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May 8, 2026

To  
**The Secretary**  
**BSE Limited**  
**PJ Towers, Dalal Street**  
**Mumbai: 400 001**  
Company Scrip Code: 500411

**National Stock Exchange of India Limited**  
**Exchange Plaza, C-1, Block G,**  
**Bandra Kurla Complex,**  
**Bandra (E)**  
**Mumbai – 400 051**  
Company Scrip Code: THERMAX EQ

**Sub: Intimation of sad demise of Dr. S.B. (Ravi) Pandit (DIN: 00075861), Non-Executive Independent Director of the Company**

Dear Sir / Madam,

We regret to inform you about the sad demise of Dr. S.B. (Ravi) Pandit (DIN: 00075861), Non-Executive Independent Director of the Company on Friday, May 8, 2026.

Dr. S.B. (Ravi) Pandit had been serving as an Independent Director on the Board of the Company since 2017. The Company immensely benefitted from his wisdom, experience and leadership during his association with the Company.

Expressing grief on the passing away of Dr. Pandit, Mrs. Meher Pudumjee, Chairperson of the Company stated:

“It is a profound loss for India, for our Board, and for all those who had the privilege of working with him. He was a wonderful human being whose vision and commitment to sustainability left a lasting impact on society. He will be deeply missed.”

All the Directors and employees of the Company convey their deep sorrow and heartfelt condolences to his family.

Thanking you,

For **THERMAX LIMITED**

**Sangeet Hunjan**  
**Company Secretary and Compliance Officer**  
**Membership No. A23218**