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# ABB: Executing on our strategy

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# Important notices

This presentation includes forward-looking information and statements including statements concerning the outlook for our businesses. These statements are based on current expectations, estimates and projections about the factors that may affect our future performance, including global economic conditions, and the economic conditions of the regions and industries that are major markets for ABB Ltd. These expectations, estimates and projections are generally identifiable by statements containing words such as “expects,” “believes,” “estimates,” “targets,” “plans,” “outlook” or similar expressions.

There are numerous risks and uncertainties, many of which are beyond our control, that could cause our actual results to differ materially from the forward-looking information and statements made in this presentation and which could affect our ability to achieve any or all of our stated targets. The important factors that could cause such differences include, among others:

- business risks associated with the with the volatile global economic environment and political conditions
- costs associated with compliance activities
- raw materials availability and prices
- market acceptance of new products and services
- changes in governmental regulations and currency exchange rates and
- such other factors as may be discussed from time to time in ABB Ltd’s filings with the U.S. Securities and Exchange Commission, including its Annual Reports on Form 20-F.

Although ABB Ltd believes that its expectations reflected in any such forward-looking statement are based upon reasonable assumptions, it can give no assurance that those expectations will be achieved.

This presentation contains non-GAAP measures of performance. Definitions of these measures and reconciliations between these measures and their GAAP counterparts can be found in “Supplemental Financial Information” under “Reports and Presentations” – “Quarterly Financial Releases” on our website at [www.abb.com/investorcenter](http://www.abb.com/investorcenter)



# ABB: A global leader in automation and power

## Helping our customers become more competitive

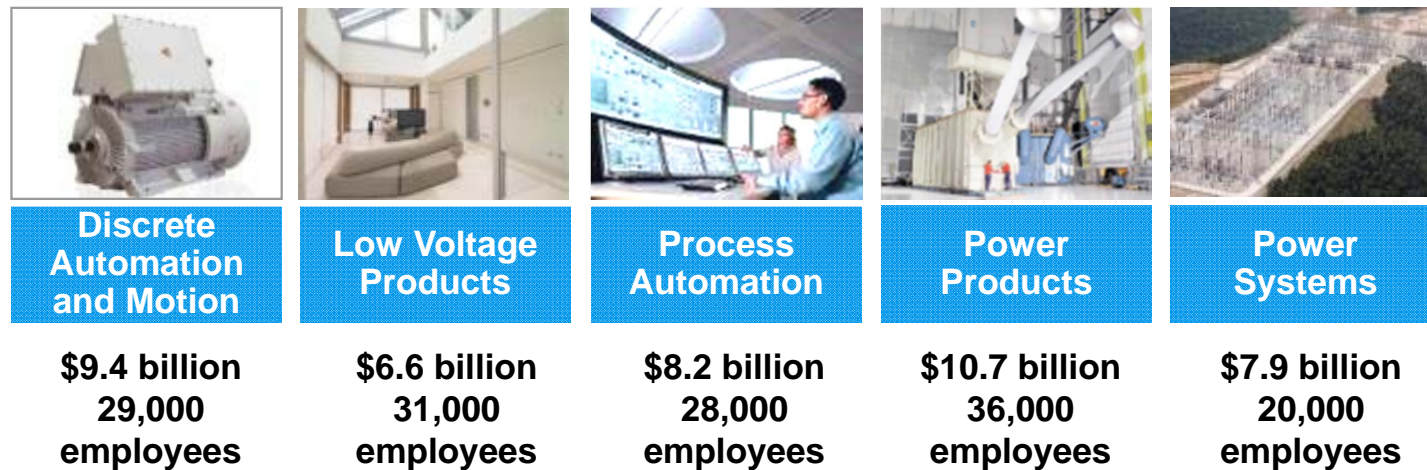


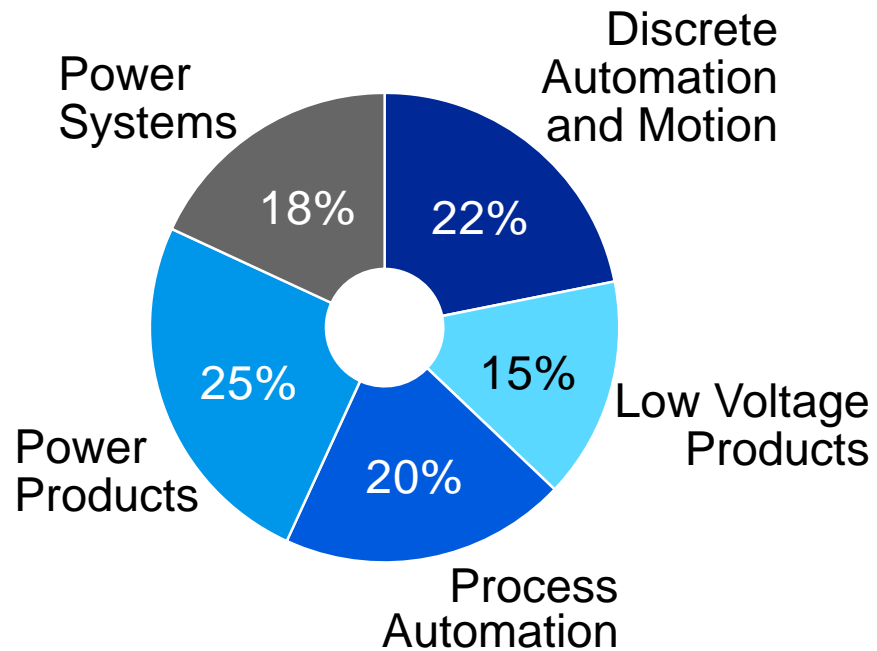
ABB helps its industrial and utility customers increase productivity, improve quality and reliability, and lower environmental impacts with solutions that include:

- Automation and control systems
- Motors and drives
- Robots and robot systems
- Intelligent building systems
- Instrumentation and analytics
- Power transmission and distribution equipment and systems
- Operational and asset management software
- After-market services

# Balanced business and geographic portfolio

## Orders by division

*% of total orders FY 2012 (non-consolidated)*



## Orders by region

*% of total orders FY 2012*

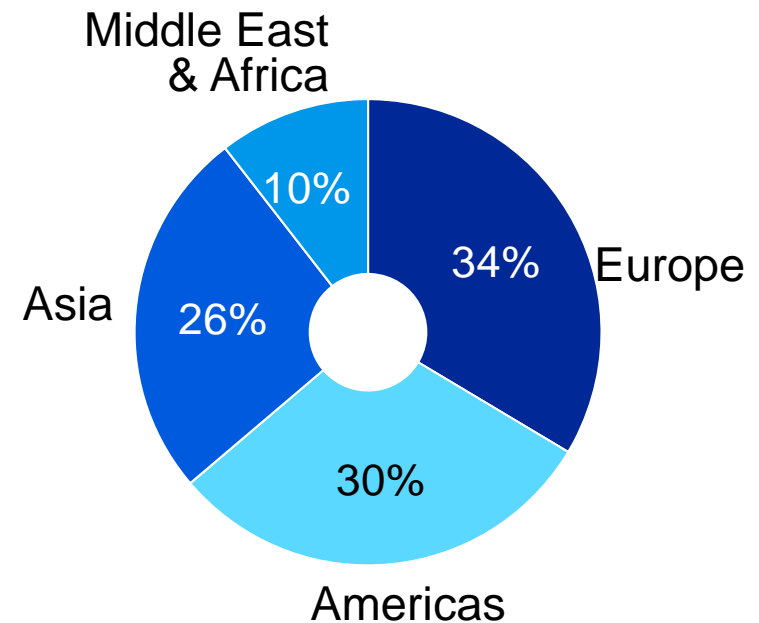


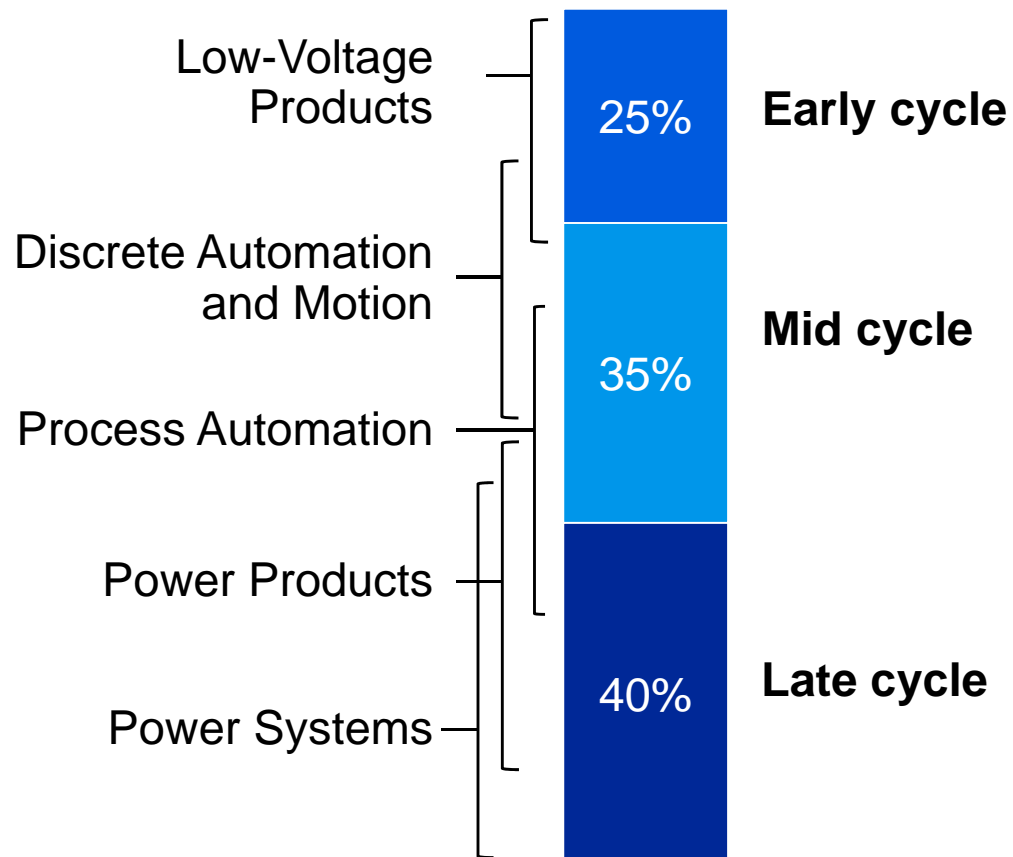
Chart 4

# A balanced portfolio across cycles

## Early, mid and late cycle businesses

### Share of orders 2012

Approximate



### Key macro drivers

Construction, early-cycle industry (GDP)

Industrial production (machinery, electronics)

Demand for commodities, industrial capex

Utility (T&D) and industry capex, renewables



Chart 5

# 2015 Strategy overview

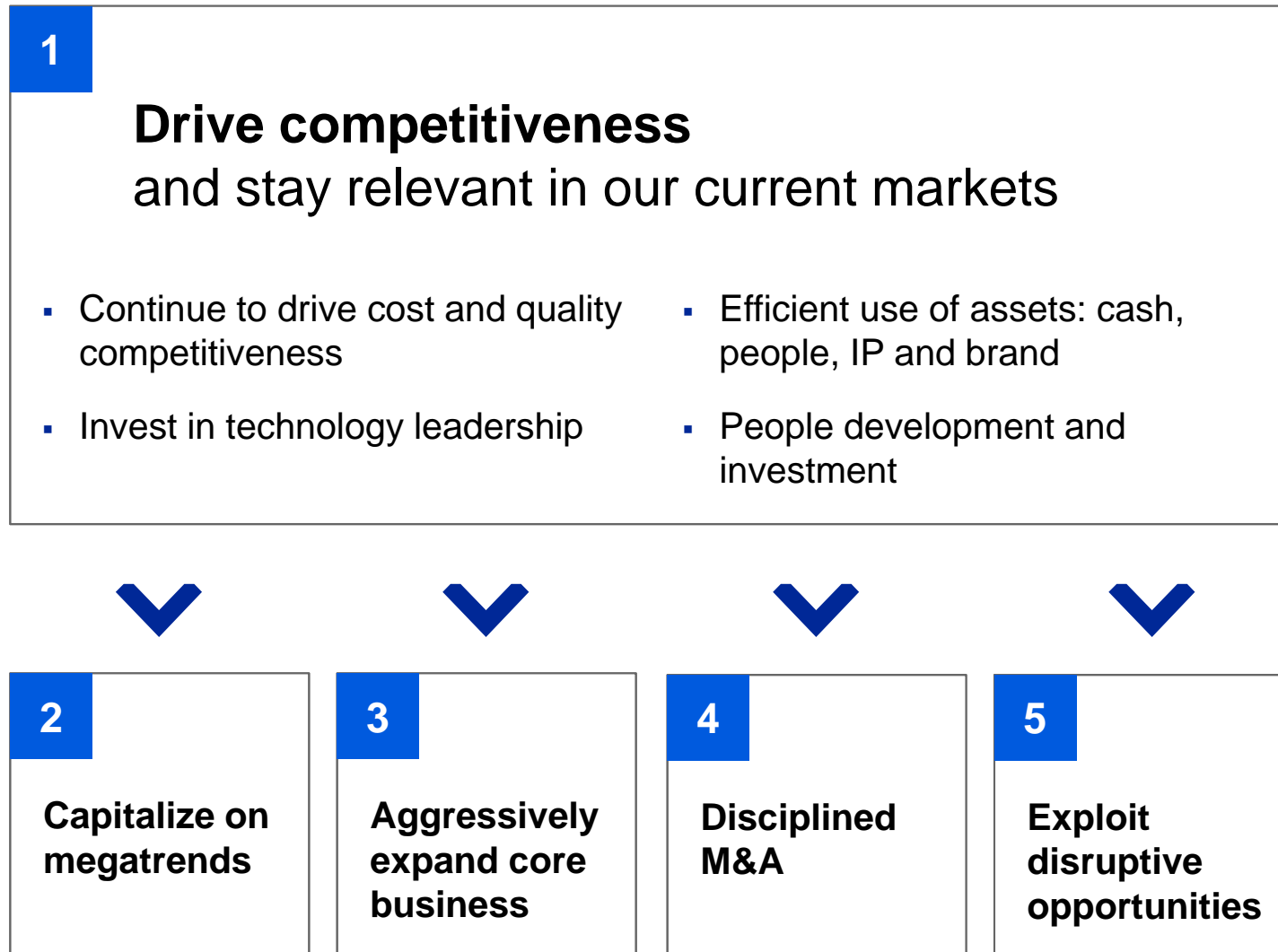


Chart 6

# Summary: Balanced portfolio for long-term growth

- Balanced portfolio generates stable returns through the cycle
- Well positioned to profitably grow, even in uncertain markets
  - Market and technology leader in most businesses
  - Strong local presence, broad view of growth opportunities in all key geographies
  - Flexible cost base, well balanced footprint
  - Large installed base to drive service growth
- Key long-term growth drivers: Grid automation, industrial efficiency & productivity, emerging market needs, renewables integration, environmental concerns
- Strong cash generation and balance sheet—sustainably growing dividend over time

Power and productivity  
for a better world™

