

***Fi*RE*Si*DE**

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About the Cover

Beautiful or scary? It's all about perspective. When challenges seem to be the order of the day, let's tune our minds to explore the brighter side of things and look for that silver lining. As always, this Fireside is all about 'making it happen', finding opportunities in adversities and setting new milestones.

Photo by Anurag Chincholkar (Power O&M)

BACK COVER

#SmartAtWork
#CreativeAtHome

Comment

Better to light one
candle than to curse
the darkness.

– W. L. Watkinson

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What's New?



Auxiliary boiler set up by TBWES

Online boiler commissioning in Egypt

Thermax has achieved several firsts during the pandemic, one being the remote commissioning of a large auxiliary boiler in Egypt. What seemed like a daunting task was accomplished by Thermax Babcock and Wilcox Energy Solutions (TBWES) through out-of-the-box thinking, meticulous planning and execution, and most importantly, commitment to walk the extra mile for customers. TBWES commissioned one unit of 50 TPH natural gas, acetone and water gas fired boiler for a chemical industry located in Egypt. This

includes various critical processes such as refractory dry out, alkali boil out and steam blowing procedures at the site. The entire work was carried out through various online platforms, including TeamViewer, Microsoft Teams and Grafana Portal, among others.

Online operations were conceptualised and implemented while giving primacy to the safety of people and machinery to avoid any accident. The team provided SOPs (Standard Operating Procedures), O&M (Operation & Maintenance) manuals, job specific protocols

and other necessary documents well in advance to the customer. Additionally, live view of DCS (Data Collection System) for monitoring, observations and recommendations were carried out online as well. Continuous training was conducted for the customer on Thermax products.

The success of this project has paved the way to develop a service model that will yield substantial cost savings for customers and increase the productivity of Thermax engineers by enabling them to support multiple sites at the same time.



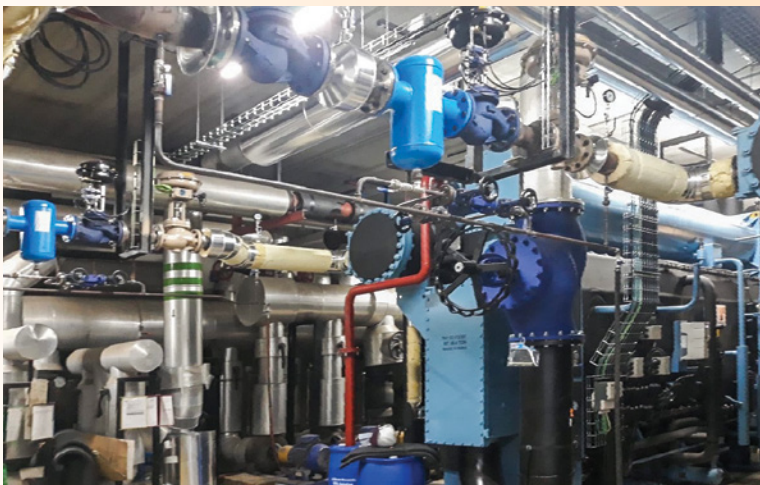
ROSS enables cooling in Spain

A wrapper manufacturing unit located in Spain procured two double-effect steam fired vapour absorption chillers of 3MW total cooling capacity from Thermax. Soon after, strict social distancing policies were enforced in the country due to COVID-19.

To ensure that the customer's operations are not impacted, Thermax successfully commissioned the chillers remotely with the help of its Remote Online Support Service (ROSS). Critical parameters such as levelling of units and flushing of circuits were monitored via ROSS and the chillers were finally tested at maximum possible load.

The chillers are working as desired, generating chilled water to cool one of

the processes in the manufacturing unit. This is a great example of innovative thinking where the core 'service' capability of ROSS has been extended to commissioning in order to support the customer in the best possible way.



Double-effect steam fired vapour absorption chillers

Virtual installation in the Philippines

The Air Pollution Control business of Thermax ensured a seamless experience for one of its international customers during the pandemic. Due to travel restrictions, the team explored the possibility of online commissioning for an agro-based customer located in the Philippines. Through Virtual Technical Services, they commissioned an Electrostatic Precipitator (ESP) for a rice husk fired boiler at the customer's 34 MW plant, handling a gas volume of 1,09,400 Am³/hr. The customer applauded Thermax's team for handing over the project as per their requirement.



ESP at the customer site



The Water and Waste Solutions (WWS) business of Thermax has redefined the perception of sewage recycle by launching 'atoM', a completely modularised system to treat sewage water efficiently in confined spaces such as basements. The product will augment Thermax's portfolio for the urban segment as a perfect fit in commercial and residential spaces, given its contemporary aesthetics, sleek design and easy installation, and automated operational features. atoM was unveiled on 18th September 2020 by Mr. Atul Chordia, Chairman, Panchshil Realty, at Thermax's Environment House in Pune.

The name resonates with the attribute of the product, where 'atoM' denotes the smallest particle of matter and yet, extremely powerful. atoM incorporates Membrane Bioreactor based technology, a widely used wastewater treatment process, involving biological degradation of organic load and nutrients integrated with membrane filtration. It is a plug-n-play single basement installation system engineered for automated operations with a technology to remove nitrogen and phosphorus from wastewater. Further, this provides consistent water quality with varying inlet loads, which is suitable for recycle and reuse.



Inauguration of atoM by Mr. Atul Chordia, Chairman, Panchshil Realty

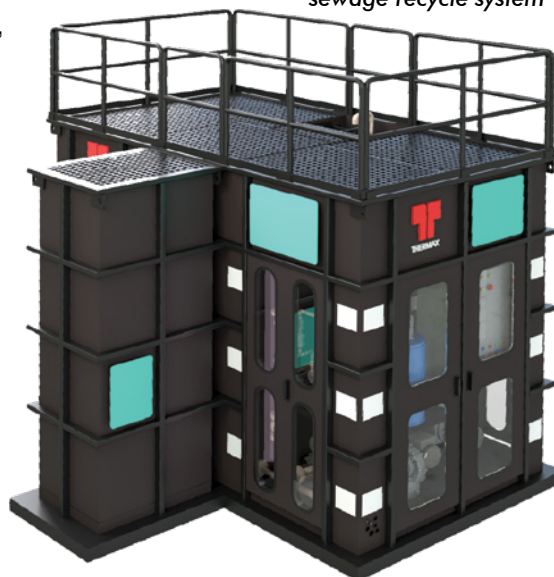
"In today's scenario of water scarcity and need for efficient and high-quality recycling of wastewater, atoM is an ideal solution for our customers in the realty and commercial space, aiming to build a smart and green building," quoted Bill Shukla, Environment Business Unit Head, Thermax in his comment to the media.

Apart from the product itself, the launch process was seamlessly planned where the product, sales, service and marketing teams worked cohesively over months. A sustained digital campaign across channels created a buzz about the launch that culminated into the 'D' day with the unveiling of the product. On the same day, a webinar was also conducted for prospective customers and

channel partners where the WWS product experts presented in-depth technical details on atoM.

atoM is available in 10 KLD, 20 KLD, 30 KLD and 50 KLD capacities and comes along with Thermax's Care-Connect service programme.

atoM - compact and aesthetically appealing sewage recycle system



Another milestone in waste to energy

TBWES has developed an advanced solution for paper mills, tackling the impending problem of non-recyclable solid waste management. The huge pile of non-recyclable solid waste (NRSW) from pulping plants was an ongoing concern for our customers. They were paying money for disposal of NRSW to cement kilns and other incinerators.

One of the clients approached TBWES to provide a solution of firing it into a waste to energy boiler.

Samples were collected to study its physical nature, composition, variation, ash characteristics, etc.

The NRSW is a mixture of non-recyclable waste materials rejected from different process points. The mix contains very high moisture and varying sizes, making it challenging to handle and combust in any conventional boiler.

TBWES worked on a special design to combust this NRSW in an environment friendly manner without any support fuel, generating free steam to the paper mill for utility or power. Leveraging its experience of working with diverse fuels, the team conceptualised a workable solution with special combustion system to handle variations in size, moisture, and calorific values of the fuel.



Installation of 100 TPD NRSW fired boiler

Based on the previous positive experience of Thermax boilers, a leading paper mill agreed to go ahead with the implementation of a full-scale project at their plant in Gujarat that involves a 100 TPD NRSW fired boiler at a steam pressure of 45 kg/cm²(g) and temperature of 400°C.

This solution will help the leading paper manufacturer safely utilise and dispose 33,000 ton of non-recyclable solid waste in a year without harming the environment. This solution not only saves transportation costs to kilns but also frees up the land being utilised for waste storage due to a 90% reduction in waste volume. The steam produced can be directly utilised for paper manufacturing process or to generate captive power.

This opportunity opens a new 'waste to energy' market in the paper industry for Thermax.

Expressions



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Recently, Harvard Business School (HBS) developed and published a case study on “Thermax – Changing of the Guard”.
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It's been nearly three months since Unny superannuated from Thermax and is now pursuing his passion for academics. Ashish took over the reins of the company as MD & CEO on September 1, shouldering the pivotal responsibility of sustaining our business in these times of unprecedented challenges, while charting the future strategy for profitable growth. I am extremely thankful to both Ashish and Unny for ensuring a smooth transition.

As we embark on the next phase under Ashish's leadership, let me take a step back to reflect on our legacy of strong governance, business and people practices that has made Thermax a benchmark of a family owned and non-family professionally managed company with robust succession planning. Recently, Harvard Business School (HBS) developed and published a case study on “Thermax – Changing of the Guard”. Christina Wing, a professor at HBS along with her team in India put together the journey of Thermax with a focus on succession, since we were in the midst of it eighteen months ago.

Phero, Zahaan, Lea and I were invited to the second year MBA class at Harvard last November when Christina discussed the case study in a class called “Demystifying Families in Business” – wherein many students came from their own family businesses – it was a matter of great pride to have been chosen for the case study! We were surprised by the depth of preparation by most students. It was as though they knew the

company inside out; speaking on a first name basis, narrating the entire story, with Christina probing them with questions; after which she requested Phero and me to speak to the class, responding to some of the questions raised and comments made. It was a power packed 80 mins! We were then taken around the beautiful Harvard campus, introduced to a couple of long time HBS professors, had lunch with Christina and met some of the youngsters who wanted to know more about Thermax. Am so glad we went when we did, else all this would have had to be done online, which would have never been the same!



Moving onto a year from then - the COVID story seems far from over with resurgence of a second and third wave in the developed world. There is a gradual shift in focus towards the more glaring challenges that economies need to grapple with post COVID, many of them being existential threats accentuated by the pandemic. In this context, I recollect a recently attended programme as part of the FBN (Family Business Network) summit on the topic “Thriving in a Reset Mode – a competitiveness outlook for 2021” by Prof Stephane Garelli from the Institute of Management Development, Switzerland. Let me share some of his reflections from this very interesting presentation delving into the need for a fundamental shift in the way organisations and professionals function, induced by the new normal – and what that means for Thermax.

Evident from the rising tensions between nations, trade protectionism and thrust on self-reliance, the idea of one global world has now dissolved into a decoupled world with fragmented opportunities. This obviously has a cascading effect on the economies of scale that enjoyed cost efficiency, but are now being revisited, given the slackening of demand and weakening global trade. The last few months have seen businesses shift their priorities from high profits to more resilience; our own organisation has been focussing on health and safety of our people, as well as cash preservation, over top and bottom lines.

The new era will call for establishing new competencies where organisations may need to move away from traditional management practices with rational, systematic and planned use of resources. They need to equip themselves for disaster management that entails low probability, but high impact scenarios - managing business continuity with frozen resources and of course, constantly eliminating non productive costs and reducing cycle times. In the Thermax context, an example is being able to operate all our equipment remotely, providing uptime to customers that need us. Continuing with our "Agile" project to consistently and significantly bring down various elements of costs – like we have started and done well with this year. However, it's not just G&A, but material cost that needs focus, which will mean innovative and creative engineering. Moreover, constantly thinking of ways to cannibalise ourselves before someone else does, to keep us prudent and afloat. And of course, a continuous connect with our customers.

• • • • •
**It's time to redefine ways,
get the basics right and think
differently in every aspect.**
• • • • •

Like many others, we are also learning to capitalise on the emergence of a new infrastructure where business deals can be closed without travelling; banking, shopping and even buying medicines without stepping outdoors; learning without classrooms, and commissioning and service without onsite labour. Technology will propel us to the growth highway with more data driven analytics and decision making. Of course, there has to be a tangible product at the end that needs to be delivered, but the more it imbibes intelligence, the better it will perform and yield customer benefits.

Coming to individuals, Stephane mentioned about employees seeking workplaces that now provide certification instead of security, as also environmental sustainability. We at Thermax have always enjoyed a long tenure of employees and are set up to be far more relationship driven as an organisation. Hope this continues; however, we will need to be prepared for change, and therefore hard wiring the organisation, so that there is continuity despite attrition. Am very happy that our business proposition of environmental sustainability has garnered opportunities especially in the last few months with major orders for waste heat recovery, biomass based energy and other

solutions where we have won on technology over price.

There is also a need for organisations to adapt to the revolution at work, to become an employer of choice for millennials and future talent. A lot of research has shown the orientation of professionals for more work life balance, work from anywhere culture and for companies to address these preferences with more agile workplaces and an outcome-driven management.

Unprecedented focus on health and environment has come to the fore, making us realise that if these fundamentals are compromised, they can jeopardise the continuity of companies. Not to forget, the importance of mental wellness emerging from psychological stress during the pandemic. Am glad Thermax had helped some of our employees grappling with this situation, by setting up a phonenumber for consulting a couple of mental health doctors. Should you feel the need to talk to them, please do get their telephone number from HR.

To summarise, it's time to question old conventions that we did only because they were always done. It's time to redefine ways, get the basics right and think differently in every aspect. I'd like to end by a quote from Benjamin Franklin that Stephane highlighted - "When everyone thinks the same way... perhaps no one thinks anymore!"

Please stay safe and stay healthy!

Warmly,

Meher

Up Close

**Ashish Bhandari,
MD & CEO, Thermax
walks us through
his early days,
professional journey,
and his vision
for Thermax in a
conversation with
Swastika Mukherjee**

***While Anu, Meher
and Pheroze already
knew me by then,
it's the Executive
Council who
accepted me
as an outsider
and included me
in their circle.***

Thermax has to think about itself as clean energy, clean air, clean water company

From growing up in a small town to travelling around the world; leaving his cushy consultancy job to venture into startups and entrepreneurship; learning the hard way before joining GE; moving up the ranks there and then leading Thermax, Ashish considers his professional journey exciting, enriching and fulfilling.

Ashish reminisces his early days in Rourkela (Odisha) with his siblings – a younger brother and a much younger sister where his father worked with SAIL and mother was a teacher. “The charm of living a cocooned life in small township was the access to open spaces and lots of greenery. It also made me realise how little it takes to be happy, a belief that strengthened during my college years. I lived in a hostel where my bicycle seldom worked and my room’s fan never worked, and yet, they were the happiest of times,” he recalls.

Ashish studied Electrical Engineering at the Indian Institute of Technology, Bombay. However, he very humbly admits that, though he appreciates engineering, he doesn’t consider himself a ‘genuine’ engineer. “I do not have a research bent of mind unlike many of the technology experts of Thermax, or for that matter, my father, who I think is a quintessential engineer and would have been a great fit in Thermax,” he believes.

After completing his bachelor’s degree, Ashish secured admission in a couple of top management schools

in India. However, he chose to work for Schlumberger, a leading oilfield service company through campus placement. “I had the opportunity of working in different parts of the world, and to lead service operations and client interactions very early in my career. My last assignment with Schlumberger was a posting in Syria, where as an operations manager, I had twenty nationalities represented in our group of about 50.”

Five years into the job, Ashish moved on to pursue his master’s degree in business administration from Duke University, USA following which he joined the leading consultancy firm, McKinsey & Co. After a short stint with McKinsey, he entered a phase that he believes was the toughest of his career. Over the next five years, he worked with two startups, including one as founding partner, which did not succeed. He recalls, “When I left McKinsey there was a sense of ambition of getting somewhere fast. Learning was secondary at that time, a mistake in hindsight. It is also during this period that I learnt the importance of building culture in a workplace. The reason for the team to be together is very important because sooner or later, all organisations will go through difficult times.” This realisation gives him an immense appreciation for the culture in GE and now in Thermax. Ashish also confessed that he worked the hardest during these years to the extent that he could not give enough attention to his family, at a time when

he and his wife Anshuma had their first child.

Life changed for the better when Ashish joined GE in sales and gradually grew over 15 years through diverse responsibilities in sales, product marketing, product management, general management for a mini P&L in India followed by a larger P&L role when his part of the business was acquired by Baker Hughes. His experience of openness and ability to move to geographies and roles from GE has led him to be a believer in talent mobility. He opines, "If you accelerate the career of people who work for you, you will have even better people coming in your team because they know they can learn and be challenged and move on to do bigger and better things."

In his first communication, Ashish had articulated three reasons why he joined Thermax – a strong people culture, our robust engineering capabilities and the sphere of energy transition that we operate in. It has been six months since he joined, and we were curious to know his experience vis-à-vis expectations. "Incredibly smooth relative to what I expected, especially given the challenges of joining remotely during the peak of the pandemic and thereafter relocating to a new city. While Anu, Meher and Pheroze already knew me by then, it's the Executive Council who accepted me as an outsider and included me in their circle." Ashish shared

some interesting, and somewhat embarrassing moments of his first meeting with Meher and Pheroze - a day when everything that could go wrong went wrong. He missed his flight because of which the interview had to be postponed, he had hurt his hand previously and had a bandage on his right hand, and to top it all; he spilled *amras* during the interview. "Meher and Pheroze were incredibly patient and gracious and didn't judge me from the first instance, which is also something I will remember for life."

When asked Ashish about his vision for Thermax, he said, "We have extremely strong processes, especially in employee practices. However, people culture needs to be balanced with a more performance focused culture where talent mobility is encouraged, and high performing individuals are given accelerated career opportunities. We have to find levers to make Thermax grow faster." He also considers the idea of adapting to change driven by the environment we are in. "Thermax has to think about itself as clean energy, clean air, clean water company, while building a host of capabilities – technology, people, process and digitisation with the purpose of 'conserving resources and preserving the future' at its heart. This larger purpose is one that drives me tremendously because of the opportunity to lead something that will make the world a

better place for the next generation. If we position ourselves rightly, gradually and deliberately, and well manage the opportunities that energy transition is presenting, we will have a fascinating future."

Speaking of the professional traits that he desires as a leader in people, he says, "Domain expertise, ability and desire to change the status quo, and the attitude of putting one's hand up and taking responsibility as opposed to merely cribbing about flaws."

On the personal front, like most Indians, Ashish enjoys cricket - his favourite player being Sachin Tendulkar. He loves reading, running, and travelling. Ashish calls himself 'a jack of all trades'. Ashish and Anshuma have recently settled in Pune after a nine year stay in Gurugram. His daughter Neha is presently studying law in the UK and son Rahul will soon commence his eleventh grade from

United World
College near
Pune.



Round up

A chemical major goes green with Thermax

Thermax Onsite Energy Solutions Limited (TOESL) recently partnered with an existing customer, a leading specialty chemicals company, to supply green steam for their upcoming plant in Nashik, Maharashtra. TOESL commissioned a 4 TPH biomass boiler plant to be operated on agro-waste biomass briquettes, besides managing the customer's water treatment plant and air compressor. With this steam supply agreement, TOESL has added another utility plant in the growing chemical industry,

providing outsourced utility delivery services under the Build-Own-Operate business model.

As per the agreement, TOESL guarantees committed delivery of quality steam for a period of ten years, leveraging agro-waste biomass fuels sourced through the vast

4 TPH biomass boiler plant at Nashik



biomass supply chain developed by the company.



"Understanding challenges, industry trends, identifying gaps and coming up with solutions will always lead to customer satisfaction. It will also add substantial value to operations and businesses," said B C Rajesh while addressing over 500 students and faculties from engineering colleges across India. His session on the topic

'Perspective on Service Business' was a part of the 'Ed Chat' series, an employer branding initiative launched by Thermax. The objective is to strengthen academia connect while providing budding engineers the platform to gain insights into latest industry trends and acumen before commencing their professional journey.

The Ed Chat programme will host various experts from Thermax to share their knowledge and experiences on diverse topics. The sessions are conducted through Microsoft Teams and are open for students and professors from all semesters and streams of select colleges, mostly Thermax's campus hiring pool.

Virtual educative session with B C Rajesh



Revamp solutions for extended life

Recently, the services business of TBWES completed a revamp project in Maharashtra for a 30-year-old non-Thermax make Heat Recovery Steam Generator (HRSG) connected to a gas turbine. This project was awarded to Thermax by an Indian petrochemical giant, given their confidence in our engineering capabilities.

The HRSG was facing periodical operational issues like failure of critical pressure parts and subsequent stoppages.

It called for re-designing, engineering, manufacturing, and re-aligning of the pressure parts amid challenging site conditions with limited access to sections of HRSG while ensuring a high level of safety.



Re-commissioning of HRSG at a petrochemical complex

The unit has been re-commissioned in the COVID environment and has successfully demonstrated its committed performance post revamp.

With Thermax's revamp solutions, the customer can expect a much longer life of their utility equipment, thus saving immense costs and restoring its performance as good as new.

Hallo Germany!



Thermax's subsidiary, Thermax Europe Ltd., headquartered in Buckinghamshire, United Kingdom has opened a new

office in Germany near Frankfurt on 1st August 2020. The office space of 95 m² is a renovated half-timbered house and located at

the heart of the town. The area has excellent traffic connectivity, with the nearby railway station within walking distance and the nearest Frankfurt international airport being a 20-minute drive away.

The office is headed by Mario Schleith, Country Manager – Germany, Austria and Switzerland, supported by Uwe Mohr from technical sales support. The new office will enable the local team to increase its customer reach in Germany.

Uwe (left) and Mario at the Germany office



Group picture at Unny's farewell

Unny's 'superman' caricature presented by Ashish



Portrait of Unny by Nikhil Sagade



Thermax bids adieu to Unny



"You have not just made my 28 years with Thermax memorable but also the last few days in the company truly special by bringing back the nostalgia of moments, right from my joining the company till today," said Unny in his farewell message. The month of August was that of memories, emotions, and cherishing associations; all centred around bidding adieu to Unny as he embarks into the next phase of his life beyond Thermax, 31st August being his last working day in the company. A slew of events were organised during the month such as a virtual 'Wall of Wishes' for employees to post their

messages for Unny, 'Unnyversal Expressions' – a series of blogs by select employees to share their association with Unny, a coffee table book on Unny that was given to him as one of the parting gifts and 'Unnyque Chronicle', a video on Unny's journey with Thermax. Various businesses and functions also prepared videos to showcase their respective milestones achieved under Unny's guidance that were presented to him during his last quarterly review in Thermax. As a gesture of admiration, the senior leadership team made a spoof, showcasing some fun moments they had with him. Thermax's social media channels ran a ten day campaign

capturing many of these memories and was flooded with comments as appreciation and testimonies to his remarkable leadership.

The farewell event at Thermax House was organised keeping in mind physical distancing norms of COVID. It was attended by Meher, Pheroze, Executive Council and select members from HR. Among many farewell gifts, an interesting one was a caricature depicting him as 'Superman' and his portrait sketched by Nikhil Sagade from the TBWES team.

Fireside wishes Unny a great life ahead as he leaves behind a legacy of innovation, governance, values, culture and social responsibility at Thermax.

‘Priority One’ edge for marquee clients

Realising the need for building a sustained relationship with its important customers by providing both preferential and customised experience, the Channel Business Group (CBG) of Thermax recently launched a Key Account Management (KAM) programme, ‘Priority One’. The concept stems from the need for focused and dedicated support required by large organisations in the areas of product, service, engagement and process application. This ‘privilege’ programme offers an array of curated benefits to our key accounts via CBG’s zonal KAM structure. To name a few, the Priority One customers

will be assigned a dedicated key account manager, receive preferential pricing models, allotment of units and dispatch schedules; gain access to consulting services at competitive rates, besides being updated regularly through digital tools on new product launches, end-to-end supply chain movement along with a dedicated helpline number and email ID.

The programme has been launched for 175 key customers across various industries and segments, aiming to establish Thermax as the ‘one stop’ preferred brand and trusted advisor for all utility solutions.

Priority ONE



Dedicated key account manager



Pre-launch updates on new products and services



Preferential pricing model for all our products and services



Priority allotment of units and customised dispatch



End-to-end supply chain updates



Process mapping and utility consulting services for steam and heating applications at preferential rates



Dedicated helpline number and email ID

Safety first, first in safety



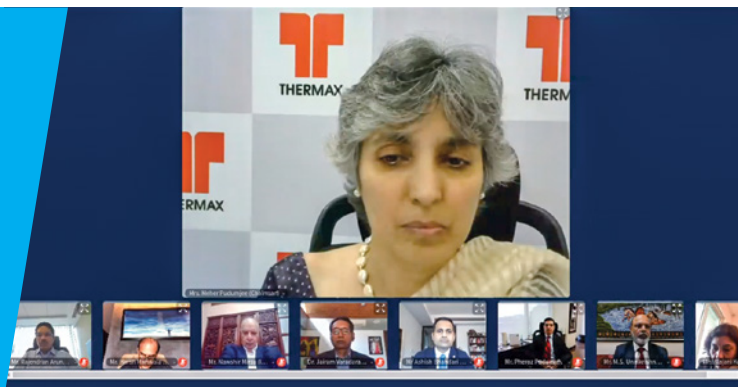
The TBWES Services SBU team won the ‘Safe Contractor of the Year - Kavach 2019’ award from a leading oil and gas company.

‘Safe Contractor of the Year Award’ is an annual programme initiated by the customer to recognise exemplary safety practices by contractors. Each year the award is given in three categories – Emerald, Sapphire and Ruby – based on the manpower deployed at the site.

TBWES received the award in the Emerald category for successfully relocating two HRSGs (Heat Recovery Steam Generators) to the customer's plant located in Jamnagar, Gujarat and also executing a syngas modification project at the customer site. These projects involved about 450 contract workmen deployed safely at the customer site.

This award is a testimony to Thermax's diligence in adhering to safety protocols.

Shareholders meet virtually



Meher along with Board members addressing shareholders at the 'virtual' AGM

The 39th Annual General Meeting (AGM) of Thermax was conducted virtually for the first time on August 12, 2020. In her address, Meher Pudumjee introduced the new integrated reporting structure adopted by Thermax for FY2019-20 to intensify its focus on 'conserving resources, preserving the future'. Further, she shared the company's performance, highlighted key projects undertaken during the year, business concerns and challenges due to the COVID outbreak, and the strategy going forward. She thanked all the stakeholders for their continued support in a tough business environment. The presentation was followed by a Q&A session.

Meher concluded her speech by announcing the retirement of M.S. Unnikrishnan as the MD & CEO of Thermax, thanking him for his phenomenal work and

relentless endeavours over the last 13 years in this capacity. She introduced Ashish Bhandari as the new MD and CEO with effect from 1st September 2020. A video was played narrating Unny's incredible journey. "I am moving out of the company at a time when I am confident that Thermax will scale new highs and become a truly global enterprise that is committed to renewable energy and protecting the environment. I thank all of you for challenging and supporting me and giving plenty of opportunities over the last 13 years. I wish you all the best as I proudly hand over the reins to Ashish," said Unny. The AGM was followed by a press conference.



Click to view the video on Unny's journey with Thermax.

Breakthrough in managing tough palm oil effluents

Water and Waste Solutions division got its first breakthrough order in palm oil effluent treatment from a prominent palm oil company in Indonesia. The company is one of the largest exporters of palm oil and its derivatives such as food, oleochemicals and biodiesel.

The order consists of design, engineering, supply, and supervision of installation and commissioning of an 854 m³/day Waste Water Treatment Plant for their refinery plant in Balikpapan, Indonesia.

Palm oil refineries generate highly polluting effluent from biodiesel stream, glycerine stream, refinery and refinery wash-waters. To treat such

tough effluents, the WWS team leveraged its vast experience and in-house expertise to offer a treatment scheme consisting of dissolved air floatation, anaerobic, aerobic and tertiary treatments. The solution will help the customer comply with government stipulated outlet norms and avoid any environmental damage due to its operations.

Cleaner air, higher uptime

Spent wash, a distillery waste generated during spirit production process is one of the most difficult residues to manage with a potential to cause severe environmental damage. Recently, Thermax's Air Pollution Control business installed a bag filter on a 15 TPH boiler, handling a gas volume of 60,480 Am³/hr for a reputed distillery major in India.

This is a critical application due to challenges caused in terms of highly corrosive gases, fouling and hygroscopic nature of dust. The dust may lead to frequent shutdowns if not handled properly and in turn affect the plant's operation.



Pulse jet bag filter commissioned for a distillery company

The team delivered a tailor-made pulse jet bag filter for this critical application that helped the customer to substantially increase plant uptime while complying with stipulated emission norms.

Absorption Cooling and Heating achieves a benchmark in quality



IMS certification presented to Absorption Cooling and Heating division

Commissioned at the beginning of 2019, the Absorption Cooling and Heating division's manufacturing facility at Sri City has achieved industry benchmarks in various spheres – be it for automation, lean manufacturing or sustainability. Continuing this journey of accolades, the division recently acquired the Integrated Management System (IMS-ISO 9001, 14001 & 45001) certification after completing two successful rounds of audit.

IMS certification is considered as a reflection of a company's ability to unify various aspects of systems, processes and standards into one smart system, thereby enhancing efficiency and optimising its time as well as resources. Coming from Lloyd's Register Quality Assurance Limited, a renowned and world class assessment and certification service in Quality Management Systems and Environmental Management Systems, this recognition is indeed a milestone for the division. The scope of the certification comprised design and manufacturing of vapour absorption machines and their accessories. The IMS certification adds to the division's existing approvals like ASME U Stamp, NB registration, EIL & NTPC certification, etc.

Absorption Cooling & Heating is the first division at Thermax to receive this recognition from Lloyd's Register and the second division for completing IMS certification after the Enviro division in the year 2018.

Maxtreat® Sprayshot – A shot of strength

With growing complexities in the nature of structural construction, there is a proportionate demand for solutions that can reduce time and handle any level of intricacies. Shotcrete is one such technique that consolidates concrete through high velocity spraying and is gaining traction over other conventional methods.

Thermax has launched a new product in this domain, Maxtreat® Sprayshot, a structural grade repair mortar that provides versatile and cost-effective means of

construction. It is a single component, cement based spray available as a ready-mix powder which makes it easy to use.

The product is applicable to new construction as well as refurbishment works, especially in hard-to-reach areas such as jetties, bridges, tunnels, retaining wall, underground mining, marine and fire damaged structures. Besides, the composition of the product gives high early strength to the edifice and reduced rebound, providing for application thickness up to 50 mm in one layer.



Versatile and cost effective product for construction

Maxtreat® Sprayshot is another result of the Chemical R&D team's constant focus on developing first-of-its-kind products that address customer challenges. It will also increase Thermax's presence in the construction market that is highly fragmented and competitive, where the only road to success is innovation.

Solar team lauded for its O&M support



India's largest single rooftop solar PV

Thermax to its credit, has the milestone of installing one of the India's largest single rooftop solar PV system of 5.76 MWp for the customer, a Government of India undertaking and *Maharatna* company in petrochemicals, situated in Pata, Uttar Pradesh. Thermax is also managing the operations and maintenance (O&M) for the site since its commissioning in 2017. The plant generates 7.92 million units of electricity through solar power annually. Thermax, through its O&M services is ensuring peak performance of this plant for five years.

Recently, the customer awarded the team with a certificate of appreciation for their commitment and dedication towards continued support during the pandemic.

A taste of energy saving delights a seafood major

Gadre Marine Pvt. Ltd. in India is a leading exporter of high-quality seafood and aquaculture products across the world. The company is well-known in the seafood processing industry for its stringent production quality and advanced storage processes. As part of its refrigeration plant, the company deployed Thermax evaporative condenser of 300 TR in its facility. The condenser has been running successfully without any disruption and has contributed to energy benefits for the company since its commissioning in 2019. The effortless maintenance and performance of the machine have delighted the seafood exporter who has put on record its appreciation for Thermax.



300 TR evaporative condenser

'Sampark' with academia

As the name suggests, 'Sampark' endeavours to build a conduit between industry and academia, blending research expertise with commercial application to bring out optimum business solutions. It is a one-of-a-kind professor internship programme introduced by Thermax's campus team, where faculties from esteemed colleges are invited to work with Thermax divisions on short term projects, providing an opportunity to implement innovative ideas, applied research and best practices.

Sampark 1.0 was launched on 14th August 2020, where two professors from the National Institute of Technology, Durgapur started live projects for the Water and Waster Solutions division under the mentorship of Nandan Prabhune, Group Head – Technology and Innovation. Dr. Susmita Dutta worked on 'Fluoride removal from industrial wastewaters with high TDS (Total Dissolved Solids)'. Multiple alternatives that have emerged out of her work can be used to optimise design and plant operations. 'Optimisation of tank sizing, mixing for CCT (Chlorine Contact Tank)



Dr. Susmita Dutta



Dr. Abhiram Hens

using CFD', was the topic chosen by Dr. Abhiram Hens, in which he developed CFD (Computational Fluid Dynamics) based simulations. His findings provided deeper insights to improve the design of water treatment plants.

Despite the tough situation due to COVID, Sampark 1.0 was completed successfully through the virtual platform.

Looking at the impact of the programme, the campus team would be happy to collaborate across divisions to launch more such projects that is relevant to the academics as well as Thermax.

All Hands Meet

One of the priorities of Ashish, since he joined as the MD & CEO of Thermax, has been to continuously communicate with employees through blogs, town halls and personal interactions. 'All Hands Meet' is one such initiative commenced from Q1 FY2020-21 onwards where Ashish along with the top management will share the company's financial performance every quarter, key business and people highlights and most importantly, capture feedback and suggestion from all employees. The first Meet took place on

24th August through Microsoft Teams live event.

In his address, Ashish mentioned that though the quarter was extremely challenging in terms of numbers with industrial activities stalled due to COVID, the company did extremely well in focussing on employee safety and health.

During the session, Sharad Gangal, Head, People Processes, said, "It is important during these times to keep communicating with colleagues with or without a quarter update to ensure that

everybody is safe, which is a topmost priority for Thermax."

This was also a special occasion as all employees came together to bid farewell to Unny and express their gratitude towards him. Anu Aga, Meher Pudumjee and Pheroze Pudumjee joined the event and shared memorable instances from Unny's 28 years of journey with Thermax. They, along with the leadership team, thanked Dr. Sonde, who also superannuated as the R&D head of Thermax on 31st August, for his exemplary contribution to Thermax's technology drive.

Events & Exhibitions

Stalls buzzing with customer interactions, attractive display of products and posters seem like a thing of the past with the onset of COVID. But what hasn't changed is the zeal to stay connected with our customers and apprise them about the latest in sustainable solutions. During the past few months, Thermax has organised as well as participated in various virtual events that have sustained our brand recall and generated business opportunities.

i-FPT Expo by CII

Thermax's Channel Business

Group anchored a joint participation of divisions – Water and

Waste Solutions, Steam Engineering, Absorption Cooling & Heating and Solar at the 'i-FPT Expo 2020', launched by CII (Confederation of Indian Industry). The expo was a virtual exhibition and conference on food and agri processing technologies that took place from 22nd July till 21st October. This initiative helped businesses experience a new platform for brand building and promotion, which is likely to be a future trend.

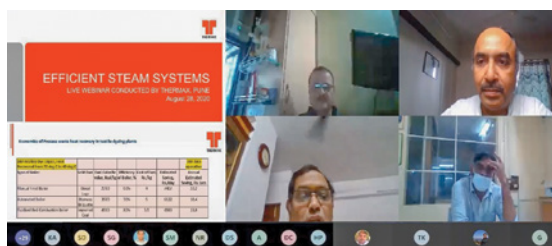


CBG organises refresher training programme

The Channel Business Group (CBG) organised a 'Refresher Training' programme for its channel partners and customers with a focus on increasing their technical knowledge about Thermax offerings. The topics mainly covered water and waste solutions and solar PV - saving water through ETP recycle, engineering based water treatment training, latest technology in Zero Liquid Discharge (ZLD), MBR based ETP and recycle plants, and rooftop solar PV for industrial applications.

Customer webinar by Steam Engineering

Thermax in collaboration with The Textile Association (India)-Mumbai Unit recently conducted a live webinar on 'Efficient Steam System'. During the session, Rajesh Kulkarni from the Steam Engineering business delivered a presentation on energy saving opportunities in a textile plant, comprising topics such as impact of textile processes on boiler sizing and operations, role of effective condensate management in textile plants and overview of process waste heat recovery in the dyeing process. The session was moderated by Dr. G.S. Nadiger, Vice Chairman of the Textile Association and was attended by 50 relevant participants.

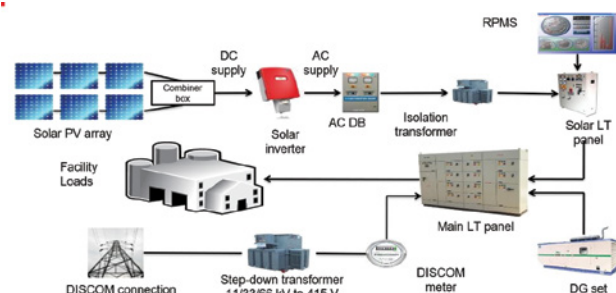


Solar power webinars for customers

In the second quarter, the Solar division organised three webinars for the paint and pharma industries as well as CII members.

The participants were demonstrated with our solar PV capabilities, credentials and its benefits - saving electricity cost, along with carbon footprint reduction. The webinars covered in-depth aspects about solar PV plant such as design to commissioning best practices, types of offerings viz. rooftop and ground mounted; supported by case studies of our landmark installations, particularly for paint and pharma.

All the sessions were followed by Q&A rounds, where our experts interacted with the audience and responded to their queries. More than 100 professionals from the industry were among the attendees for these webinars.



Jagdish honoured as the Virtualization Icon

Jagdish Lomte was recognised as the 'Virtualization Icon' at the 6th edition of CIO Power List 2020, organised by CORE (Centre of Recognition & Excellence) media. Hosted virtually for the first time on 28th July 2020, the event recognised India's outstanding CIOs (Chief Information Officer) and ICT (Information and Communications Technology) leaders for innovative thought leadership, accelerating marketplace disruption, business growth, and customer engagement.



Jagdish received the award for the initiatives taken to establish virtualised/hybrid cloud IT infrastructure that has helped various critical functions in Thermax work remotely from home during COVID-19. The phenomenal efforts of the Business Technology Group steered by Jagdish has enabled employees to deliver their work effectively from home while staying safe by maintaining physical distancing.



Vinitha

Vinitha conferred doctoral degree

Vinitha Tharakan, wife of Sujit Vargis from International Business Group was awarded her doctoral degree from Sree Sankaracharya University of Sanskrit in Kalady, Kerala. The focus of her research was on 'Colonial modernity, property reforms and women's succession rights in Travancore'. After seven years of part-time research, Vinitha received her PhD in September 2020.

She currently heads the Department of History at St. Teresa's College, Kochi. Going forward, she aims to concentrate on her post-doctoral work. Besides work, Vinitha also loves music.

Shameek obtains certification from IIM Calcutta

Shameek Deb from Water & Waste Solutions (WWS) division successfully completed a year-long course on 'Advanced Programme for Marketing Professionals' from IIMC (Indian Institute of Management Calcutta).

During the programme, he was exposed to a blend of concept-based applications, case studies and practical assignments. The course covered modules on important aspects of marketing and sales - understanding consumer behaviour, international marketing, customer relationships and tackling contemporary issues.

At the valedictory ceremony, the programme directors of IIMC acknowledged and appreciated him for being one of the top 12 performers in a batch of 60 students, best class representative and for maintaining a 100% attendance throughout the programme. Shameek will be pursuing two years MBA degree from IIM Kozhikode.

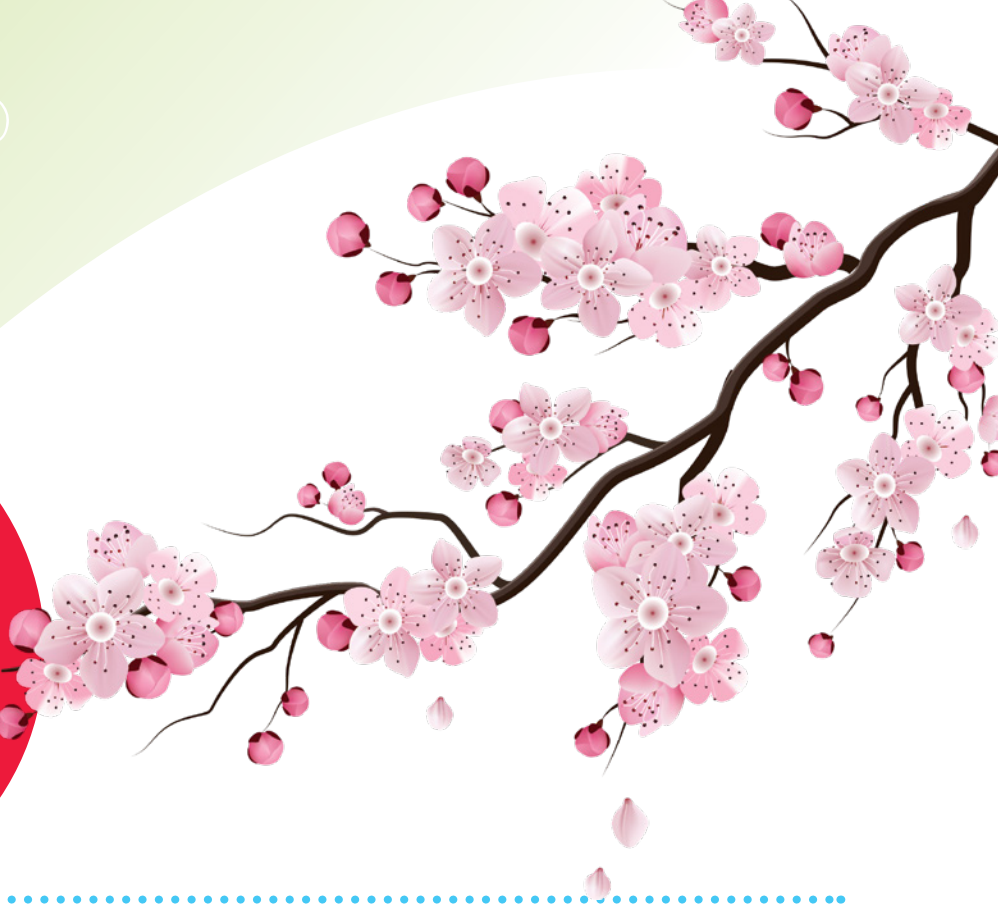


Shameek

Signposts

Ikigai

– The Japanese secret to a long and happy life



As the famous saying in Okinawa goes, “At 70 you are but children, at 80 you are merely a youth, and at 90 if the ancestors invite you into heaven, ask them to wait until you are 100, and then you might consider it.”

Okinawa is an island, south of mainland Japan, containing some of the world’s longest-living humans. On average, men live until 84 and women until 90. There is also a very high concentration of people who are 100 or more. Even the oldest Okinawans are considered healthy and have the emotional, physical, and intellectual capacity to live and function independently.

Those who study why the inhabitants of this island in the south of Japan live longer than people anywhere else in the world believe that one of the keys – in addition to a healthy diet, a simple life in the outdoors, green tea, and the subtropical climate – is the ikigai that shapes their lives. Iki meaning “to live” and gai meaning “reason” or as we would say in English, Ikigai means your reason to live. Here’s presenting a summary of the key takeaways from the bestselling book “Ikigai” authored by Héctor García and Francesc Miralles.

Find and follow your Ikigai

In the culture of Okinawa, ikigai is thought of as “a reason to get up in the morning”; that is, a reason to enjoy life. Most of us follow a path that society has created for us, living by someone else’s standards. We do many things all the time and don’t really pay attention to our own deepest desires. We rarely find out our purpose and passions in life. And even if we get close, we are all-too-often afraid to admit to them, and to follow them.

To find this reason or purpose, ask yourself these 4 questions;

- What do I love?
- What am I good at?
- What does the world need from me? and
- What can I get paid for?

As we all know, your personal happiness relies on much more than simply having a career and getting a paycheck. Likewise, only doing things you love or doing things you are good at is not

enough to sustain you financially if you don’t know how to turn it into a paying job. Hence your ikigai lies at the center of four interconnecting circles (refer to the diagram on page 22). Each of these elements helps contribute to your happiness; all four are crucial to your “reason for being”.

Take it slow

Okinawa is known for its slow paced life. Slow living is a lifestyle emphasizing slower approaches to



aspects of everyday life. People here are passionate about everything they do, however insignificant it might seem. They have an important purpose in life. They have an ikigai, but they don't always take it too seriously. They are relaxed and enjoy all that they do. They celebrate all the time, even little things. Music, song, and dance are essential parts of daily life.

We live in a world in which technology is continually invented that saves us time. We use that time to do more and more things, and so – somewhat counter-intuitively – our lives become more hectic and fast-paced than ever. Life moves at such breakneck-speed that it seems to pass us by before we can really enjoy it.

However, it doesn't have to be this way. A slower-paced life means making time to enjoy your mornings, instead of rushing off to work in a frenzy. It means taking time to enjoy whatever you're doing, to appreciate the outdoors, to actually focus on whomever you're talking to or spending time with – instead of always being connected to a smartphone or laptop, instead of always thinking about work tasks and emails.

Slowing down is a conscious choice, and not always an easy one, but it leads to a greater appreciation for life and a greater level of happiness.

Don't fill your stomach

The mortality rate from cardiovascular disease in Okinawa is the lowest in Japan, and diet almost certainly has a lot to do with this.

The "Okinawa diet" includes at least five servings of fruits and vegetables each day, of at least seven types.

They rarely eat sugar, and if they do, it's cane sugar. They also eat practically half as much salt as the rest of Japan: 7 grams per day, compared to an average of 12.

They practice this Confucian teaching called Hara hachi bu which instructs people to eat only until they are 80% full. There is a significant calorie gap between when an American says, 'I'm full' and an Okinawan says, 'I'm no longer hungry.' This cultural practice of calorie restriction and mindful eating is part of the reason that Okinawa has a higher percentage of centenarians than anywhere else in the world.

Surround yourself with good friends

In small neighborhoods across Okinawa, friends "meet for a common purpose" sometimes daily and sometimes a couple of days a week to gossip, experience life, and to share advice and even financial assistance when needed. They call these groups their moai. The term originated hundreds of years ago as a means for a village's financial support system.

Today the idea has expanded to become more of a social support network, a cultural tradition for built-in companionship.

Traditionally, groups of about five young children were paired together and it's then that they made a commitment to each other for life. As their second family, they would meet regularly with their moai for both work and play and to pool resources. Some of moais have lasted over 90 years.

Research shows that friends can affect your health even more than family and people with the most

friends tend to outlive those with the fewest by 22 percent. Keep in mind that this means real friends. Not Facebook friends or Twitter followers.

The key is to have three or four very good friends that care for you the same way you care for them. The easiest way to develop close friendships is by thinking about what you can do that will help the people closest to you be happier, and then do it.

Smile

The Okinawans are very cheerful and there is always a smile on their face. They believe that it's good to recognize the things that aren't so great, but we should never forget what a privilege it is to be in the here and now in a world so full of possibilities. There are no bars and only a few restaurants in Ogimi, but those who live there enjoy a rich social life that revolves around community centers. The truth is it takes 46 muscles to frown and only 17 to smile.

Smiling does more than just tell other people that you're happy. Besides the fact that it comes naturally, there are numerous other benefits to smiling. Smiling lowers the heart rate and reduces blood pressure, while relaxing your body. A study from London University College stated that happy, cheerful people are 35% more likely to live longer.

Life moves at such breakneck-speed that it seems to pass us by before we can really enjoy it.

Smiling makes you appear confident, professional and self-assured. Those who smile at their colleagues and customers are more likely to get promoted, be approached with business ideas or get a raise.

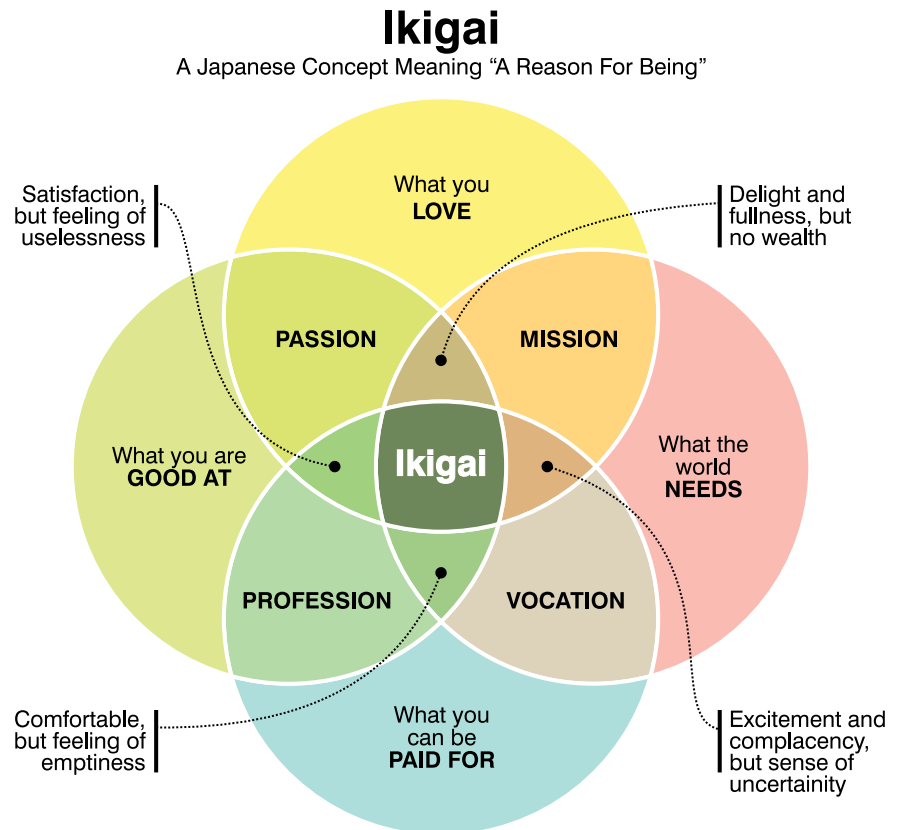
People who smile seem more trustworthy, and are rated higher in generosity and extraversion. So don't forget to take your smile with you everywhere you go!

Reconnect with nature

In Okinawa, virtually everyone keeps a vegetable garden, and most of them also have fields of tea, mangoes, shikuwasa, and so on.

Getting together at the local market, bringing their produce and sharing their latest creations from the garden is a big social activity. This helps people feel connected and grounded. A sense of connection to other people is important, but so too is the individual connection to nature. One Harvard University study showed that people who were surrounded by lush greenery lived longer, with a lower chance of developing cancer or respiratory illnesses. Viewing nature seems to be inherently rewarding, producing a cascade of positive emotions and calming our nervous systems. This in turn helps us to cultivate greater openness, creativity, connection, generosity, and resilience.

Even though today we don't need to hunt for food or collect wood for fire every other day in the winter, there are easy ways to reconnect with nature, like growing a plant in your house, playing with your pet, eating your lunch in the park, watching the sun rise or set or going on a trek, sleeping under the stars, and so on. Even if you can't or don't want to leave your



comfortable urban life, get out there and be wild every now and then. If you do that regularly, you will start to get drawn towards nature.

Give thanks

The people of Okinawa give thanks to the smallest of things. They give thanks to their ancestors, to nature for providing the air and the food, to their family and friends, to everything that brightens their day and makes them feel lucky to be alive. They also have the special Naha tug of war festival to give thanks for a good harvest.

One study conducted by the University of Berkeley, California, divided participants into 3 groups and asked them to maintain a journal for 10 weeks. One group was asked to write a list of 10 things they were grateful for

over the past week. The second group was asked to list 10 minor annoyances in the past week and the third group was asked to write about 10 things that impacted their lives in the past week, but with no further direction. At the end of 10 weeks, people from the first group were reported feeling 25% happier than the other groups.

You can start being grateful by keeping a gratitude journal. Every day, pick three to five things that you're thankful for and write them down. You could be grateful for your friends, family, your material goods, your health, and various other blessings in your lives. When we are truly thankful and we feel it deep inside us, we are grateful.

Feeling grateful forces our minds to adopt an abundance mindset as opposed to a scarcity-based

one, where you feel you are lacking something. An abundant mindset is key to our growth and well-being.

Exercise

In Okinawa, people over eighty and ninety years old are still highly active. They walk a lot, do karaoke with their neighbors, get up early in the morning, and, as soon as they've had breakfast – or even before – head outside to weed their gardens. They don't go to the gym or exercise intensely, but they almost never stop moving in the course of their daily routines. With regular access to sunshine and exercise, they are healthier, with stronger bones, higher vitamin levels, and in a brighter mood.

The real reason we don't exercise is our desire to avoid any experience of discomfort. The truth is in order to stay healthy, you don't need to go to the gym for an hour every day or run marathons. As Japanese centenarians show us, all you need is to add movement to our day. Practicing any of these Eastern disciplines like Yoga, Qigong and Tai chi is a great way to seek harmony between your body and mind so that you can face the world with strength, joy, and serenity.

Live in the moment

Japanese professionals are renowned for their perseverance and absorption in their tasks, with a thorough attention to detail. They

are always in their flow.

Flow is the state in which people are so involved in an activity that nothing else seems to matter. The experience itself is so enjoyable that people will do it at great cost, for the sheer sake of doing it.

The most effective way of achieving this flow is by choosing a task that's difficult, but not too difficult. Every task, sport, or job has a set of rules, and we need a set of skills to follow them. If the rules for completing a task or achieving a purpose are too basic relative to our skillset, we are likely get bored. Activities that are too easy lead to apathy. If, on the other hand, we assign ourselves a task that is too difficult, we won't have the skills to complete it and will almost certainly give up – and feel frustrated. The ideal is to find a middle path, something aligned with our abilities but just enough of a bit of a stretch, so we experience it as a challenge. We want to see challenges through to the end because we enjoy the feeling of accomplishment pushing ourselves.

If you're a graphic designer, learn a new software program for your next project. Add a little something extra, something that takes you out of your comfort zone. This will create a win-win situation for you and your work.

We can also use this strategy in achieving flow in doing the most mundane tasks like laundry, for example, washing dishes or paperwork. Bill Gates washes the dishes every night. He says he enjoys it – that it helps him relax and clear his mind, and that he tries to do it a little better each day, following an established order or set of rules he's made for himself: plates first, forks second, and so on. It's one of his daily moments of microflow.

We too can get done with these mundane tasks by trying to do them better than we did it the last time.

Flow is mysterious. It is like a muscle: the more you train it, the more you will flow, and the closer you will be to your Ikigai.

Never retire

It's interesting to note that in the Okinawan language there isn't a word for retirement. There, retirement is not looked upon favourably since it implies that once you retire you will cease to do anything at all, become a burden on society and stop following your passions.

The idea is to keep mind and body active in order to fill yourself with purpose and ikigai on a daily basis. We think of retirement as an ultimate destination of well-earned rest from the battlefield of a career. We think of retirement as a golden age of holidays, golf, coffees and, well, mostly one form of recreation or another.

Retirement kills your ikigai. We need to stop spending so much time worrying about making more money and our eventual retirement and instead we should be focusing our efforts on making a great life while we still have the time. So never retire. Keep learning, keep changing and keep growing.

We hope you find your ikigai and live a very long and happy life.

Excerpted from the summary of the book by Héctor García and Francesc Miralles
available on StoryShots

Flow is the state in which people are so involved in an activity that nothing else seems to matter

Voices

Reflections of an EPC Marketeer



As I pen my thoughts in this issue of Fireside, I am reminded of battle a few years ago that we fought and lost while bidding for a \$150 Mn power project in Bangladesh. We were pitched against a well known international player, leaving us very close to winning the bid. Exasperated and bewildered we returned home.

But as I look back, this experience left me just as mystified and in awe as it was almost 15 years ago when I lost my first EPC bid. To me, the EPC business has been like a roller coaster ride; the uncertain outcome has never failed to surprise me.

Chasing a career in EPC is no mean feat. Like any other business, it demands a strong mental makeup characterised by a set of behavioural attributes that one needs to hone as he unravels the mysteries of EPC.

For one, you need to have the ability to feel through a hazy environment where nothing is clear - least of all the requirements of the customer!

Strong patience to wade in a turbulent atmosphere created by the hand you shook could start shaking your confidence when they (the customer) threaten to invoke your securities.

A brilliant sense of humour to laugh at yourself when all your predictions of order book remain only in the book.

A knack to outwit that voluminous tender with eloquently worded deviations only to be curtly told to withdraw them or face rejection.

The art of investing hours in making that impeccable powerpoint presentation only to learn that the client speaks and understands - *Tagalo*, the Phillipino dialect.

And last but not least, the super energy and drive to compile data and endless documents having answers to those pointed questions from your boss in the board room who always gives you that ever reassuring smile and tells you to start all over again.

The list of learnings is never ending. But believe me, these experiences have left me stronger and more confident than ever before to face the next challenging task of convincing that ever discerning customer into buying an EPC.

May I, therefore, invite all my young readers who wish to build a career in EPC Marketing to take the plunge boldly. While the experiences of an EPC marketeer may be exasperating, you will be rewarded with a growing ability to be patient, decisive and resilient, all of which, is very much required to succeed in your personal lives too. Good Luck!



– **Kirtiraj Jilkar**
(Power O&M)



It's a warm evening in the 90's. After much deliberation, the family has finally decided to go to this quaint restaurant for the anniversary. Though humble, it is always crowded because of the great food that they serve. The menu is a double-page – starters, main course and a small section of desserts. And you still didn't have to take a look at it, because you always ordered the same dish. Cut to 20 years later. It's 2019. You are rich now and have some extra money to spend. The dining experience has gone through a tornado. Starters are now called several names – appetisers, entrees, mezes, tapas. The main course doesn't exist because roti-sabzi is too bucolic. There are five different menus for every course of your meal and the names have suddenly become unrecognisable. There's a cycle hanging from the ceiling and

the waiter is wearing an animal costume. Feel dizzy already?

The survival of the fittest has also forced restaurants to go through a great transformation. What sells in a restaurant is no more food, but the ambience. With the advent of social media, the world has become or at least tried very hard to become Instagramable. Restaurants are known by their Unique Selling Theme that they incorporate. They come out with themes that are sometimes borderline crazy (there's a restaurant where you can pay to have the experience of eating food in a prison facility!)

It seems like these places compete to make their naïve customers as awkward as possible. The lighting at the entrance is so dim that you can easily bump into some of their weird showpieces. The seating ranges from slightly

uncomfortable *khaats* to back-breaking designer stools.

There will always be some loud international music playing, which honestly no one enjoys. Their creativity is especially at its zenith while making Gents-Ladies signs in washrooms. My grandfather once went to a ladies washroom because the sign said 'squat to pee'.

This apparently is the age of language truncation. People want brevity. *Gulabjams* have become G-jams and *chola bhaturas* are C-bhats. Such is not the case with these restaurants. They will take the liberty to describe different shades of the same gravy by attaching them to random places and things. The same old *aloo-baingan* is now stir fried aubergines with baked potatoes, pickled cherry tomatoes and a dash of cilantro. The menus are so elaborate these days that there

should be an internet challenge which makes you read through an entire menu without being distracted by your phone. I'm sure it would take lesser time to read this article than it takes to select a dish for your dinner.

All this flamboyance and yet you would not be content. At least if you go to eat food, you wouldn't be. These restaurants invest so much on the décor that they overlook hiring decent chefs to cook good food. You will never find conventional dishes because they had to make way

for *missal pav* fondue and *gajar halwa* cheesecake. The colours on the dish would be amazing, the plating would be exquisite, but the portion would be microscopic, and you'll realise your mom's *tindas* tasted better than this heavily priced *plat de nourriture*.

And even after all this whining, this Friday I'll be dining at some restaurant that is textbook hipster. I won't care if I like it. It's more important that my online friends do. As long as my photos look good, I don't care a bit about how it is affecting my

budget. All that matters is that the place looks just as dazzling as my online life. After all, who cares about the food anyway?!



– **Akshay Raje**
(Chemical Division)

Never give-up, it will workout

'**W**ork hard and never give up' is quoted by many eminent personalities and it seems true to me. If you pay attention to the patterns of your life, you will come to realise that things eventually fall in place and take you to a better destination, provided we focus on finding a solution. As the famous saying from the book 'Alchemist' goes - *And when you want something, all the universe conspires in helping you to achieve it.*

In everyone's life, a plethora of situations come where conditions are not in favour. Still, with the perseverance and commitment to turn things towards the positive side, we achieve success. In this context, I would like to share an experience from a site.

A few years ago, I was at a site along with my commissioning team, and we were going to synchronise a power plant for the first time. I presume the sun arose with unforeseen

problems that day. As planned, I reached the site with my fellow commissioning engineer early in the morning and initiated the boiler lit-up activities. Despite having done all the necessary pre-lit checks the previous evening, things were not in our favour and problems like VFD drive issue, tripping of the fan, etc. began arising. We continuously worked on solving them and finally succeeded. The boiler started functioning after three hours which usually takes



an hour. We were already late, and the team was trying its best to speed up things.

Till afternoon, all the activities were running smoothly, when another issue came up suddenly, viz. low level of coal in the bunker that would sustain hardly for an hour. Since the availability of coal as a fuel was limited, the commissioning coordinator suggested to deploy an oil burner as an alternative to minimise coal consumption. Meanwhile, we intimated to the customer to arrange for either oil or coal at the earliest. Then came the next hurdle by way of jamming in the pump impeller that tripped the oil transfer pump, bringing it to a halt. We immediately put the standby pump in operation, but that also failed as it was not building up the desired pressure. Nevertheless, our team's strong

efforts made the standby pump operational within half an hour. At that moment, we were an inch closer to the target.

The next surprise came from the control room in terms of low water level in the demineralisation (DM) tank, which left us with no buffer availability of DM water. So the only option left was to minimise water consumption as the turbine was already in a rolling mode. We quickly throttled all the drains and vents to save water. This optimum usage of DM water helped us complete the last stage of our milestone and thereafter synchronise the plant successfully. It was indeed a moment of delight and pouring 'congratulations' on each other.

This instance exemplifies my belief that hard work pays off, and everything works out for good. Issues are part of our life,

and the only way to win over them is to follow the basics and never give up on our efforts. I adapted this attitude from my seniors, especially Mr. Dilip Mendhalkar, Mr. Deodatta Deshpande, Mr. Harsh Sharma and Mr. Prem Joshi.



– Sahil Manocha
(Power-MPP)

Slice of Life

What an InspiRATION!

He sniffed out 39 land mines and 28 explosives in Cambodia, and helped clear more than 1.5 million square feet of land over the past four years. The medal awarded to him lauded lifesaving bravery and devotion to duty for work detecting land mines in Cambodia. Its recipient: a rat named Magawa.

Not since the fictional Remy of the 2007 Disney-Pixar film 'Ratatouille' has a rat done so much to challenge the public's view of the animals as creatures more commonly seen scuttling through sewers and the subway.

Magawa is the first rat to receive the award — a gold medal bestowed by the People's Dispensary for Sick Animals, a British charity, that is often called the 'Animal's George Cross' after an honour usually given to civilians that recognises acts of bravery and heroism. "Magawa's work directly saves and changes the lives of men, women and children who are impacted by these land mines," said Jan McLoughlin, the director general of the charity, which bestowed the award in an online ceremony.

Source: *The New York Times*



Get dirty at home



When a pandemic threatens a good romp in the mud, some South Koreans bring the mud home with them instead! Boryeong Mud Festival is South Korea's most popular festival for international visitors. Every year, hundreds flock to the beach of Boryeong, a city southwest of the capital Seoul, in their mud slides, mud wrestling and other revelry. The popular festival halted this year because of COVID-19, instead became an online celebration of soil. A large screen was set up in a studio at Boryeong streaming the dirty results – children enjoying at home with mud kits consisting of a mini-pool, mud packs, mud soaps and colourful mud powders. Some 3,000 people, including fans from overseas, watched the live event on YouTube.

Source: *Gulf News*

Caption This! Photo Contest



(Image courtesy: Vijayanathan ASN, Power division-MPP, Thermax)

Be creative and quirky, and think of the best caption possible for this pic!

The contest is open for all and the winner will be announced in our next Fireside issue when we post another new pic! Judging is based completely on creativity.

Hurry up and send in your entries at corporate.communications@thermaxglobal.com

Last date: 20 December 2020



Thermax Operational Excellence

The third edition of Operational Excellence (Opex) Convention was held virtually on 25th August, where over 100 teams across Thermax showcased projects that have improved our competitiveness, addressed customer challenges and market needs while enhancing our productivity, cost optimisation and resource management.

A jury of Executive Council members, including Prosenjit Sengupta, Shekhar Kashalikar, and Hemant Mohgaonkar, evaluated 15 shortlisted teams that had made it to the final round and chose the winners.

Mr. Basavraj (Raju) Prabhakar Kalyani, Executive Director of Bharat Forge was invited as a guest keynote speaker to share best practices from similar industries. In his speech, he said, “Excellence is not a goal but a journey towards a moving goal post and the closer you think you have reached, the farther it moves.”

Meher Pudumjee

“Operational excellence is a mindset along with methodology, relentless pursuit of finding ways to improve performance and profitability to serve our customers better.”

“Thermax is on its way to becoming an opex driven company, but there is still scope for constant improvement.”

– Pheroze Pudumjee

“We have to focus on the lean curve and digitalisation, and also bring the human element in our operational excellence projects.”

– Ashish Bhandari

I am so happy that I am demitting my responsibilities at a time when the company is on the rise, and I am certain that you will show these innovations of yours across the globe.

– Unny



TBWES OEM bagged the first position for ‘capability development and cost reduction by roll on roll off (RO-RO) shipments’



Water and Waste Solutions (WWS) division stood second for their project on ‘automation of proposal generation process’



Cooling division secured the third position for their project on ‘reliability improvement of solution heat exchangers’

To further support the operational excellence projects and enable cross-learning culture between the SBUs, the Business Technology Group has developed an in-house ‘OPEX - Project Management’ app and portal. The application allows secure-anywhere access and provides employees to update and monitor all

OPEX projects on a single platform that are being undertaken by different businesses.





Wall murals by
Anirban Chowdhury



Sketches depicting mythology by **Arpit Tank**

While the ongoing pandemic has induced a phase of physical distancing and self isolation, it has also allowed many of us to explore our creative sides.

To provide a platform for employees to share their work – be it an innovate form of art, doodles, murals or even music recordings and photography, a campaign ‘#SmartAtWork #CreativeAtHome’ was run on the Thermax Instagram page. And we couldn’t get enough of the visual treat over 20 days of the campaign, garnering more than 8,000 likes and views. Here are some extracts for our Fireside readers.

To follow our Instagram page, [click here](#).



Photography by **Rabi Pillai**



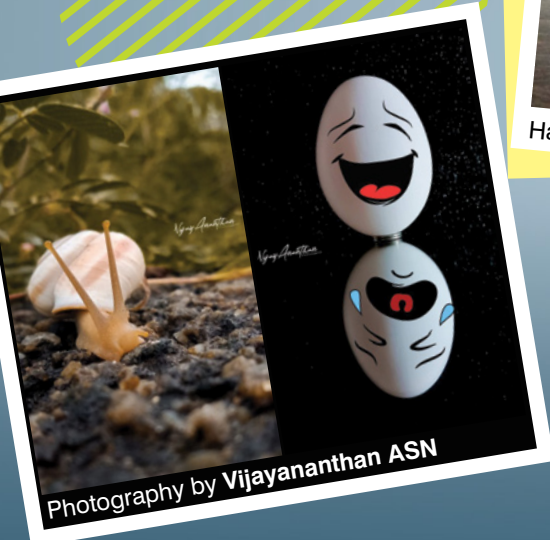
Wall art by **Swati Karande**



Oil painting on wall by
Rohit Kumbhar



Handmade bookmarks by **Nikhil Sagade**



Photography by **Vijayananthan ASN**



Sketches by **Shweta Pund**