clicks, likes and retweets.”

and guardian of liberty, and our current descent into post-truth and illiberalism.

There once was a group of people who did call themselves neoliberals, and did so proudly, and their ambition was a total revolution in thought. The most prominent among them, Friedrich Hayek, thought he was solving the problem of modernity: the problem of objective knowledge. For Hayek, the market didn't just facilitate trade in goods and services; it revealed truth. How did his ambition collapse into its opposite – the mind-bending possibility that, thanks to our thoughtless veneration of the free market, truth might be driven from public life altogether?

When the idea occurred to Friedrich Hayek in 1936, he knew, with the conviction of a “sudden illumination” that he had struck upon something new. “How can the combination of fragments of knowledge existing in different minds,” he wrote, “bring about results which, if they were to be brought about deliberately, would require a knowledge on the part of the directing mind which no single

person can possess?”

To his mounting excitement, Hayek understood that the market could be thought of as a kind of mind. Adam Smith's “invisible hand” had already given us the modern conception of the market: as an autonomous sphere of human activity and therefore, potentially, a valid object of scientific knowledge. But Smith was, until the end of his life, an 18th-century moralist. He thought the market could be justified only in light of individual virtue, and he was anxious that a society governed by nothing but transactional self-interest was no society at all. Neoliberalism is Adam Smith without the anxiety.

Hayek was just a young, obscure Viennese technocrat when he was recruited to the London School of Economics to compete with, or possibly even dim, the rising star of John Maynard Keynes at Cambridge.

The plan backfired, and Hayek lost out to Keynes in a rout. Keynes's *General Theory of Employment, Interest and Money*, published in 1936, was greeted as a masterpiece. It dominated the public discussion,

especially among young English economists in training. By the end of the Second World War, many prominent free-marketers had come around to Keynes's way of thinking, conceding that government might play a role in managing a modern economy. The initial excitement over Hayek had dissipated.

Yet we now live in Hayek's world, as we once lived in Keynes's. Keynes did not make or predict the cold war, but his thinking wended its way into every aspect of the cold-war world; so too has Hayek's thinking woven itself into every aspect of the post-1989 world.

Hayek's was a total worldview: a way of structuring all reality on the model of economic competition. He begins by assuming that nearly all (if not all) human activity is a form of economic calculation, and so can be assimilated to the master concepts of wealth, value, exchange, cost – and especially price. Prices are a means of allocating scarce resources efficiently, according to need and utility, as governed by supply and demand. For the price system to function efficiently, markets must

Neoliberalism = privatise + deregulate

be free and competitive. Men and women need only follow their own self-interest and compete for scarce rewards.

What any person acquainted with history sees as the necessary bulwarks against tyranny and exploitation – a thriving middle class and civil sphere; free institutions; universal suffrage; freedom of conscience, congregation, religion and press; a basic recognition that the individual is a bearer of dignity – held no special place in Hayek's thought. Hayek built into neoliberalism the assumption that the market provides all necessary protection against the one real political danger: totalitarianism. To prevent this, the state need only keep the market free.

This last is what makes neoliberalism “neo”. It is a crucial modification of the older belief in a free market and a minimal state, known as “classical liberalism”. In classical liberalism, merchants simply asked the state to “leave us alone” – to laissez-nous faire. Neoliberalism recognised that the state must be active in the

organisation of a market economy. The conditions allowing for a free market must be won politically, and the state must be re-engineered to support the free market on an ongoing basis. That isn't all: every aspect of democratic politics, from the choices of voters to the decisions of politicians, must be submitted to a purely economic analysis.

As Keynes jetted between London and Washington, creating the postwar order, Hayek sat pouting in Cambridge. Stuck in England, without influence or respect, Hayek had only his idea to console him; an idea so grand it would one day dissolve the ground beneath the feet of Keynes and every other intellectual: left to its own devices, the price system functions as a kind of mind. And not just any mind, but an omniscient one: the market computes what individuals cannot grasp.

It is a grand epistemological claim – that the market is a way of knowing, one that radically exceeds the capacity of any individual mind. Such a market is less a human contrivance, to

be manipulated like any other, than a force to be studied and placated. Economics ceases to be a technique – as Keynes believed it to be – for achieving desirable social ends, such as growth or stable money. The only social end is the maintenance of the market itself. In its omniscience, the market constitutes the only legitimate form of knowledge, next to which all other modes of reflection are partial. Individually, our values are personal ones or mere opinions; collectively, the market converts them into prices, or objective facts.

Hayek was Barry Goldwater's favourite political philosopher and was said to be Ronald Reagan's, too. Then there was Margaret Thatcher. To anyone who would listen, Thatcher lionised Hayek, promising to bring together his free-market philosophy with a revival of Victorian values: family, community, hard work.

Hayek's Big Idea isn't much of an idea – until you supersize it. Applied to an actual market, (it) can be expanded to describe how various markets, in commodities

“Every day we ourselves strive to become more like anonymous buyers and sellers; and every day we treat the residual desire to be something more than a consumer as nostalgia, or elitism.”

and labour and even money itself, form that part of a society known as “the economy”. But what if we reconceive all of society as a kind of market?

From the time of Adam Smith in the mid-1700s, and up to that of the founding members of the Chicago school in the postwar years, it was commonplace to believe that the ultimate ends of society and of life, were established in the non-economic sphere. On this view, questions of value are resolved politically and democratically, not economically – through moral reflection and public deliberation. The classic modern expression of this belief is found in a 1922 essay called *Ethics and the Economic Interpretation* by Frank Knight, who arrived at Chicago two decades before Hayek. “The rational economic criticism of values gives results repugnant to common sense,” Knight wrote. “Economic man is the selfish, ruthless object of moral condemnation.”

Economists had struggled for 200 years with the question of how to place the values on

which an otherwise commercial society is organised beyond mere self-interest and calculation. Knight, along with his colleagues established the University of Chicago as the intellectually rigorous home of free-market economics that it remains to this day. However, they all started their careers before the unrivalled prestige of atomic physicists drew enormous sums of money into the university system and kicked off a postwar vogue for “hard” science. They did not worship equations or models, and they worried about non-scientific questions. Most explicitly, they worried about questions of value, where value was absolutely distinct from price. They acknowledged as a first principle that society was not the same thing as the market, and that price was not the same thing as value.

Hayek’s Big Idea acts as the missing link between our subjective human nature, and nature itself. In so doing, it puts any value that cannot be expressed as a price – as the verdict of a market – on an equally unsure footing, as nothing more

than opinion, preference, folklore or superstition.

More than anyone, it was the great postwar Chicago economist Milton Friedman who helped convert governments and politicians to the power of Hayek’s Big Idea. But first he broke with two centuries of precedent and declared that economics is “in principle independent of any particular ethical position or normative judgments” and is “an ‘objective’ science, in precisely the same sense as any of the physical sciences”. Values of the old, mental, normative kind were defective, they were “differences about which men can ultimately only fight”. There is the market, in other words, and there is relativism.

The application of Hayek’s Big Idea to every aspect of our lives negates what is most distinctive about us. That is, it assigns what is most human about human beings – our minds and our volition – to algorithms and markets, leaving us to mimic, zombie-like, the shrunken idealisations of economic models. Supersizing

“What looks like something public and lucid is only an extension of our own pre-existing opinions, prejudices and beliefs, while the authority of institutions and experts has been displaced by the aggregative logic of big data.”

Hayek’s idea and radically upgrading the price system into a kind of social omniscience means radically downgrading the importance of our individual capacity to reason.

As a result, the public sphere – the space where we offer up reasons, and contest the reasons of others – ceases to be a space for deliberation, and becomes a market in clicks, likes and retweets. The internet is personal preference magnified by algorithm; a pseudo-public space that echoes the voice already inside our head. Rather than a space of debate in which we make our way, as a society, toward consensus, now there is a mutual-affirmation apparatus banally referred to as a “marketplace of ideas”. What looks like something public and lucid is only an extension of our own pre-existing opinions, prejudices and beliefs, while the authority of institutions and experts has been displaced by the aggregative logic of big data. When we access the world through a search engine, its results are ranked, as the founder of Google puts it, “recursively”

– by an infinity of individual users functioning as a market, continuously and in real time.

The awesome utilities of digital technology aside, an earlier and more humanist tradition, which was dominant for centuries, had always distinguished between our tastes and preferences – the desires that find expression in the market – and our capacity for reflection on those preferences, which allows us to form and express values.

“A taste is almost defined as a preference about which you do not argue,” the philosopher and economist Albert O Hirschman once wrote. “A taste about which you argue, with others or yourself, ceases ipso facto being a taste – it turns into a value.”

Hirschman drew a distinction between that part of one’s self that is a consumer, and that part of one’s self that is a supplier of reasons. The market reflects what Hirschman called the preferences that are “revealed by agents as they buy goods and services”. But, as he puts it, men and women

also “have the ability to step back from their ‘revealed’ wants, volition and preferences, to ask themselves whether they really want these wants and prefer these preferences”. We fashion our selves and identities on the basis of this capacity for reflection. The use of one’s individual reflective powers is reason; the collective use of these reflective powers is public reason; the use of public reason to make law and policy is democracy.

According to the logic of Hayek’s Big Idea, these expressions of human subjectivity are meaningless without ratification by the market – as Friedman said, they are nothing but relativism, each as good as any other. When the only objective truth is determined by the market, all other values have the status of mere opinions; everything else is relativist hot air. But Friedman’s “relativism” is a charge that can be thrown at any claim based on human reason – as all humanistic pursuits are “relative” in a way the sciences are not. They are relative to the (private) condition of having

“There was, from the beginning, an inevitable relationship between the market as unique discloser of value and guardian of liberty, and our current descent into post-truth and illiberalism.”

a mind, and the (public) need to reason and understand even when we can't expect scientific proof. When our debates are no longer resolved by deliberation over reasons, then the whimsies of power will determine the outcome.

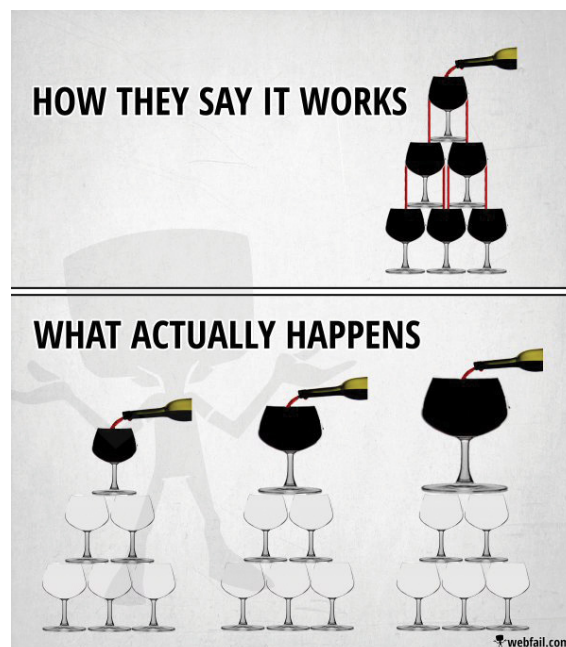
This is where the triumph of neoliberalism meets the political nightmare we are living through now. Hayek's grand project, as originally conceived in 30s and 40s, was explicitly designed to prevent a backslide into political chaos and fascism. But the Big Idea was, from the beginning, pregnant with the thing it was said to protect against. Society reconceived as a giant market leads to a public life lost to bickering over mere opinions; until the public turns, finally, in frustration to a strongman as a last resort for solving its otherwise intractable problems.

It can fairly be said that Hayek's victory is unrivalled.

We live in a paradise built by his Big Idea. Every day we ourselves – no one has to tell us to, anymore! – strive to become more like scattered, discrete, anonymous buyers and sellers; and every day we treat the residual desire to be something more than a consumer as nostalgia, or elitism.

What began as a new form of intellectual authority, rooted in a devoutly apolitical worldview, nudged easily into an ultra-

reactionary politics. What can't be quantified must not be real, says the economist, and how do you measure the benefits of the core faiths of the enlightenment – namely, critical reasoning, personal autonomy and democratic self-government? When we abandoned, for its embarrassing residue of subjectivity, reason as a form of truth, and made science the sole arbiter of both the real and the true, we created a void that pseudo-science was happy to fill.



The trickle down trick

The authority of the professor, the reformer, the legislator or the jurist does not derive from the market, but from humanistic values such as public spiritedness, conscience or the longing for justice. Long before the Trump administration, such figures had been drained of salience by an explanatory scheme that can't explain them. Surely there is a connection between their growing irrelevance and the election of Trump.

Adapted from the Guardian, UK (The long read) :
[Guahttps://www.theguardian.com/news/2017/aug/18/neoliberalism-the-idea-that-changed-the-world](https://www.theguardian.com/news/2017/aug/18/neoliberalism-the-idea-that-changed-the-world).

Lonely in a connected world

Lonely and lost in the big city: it is a theme that has been appearing in Hindi film songs over the decades. Gulzar's *Ek akela is shehar mein* (film Gharonda) is a popular example. Shahryar's little known *Seene main jalan ankhon main toofan sa kyun hai* (Gaman) asks in the next line: why everyone in this city is so troubled.

Though romantic feelings hover nearby in songs of loneliness, these songs speak not about just a person or of love lost. They are about life where people are cut off from friendship or love, feeling adrift from all human connection – like an astronaut alone in the vastness of space. In today's sprawling metropolis, one can indeed live for years in a housing complex as a stranger, or as it happens in the Mumbai local, one can be surrounded by people and yet feel utterly alone.

While people in villages too

can feel lonely, cities are the epicentres of loneliness. Big city alienation has been the subject of study by social psychologists, doctors and criminologists as they examine from health, crime and public policy perspectives, the devastation caused by loneliness. So is the link between alienation and terrorism.

As people migrate for better opportunities and towns grow, as old ties of families and communities weaken, everyday more and more people join the swelling ranks of the lonely. "Look at all those lonely people...where do they all come from," sang the Beatles in their classic, *Eleanor Rigby*.

Earlier, loneliness was something that affected the elderly – retired people suddenly without the comfort of a set routine, pensioners troubled by illnesses, aging parents whose children have left home to live far away,

and widowers whose partners of decades are no more. The problem is also becoming acute, as the number of the aged grow in India. But it's also the young in today's times who are prone to the loneliness epidemic. Indian media has highlighted the dislocation and emotional turmoil of young people from small towns coming to cities in search of better opportunities, how they feel lost and depressed. Cut off from homes and familiar signposts, the daily commute, work pressures and the sheer impersonality of a harsh new city wear them down.

The grey cloud of loneliness settles over anyone, of any age or class. The successful professional in Vikram Seth's great verse novel, *Golden Gate* is only 26 and yet feels miserable in vibrant San Francisco :

"...Dragged from his cove, not knowing why,/ He feels an urgent riptide drawing/ Him far out,



where, caught in the kelp/ Of loneliness, he cries for help.”

In cities, children find their own unique ways to cope with feelings of being alone. Psychotherapist R. D. Laing has written about a child in a London slum slicing an earthworm into two, saying, ‘... there, now you have a friend...’

Recently, the British PM announced the country’s first Minister for Loneliness. A Ministry of Truth or a Ministry of Justice is usually the stuff of dystopian novels or dysfunctional dictatorships, fabricated for propaganda. So, in this age of spin, we should be thankful the British didn’t name it the Ministry of Sunniness or Gaiety to wish away unpleasant facts.

Obviously, they are serious, even as issues like Brexit and multiculturalism dominate their discussions. Based on the Jo Cox Commission on Loneliness, the government is planning to tackle the issue in all earnestness. The move is expected to help around nine million Britons

who experience the misery of loneliness. Through this policy initiative, Britain is acknowledging a growing problem of both developed and developing societies.

Ironically, ours is the time of 24x7 connectivity when Wi-Fi is as essential as water for many. With our good mornings, endless jokes and motivational lines delivered non-stop on WhatsApp and Facebook posts, we are supposedly never alone. We love to lose ourselves in the bylanes and back alleys of the virtual world. And yet, in the middle of these distractions, do we feel lonely? Some of us find that our fabulous lives on social media make our return to real lives such a boring and lonely trip.

Pascal, the French mathematician and theologian wrote in the 17th century, “All of humanity’s problems stem from man’s inability to sit quietly in a room alone.” Probably he had in mind the destructive energy of the political class that sent rampaging hordes on wars and conquests.

Today, we are immobile in front of our screens and yet we know the restlessness, the urge to be on the move, the feeling that life is elsewhere, the impossible wish to find that perfect antidote to boredom.

We can only wish UK’s Loneliness Minister loads of good luck. In the meantime, earlier answers to the problem, and many of them known to work, have always been around. They range from creating a sense of belonging, presence of friends and family to a nourishing community life and meaningful work. Companies certainly can take care to make workplaces friendlier and stable, discourage toxic behaviour from bosses and redesign work to make it interesting and relevant. They can also resist the temptation to be too helpful – like appointing a Chief Loneliness Officer or using big data to sniff out the lonely with the noble intention of helping those poor lost souls.

A.M. Roshan



Slice of Life

Finally the North gets to learn Tamil

Zookeepers at the Sajjangarh Biological Park in Udaipur found themselves reaching for Tamil words with the arrival of Rama, a five-year-old white tiger in September 2016. The feline, who moved from Arignar Anna Zoological Park in Chennai as part of an exchange programme, only understands Tamil.

தயவு செய்து
தமிழ்
தயவுசெய்து



In the words of a desperate-sounding park official, 'Either the tiger learns Mewari language or the caretakers here learn Tamil.' Rama, however, did not travel alone. K. Chellaiah, the tiger's keeper who came along from Chennai, said he had brought up the animal since he was a cub and it was natural the animal was used to only him and his language. Rama's new keeper Ram Singh said despite his north Indian accent, Rama the tiger was responding to his Tamil instructions.

Meanwhile, Rama evoked heated online debates. "Don't force the Tiger to learn Hindi. That is not good", read a comment. Another comment read, "He is a Tamil tiger, now he is posted in Rajasthan.... but a famed citizen of India".

(Sourced from Hindustan Times, Deccan Chronicle, NDTV)

THE LAW OF REWRITES

Guilt is not enough to make amends for past mistakes, unless the law supports it as Vaibhav Patil found out. He completed his engineering course with IT specialisation, but didn't take up any job as he didn't want to live with the guilt of paying an agent Rs. 20,000 to help him pass.

That was during his first year and though he cleared the papers in the subsequent years through honest work, he wanted to surrender the degree. The University of Mumbai didn't know what to do. The Bombay High Court also rejected his petition saying the University Act left no provisions for such a move.

But the sympathetic judges also said they didn't want to put Vaibhav through more trauma by accepting the petition, which would have exposed him to prosecution. The university registrar said the young man Vaibhav could help himself by appearing for the exams again. "He has our sympathies and we can make a provision for him as a special case..."

(adapted from DNA, Times of India)

And this poster on Big Data ...



Celebrating #LifeatThermax

There were celebrations aplenty as the curtain fell on an eventful year.

Our album now has camping pictures of the Southern region team at a Chikmagalur resort, the Delhi office getting together for a Diwali puja, the Savli staff competing in carom, chess and cricket matches, while the Eastern region on a team trip to Kaziranga in Assam.

Matching steps to the dandiya beat at Dassera, secret Santas bearing gifts, carnival games, antakshari with a twist, team events on Kashid beach...a vibrant finale as 2018 was rung in with renewed hope.

Employees posted their pictures on social media with the hashtag, LifeatThermax.



LOVE THERMAX KNOW THERMAX

T-QUIZ, through a blend of competition and fun, brought to employees many known and not-so-known facets of Thermax. Launched for the first time to improve cohesiveness across businesses and functions, this first-of-its-kind, organisation-wide quiz was based on the theme Know Thermax, Love Thermax.

An online quiz screened an incredible 2,412 contestants in Stage 1. The top 25 scorers qualified for Stage 2 and were divided into eight teams of three each from different areas of work – promoting synergy of teams at work.

The top five teams moved on to the grand finale staged on 15th October 2017 at Thermax Learning Academy. It had the right atmospherics – a professional quiz master and an 'Ask an Expert' lifeline.

The memorable event ended with the top three teams receiving attractive awards from Meher and Unny.

The resounding success of T-Quiz promises its happy returns, year after year.

