

In this period of uncertainty, your Company's prime focus was to collaborate and manage the crisis for its employees, customers, partners and the community, and build its spirit and strength. Your Company adopted a three-pronged approach:

- Protecting our people,
- Preserving business continuity, and
- Preparing for the new norm

### **Protecting our people**

Your Company's priority was to keep its employees, customers and partners safe.

In accordance with the Ministry of Home Affairs ("MHA") national lockdown requirements from March 25, 2019, operations across plants, project sites and offices were closed. Besides energizing the network of your Company location specific crisis teams, an exclusive helpline for employees was started to support its employees' and their families' emotional welfare. Medical assistance was arranged at employees' fingertips through a third party primary and preventive care service provider even as they worked from home.

Voluntary COVID-19 testing, medical reviews and checks were organized at various locations. As operations were permitted to resume by the various governing authorities, your Company capped the number of employees working at a particular time at all plants and offices; made arrangements for sanitized transportation to factories and demarcated work and common areas to ensure strict adherence to social distancing. At project sites, processes were put in place to ensure secure and safe lodging facilities for migrant workforce.

Employees were provided protective gear like masks, face shields, gloves and sanitizers; mandated to take all safety precautions and maintain absolute transparency in health declarations. All employees were encouraged to download the Aarogya Setu app launched by the Government of India. This is followed until date.

In addition to all this, most employees voluntarily donated one-day salary to the PM CARES Fund. This donation was matched by your Company, totaling ₹ 1.24 crore, as a mark of solidarity in this time of crisis.

### **Preserve business continuity**

Your Company maintained business continuity by amplifying customer engagement through technology and leveraging digital solutions for product service and training, and even commissioning of certain projects. Your Company implemented cost control measures to conserve cash and recovered lost production days by strategically planning shifts and rotations to enable maximum capacity utilization of shop floors while ensuring social distancing, implementing a six-day workweek to compensate for productivity loss; and

focusing on collections and liquidity. Your Company was able to preserve cash by proactively identifying and postponing non-essential spends and optimizing external resources and personnel expenses.

All through, your Company's ambition was to prepare for the new norm in the best possible manner and build back better.

### **Prepare for the new norm**

Backed by your Company's resilience and zest for innovation, your Company quickly adapted to the new norm. Besides switching to Remote Factory Acceptance Tests (RFAT) where possible, your Company conducted numerous virtual technical webinars, attended by over thousands of participants from utilities, industries, transport and infrastructure segment across countries, and launched its flagship customer event Energy and Digital World. Your Company continued engagement with industry leaders through virtual industry events, and specific one-on-one CEO connects that helped it keep a finger on the pulse across various verticals.

Your Company also remained a trusted partner for training top talent and had such requests from various customers. Your Company conducted workshops for hundreds of customers from about two dozen utilities, devoted efforts toward developing future talent for its high-growth segments and ran more than 60 separate training programs for over thousand people, totaling ~3,500 man-days in training.

While the blow of the pandemic couldn't be completely blunted, your Company was able to see some semblance of normalcy by the third quarter. The closure of factories and sites - your Company and its customers' - for half the second quarter reflected in your Company's business performance in the April-June period. Further details on this have been shared in subsequent sections.

By December 2020, the count of fresh COVID-19 cases had come down and dry run of vaccination had started in some states. With the economy gradually opening up, the Reserve Bank of India revised its forecast of economic growth for the current fiscal year (2020-21) to (-) 7.5 percent compared to its earlier forecast of (-) 9.5 percent. While your Company has made every effort to swiftly adapt to the new norm, the closures will likely have an impact on its performance which can only be gauged in the quarter ending June 30, 2020.

## **5. Scheme of Arrangement:**

A Scheme of Arrangement ("Scheme") was entered into between (i) ABB India Limited ("INABB"/"Transferor") and (ii) your Company ("Company"/"Transferee") and their respective shareholders and creditors, pursuant to the provisions of Section 230 to 232 and other applicable provisions of the Companies Act, 2013, ("Act") which provided for inter alia the Demerger of the Power Grids