
Chairman's Speech

71st Annual General Meeting,
Bengaluru, April 28, 2021

Valued Shareholders of ABB India,

On behalf of the Board of Directors of ABB India Limited, I welcome you to the 71st Annual General Meeting (AGM) of your Company. This is my first AGM as the Chairman of your Company and I together with my Board colleagues, the ABB India management team, and our talented people do look forward to continue the journey of consistently adding value and charting the next phase of growth for your Company in this period of the “new normal”. I would also like to convey my sincere appreciation to Mr. Jean-Christophe Deslarzes, our outgoing Chairman, for his contribution and leadership for the Board of your Company.

You may all be aware, the second wave of COVID-19 is now prevalent in India, hence, it was not possible to hold this Annual General Meeting in person. As we stand today, I hope, you and your families continue to stay safe and follow all government protocols, just the way your Company always prioritizes health and safety.

Most of you would be well acquainted with our Company Secretary, Mr. B Gururaj, who was a constant presence at our AGMs. I am deeply saddened to inform you about his sudden demise. Our prayers and condolences are with his family. We will miss his leadership, wise counsel and deep insights marked by decades of experience in serving ABB India.

We are living in extraordinary times. A year ago, ABB across the world and in India was holding daily crisis meetings to try to manage a rapidly spreading pandemic. Today, as multiple waves of COVID-19 recur, we have adjusted to a new normal of working from home, meeting and transacting online, and generally relying on technology to help us overcome barriers and restrictions on our freedom of movement.

At ABB, thanks to our dedicated people, advanced technologies and financial resilience, we have managed the crisis very well and helped our customers and many others through it. I would like to specially mention the contribution of your Company’s management team and employees led by Sanjeev, to put health and safety first while ensuring continuity and productivity for your Company and that of our customers. I would like to thank you, our valued Shareholders, for standing by your Company in such challenging times.

2020 performance

In 2020, we delivered a solid financial and operational performance, despite the challenging circumstances. Your Company’s agile business model helped to navigate headwinds and deliver consistent, profitable performance for the year. The year 2020 got off to a reasonable start in the first half, punctuated by the pandemic outbreak. This was followed by quick action to steer your Company through COVID-19, ensuring business continuity and proximity to customers, amidst lockdown by leveraging technology. The second half of the year was marked by improving performance in profitability and cash with proactive actions on the high growth market segments.

In line with our policy of paying sustainable dividend over time, the Board is recommending a full-year dividend of 250% per share from 240% the year before.

Megatrends

COVID-19 has not so much changed our world as accelerated changes that were already happening, especially when it comes to adopting advanced technology. India is no exception. Apart from remote working, we are seeing more Indian industries turning to robotics and automation to address challenges like fluctuating demand—and issues of productivity and energy optimization. In India, it also provided the impetus to focus on localization of supply chains resulting in the development of small and medium enterprises and promotion of greater self-reliance in end to end manufacturing. Global technology and automation

companies like ABB have been examples in this respect for decades with localization and a conducive eco-system of suppliers and smart facilities to cater to this journey of enhanced market focus.

The pandemic has also brought sustainability to the center point of discussions, as it has further heightened awareness of how vulnerable our society is to changes in our environment. We see this in the enhanced adoption of smart technologies for energy and water utilities in Indian smart cities, in the twice as fast rise of electricity use e.g. electric vehicles, and industries in process and discrete sectors, increasingly seek to reduce their environmental footprint.

At ABB India, we are very well-positioned to drive and benefit from these changes. Our digitally connected robotics, electrification, industrial motion and automation solutions are being deployed across high-growth segments including datacenters, electronics, renewables, healthcare, food and beverage, water and waste-water, power distribution, metros and railways, among others in the country.

Our superior domain knowledge has allowed us to build up a strong portfolio of digital solutions and services under the ABB Ability™ brand. Our digital prowess also confirmed that we were able ensure business continuity for ourselves and our customers with remote factory acceptance tests, remote pitches, digital service, remote product testing and project shutdown, maintenance, and commissioning. As the demand for digitally enabled solutions increases, we see tremendous opportunities for our remote monitoring, preventive maintenance and other connected solutions for industry, cities, and transport.

Purpose

Our Purpose of ABB is to create success and value for all our stakeholders. We do so through our leading technologies, which address the world's energy challenges, transform industries and, along with our responsible business practices, embed sustainability in everything we do. Our Purpose is a key driver of engagement, performance and culture. Our culture is defined by our values: courage, care, curiosity and collaboration. Our Purpose feeds into everything we do – it is at the core of our performance- driven operating model, the ABB Way.

Sustainability

As a global technology Company, part of ABB's Purpose, worldwide is to contribute to a more productive and sustainable future, which we do through our advanced technologies and sustainable business practices. Key activities include achieving carbon neutrality in our own operations; helping our customers reduce their CO₂ emissions; and increasing re-use, recycling and product durability while reducing waste.

Am pleased to inform you that ABB in India has been an active contributor to the ABB Group's sustainability strategy. You shall find more information on your Company's activities in this regard in the Business Responsibility Report section of the Annual Report.

ABB India has been driving sustainability to the last mile with a ten-point ESG agenda from green infrastructure and energy in operations to energy efficiency, conservation of resources, promoting a circular economy, innovation, green supply chain among other areas. Your Company has also received recognition for the work done to further diversity and inclusion and continuously improving the hiring, development, and retention of women workforce in the organization. As anyone would say, any initiative should start from the top. So, we are pleased to take this opportunity to mention that the diversity ratio on the ABB India Board is even going forward.

Acknowledgements

I am very grateful to all of you Shareholders, to our customers, channel partners, suppliers, banks, financial institutions, the Government and other stakeholders for their continued support, partnership and invaluable contribution in facilitating the Company's operations in India in an unprecedented year 2020 we are reporting on.

Over the last several decades ABB India has been enriched and guided by the presence of an accomplished Board of Directors with a diverse range of experiences. As informed earlier, in this Meeting, we outlined a few changes to the Board composition. We would like to make a special mention of Mr. Darius E Udawadia, who after spending 16 years on the Board of your Company, is stepping down. ABB India and the Board has time and again benefitted from his counsel and experience while navigating evolving markets and regulatory frameworks. I would also like to welcome Ms. Gopika Pant, an accomplished legal professional, who was inducted on the Board of your Company, effective conclusion of this Meeting and acknowledge the presence of Miss Maria Varsellona, General Counsel and Company Secretary, ABB Group, and my colleague on the ABB Group's Executive Committee. The proposal for Ms. Varsellona's appointment is placed before you in this meeting.

I would especially like to thank the Board of your Company for its support to sail through this Covid situation and Sanjeev and his entire management team for the multi-pronged strategy put in place with joint forces to counter the COVID-19 crisis, and all employees for remaining focused and committed, delivering on customer promises.

I look forward to the continued support of all our Shareholders as we advance with our 21 divisions, playing an important role in the digital transformation of Indian industries, digital management of smart city resources and electrification of the Indian mobility network and beyond in a "new normal" world.

I also thank the ABB Group for their unstinted support to the Company's operations, and my colleagues on the Board for their unfailing guidance. I speak for the Board members and for ABB Group when I say that we have full confidence in the fantastic leadership team of your Company to lead the way for next phase growth of the businesses in a competent, compliant and transparent manner.

With gradual recovery underway, ABB India is well positioned for the growth cycle, in order to effectively support customers in and outside India with the latest innovative technology in our Electrification, Motion, Process Automation as well as Robotics & Discrete Automation businesses.