

3,300 kl per month in the transformer factories. Such greening initiatives were complemented by employees engineering solutions and processes that helped them adhere to strict COVID-19 guidelines – be it in terms of layout for social distancing and decontamination areas, reducing touch points in a process, or solutions for temperature monitoring. Digital tools were also introduced for your Company's frontline onsite engineers – to monitor their health and to warn in case of risks.

The pandemic posed an unprecedented situation for most and even though industry forums migrated to the virtual platforms, they became critical to network and learn best practices to adapt to the ever-changing demands of the time. Your Company continued to contribute to such discussions as well as to thought leadership in areas energy, electric mobility, smart cities, and digitalization through events organized by industry bodies like Confederation of Indian Industry (CII), Central Board of Irrigation And Power (CBIP), International Council on Large Electric Systems (CIGRE) and government bodies like Ministry of New and Renewable Energy (MNRE), embassies, and so on.

## Research and Development (R&D)

Your Company's pioneering spirit and commitment to continuous innovation runs deep in its bloodline. For more than a century your Company has been recognized as pioneers and front-runners in technology development – delivering customer value by adopting a solution-oriented approach. Over the decades, your Company has nurtured a mindset of always anticipating the future needs of its customers. Your Company fostered this spirit and today, its talented experts continue to thrive on finding new ways to solve customer needs – and in turn, help solve major societal challenges.

Your Company commenced the year with the launch of PowerDEC (Power Digital Experience Center) in Bengaluru, showcasing the possibilities of its digital solution in tandem with its technology solutions (in PowerTEC in Vadodara). Your Company used this as a platform to continue engaging with customers and stakeholders in Plan-Build-Operate phase of digital transformations of their plants and systems.

To truly understand and develop to the needs of the local market, your Company entered into an MOU with Ashok Leyland on e-mobility to pilot electric bus charging and operation in India. Innovation is rooted in collaboration, and so your Company continue participating in various R&D related activities in association with industry bodies, professional technical groups, forums and policy makers, and R&D have received awards and recognitions in terms of application of innovation, technical publications and presentations.

Your Company's R&D activities are carried out in the global R&D and technology centers as well as R&D embedded in the local businesses, leveraging its local competence for creating social, environmental, and

economic value, globally. Development of new products, features, localized products, and solutions secures as well as creates additional revenue with increased number of customer engagements and installed bases. The financial year under review witnessed the launch of an open, scalable, manufacturer-agnostic ecosystem for digitalization of transformers, designed to drive data-driven intelligence, and advances like this promise to shape future power grids.

## Talent

Your Company's investment in training and upskilling employees continues to set us apart in the market. Your Company's success rests on attracting, developing and retaining the right talent who are highly engaged. Your Company's constant focus is also to ensure a working environment of inclusive leadership, transparency and belonging.

Your Company has embraced the new philosophy of life-long learning at Hitachi ABB Power Grids in India. In addition to numerous functional, technical & leadership training programs tailored for different segments, your Company also offer multiple platforms for employee self-learning. Such initiatives have proved instrumental in penetrating and expanding the market presence and in introducing key technologies. As your Company continue to grow, its focus to invest in talent in the segments that are vital for its business growth also sharpens.

For a nation-wide smart electric grid, India's education system and future talent play a vital role. In recognizing this need, your Company partnered with the Department of Electrical Engineering of National Institute of Technology, Warangal (NITW), to develop a unique Master of Technology (M.Tech) program in Smart Electric Grid (SEG) from 2020. The aim is to create a socially relevant and yet internationally-acceptable curriculum, implement innovative and effective teaching methodologies and sharpen focus on the wholesome development of students at the Institute over the next five years. In addition to crafting the course content for the program, your Company will support the Institute in setting up a laboratory for SEG technology and provide internship opportunities for SEG for the M.Tech students and Ph.D scholars.

## Collaboration

The pandemic notwithstanding, Hitachi ABB Power Grids in India continued its extensive engagement with the government, utilities, industry, policy bodies, industrial forums such as CII, Indian Electrical & Electronics Manufacturers' Association (IEEMA), India Smart Grids Forum (ISGF) and even media to share about its products and solutions, advance constructive dialogue and shape a sustainable energy policy. Besides