

**Ulrich Spiesshofer Chief Executive Officer  
ABB Annual General Meeting April 30, 2015**

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Dear shareholders,  
Ladies and gentlemen,

My Executive Committee colleagues and I would like to cordially welcome you to this year's annual general meeting.

ABB is a global leader in power and automation technologies. ABB's nearly 125-year history is the result of outstanding innovations and fascinating advances in technology:

- In the utility sector, we made HVDC technology commercially viable in 1954, and have steadily enhanced it since then.
- Just recently, we announced new record performance capabilities for both our converters and cable systems.
- In automation, we pioneered the first industrial robot in 1974, and *this year* reached a new milestone: the successful market launch of our new collaborative dual-arm robot, YuMi, which when working with humans offers new productivity opportunities and thereby saves jobs.

Our future – the future of your ABB – will be built on the foundation of this innovation strength and our entrepreneurship.

Our aim is to make the impossible possible and to make the unachievable achievable. And this aim is exactly what we are

demonstrating this year by supporting a unique cutting-edge project: Pilots Bertrand Piccard and André Borschberg are planning to fly their “Solar Impulse” solar airplane around the world and thus be the first in the history of mankind to circumnavigate the globe without using one drop of conventional fuel. Instead, they will use only the sun’s energy.

We announced the partnership last year. “Solar Impulse 2” will soon be on its way from China to Hawaii. Today, the solar airplane have already flown over 7,300 kilometers – supported by its innovation and technology partner ABB!

Ladies and gentlemen,

We are very proud to support this historic project. The circumnavigation of the globe by a solar airplane is the perfect symbol of the technological vision of the future that drives us at ABB:

- A future of mobility, performance, growth and well-being, but one for which we do not want to trade the planet’s resources;
- A future that is good for us, but also for future generations; one for which we must already start introducing the right innovations and technologies;
- A future that is not without risk and for which we therefore need the courage of inventors and the boldness of entrepreneurial thinkers;
- In other words: It is a vision of a new development phase of industrial evolution, which we will only be able to bring to fruition if we set a good example and if we ourselves tirelessly strive to reach the Next Level of our development.

That is why our strategy for the future is called “Next Level”. It represents ABB’s approach to reaching a new stage of development by 2020, so that the company can be even better than before in a world that is constantly changing. You can be sure of one thing: Uncertainty and volatility will not diminish, but rather increase, and for our company

that means that we must become even more flexible, innovative and efficient, if we want to continue to defend our leadership position in the long term.

Today we are already one of the world's leading suppliers of power and automation technologies. We serve utilities, industry, and transport and infrastructure customers: in Asia, the Middle East and Africa, as well as in the Americas and Europe.

Our 140,000 employees, of which 6,640 are based here in Switzerland, generate annual revenues of about \$40 billion. The world's leading rating agencies give our company an excellent single A rating.

It is becoming more and more challenging to maintain and further expand this leading position in a competitive environment over the long term. It was no different in 2014: Take for example the smoldering crisis in the Ukraine or the continuing tensions in the Middle East; and also the weak global economy and debt crisis in Europe, the Ebola crisis in West Africa and the turbulence in the energy and currency markets.

We were confronted with these challenging and difficult general conditions here at ABB last year. And we also had to face internal challenges. It was not easy, but:

- We performed successfully;
- We created a solid foundation for the future and did our homework;
- We made progress in many areas;
- And we delivered on key commitments.

In particular, we promised to lead the Power Systems division out of a very difficult situation and back to profitability. After standing here last year, asking you for your patience and long-term trust, I am pleased to say today: We have made it. The division is back over the break-even

threshold and the transformation is proceeding to plan.

And it proves that it was right to fix the business, rather than let it go!

Ladies and gentlemen, in spite of the difficult conditions in which we are operating, 2014 was a year of significant successes for the ABB team:

- Orders received rose to \$41.5 billion – up 10 percent from last year. Basic earnings per share were \$1.13.
- Cash flow from operating activities rose from \$3.7 to \$3.8 billion, an increase of 5 percent.
- Free cash flow was also up: from \$2.6 to \$2.9 billion, or 110 percent of net income.
- Last but not least, cash return on investment improved. Cash flow yield rose to 12.7 percent from 11.6 percent last year thanks mainly to cost savings of \$1 billion.

And even in areas where the results were behind last year's, an in-depth analysis showed that this was in no way due to structural weaknesses.

For example, revenues and operational EBITDA were down because of the low initial order backlog and project-related costs in Power Systems.

Total orders received demonstrate the robustness of our business growth. Here the results were very satisfactory, with an increase of 10 percent in a challenging market environment. The growth was above that of the market and stronger than that of many of our competitors. It is especially gratifying that we were able to improve our orders received in *all* regions and *all* divisions. So the growth momentum is widely based – across countries and businesses.

The strongest region for orders received was Asia, followed closely by Europe. Strong growth in the Power Systems division was positive, following the weak 2013 full-year results. Orders received in 2014 were up 20 percent, in spite of the new, less risky business model.

We see the organic growth we achieved as proof of the excellent growth prospects of the markets in which we operate. We continued to grow organically and we continued to invest in innovations, in customer service and in our global sales force!

Our base orders – which ultimately form the strong backbone of our business – were up in every quarter of 2014.

In this context, two large orders booked by the Power Systems division in 2014 are worth mentioning: one worth over \$800 million and another worth \$400 million for power transmission lines to integrate renewable energies in Scotland and Canada.

The higher order backlog resulting from these orders is not only a sign of the solid growth of our company or of excellent customer relations – it is also an important indicator of the future. It gives us the necessary launch pad for the next few years: to support our future revenues at times when we can expect little or no macroeconomic tailwind.

We were faced with many big challenges in 2014. After the very difficult start experienced by the Power Systems division last year, we are now in the process of earning back the trust in this business one step at a time. To do this, we established a completely new foundation for the division in 2014.

We committed ourselves to bringing this division back into the black by the fourth quarter of 2014. We announced plans for a revised business model and far-reaching, necessary changes. And we promised you that we would make the Power Systems division fit for the future again by

aligning our “Step Change” initiative under the direction of its new president, Claudio Facchin.

Today you can see that we kept our word.  
Under the new leadership, the entire team delivered.

We significantly mitigated the division’s risk exposure and completely overhauled its business model.

In the solar sector, we exited so-called EPC projects; that is, those in which we were the general contractor.

We made significant progress in getting to grips with operating problems on projects we had taken on in the past. We also revamped the business model in the offshore wind sector. For new projects, our focus is now on activities that better reflect our core expertise in the area of power transmission and power conversion. Simply put: a narrower scope, better performance capability, better results.

This is how we were able to put the division back on to the path of long-term growth and profitability. And in fact the payback was faster than expected: In 2014, we not only generated a profit in the fourth quarter as planned, but even achieved a break-even full-year result.

Our other divisions were on a solid trajectory in 2014. Overall, they all conducted their businesses successfully and reported steady margins.

The Discrete Automation and Motion division headed by my colleague Pekka Tiitinen

- had a record year in the robotics segment,
- made solid progress with the integration of Power-One,
- achieved double-digit growth in service.

2014 highlights in the Low-Voltage Products division headed by Tarak Mehta included:

- further penetration of the US market thanks to the successful integration of Thomas & Betts,
- establishment of new regional distribution centers,
- a stronger market-driven product alignment.

The Process Automation division led by Veli-Matti Reinikkala in 2014

- generated record revenues in the marine segment,
- further optimized its portfolio and
- benefited especially from the synergies of our corporate structure and business-led collaboration in the development of new solutions for subsea electrification.

Last year, the Power Products division led by Bernhard Jucker excelled in the following areas

- robust growth in industry and service,
- strong margins thanks to process optimization and cost discipline,
- with innovations such as a new eco-efficient insulated gas to replace SF6 in switchgear and
- record orders received in the rail transport sector; here the business-led collaboration within the company was once again a decisive competitive advantage.

Ladies and gentlemen, solid and responsible corporate management also means keeping an eye on costs – and reducing them wherever it makes sense and is possible. This is the only way we can assure our future competitiveness in a highly dynamic and highly competitive environment.

Here as well, ABB is proud to look back on a tradition of success. For example, since the start of the financial crisis up to and including 2014 – that is for the sixth year in a row – we have cut our costs by more than \$1 billion – per year, mind you.

In the past few years we have very successfully pursued and further developed our approach to cost competitiveness, productivity and efficiency improvement. The initiative includes a strong focus on our supply-chain management and improving our operational procedures and processes. In 2014 alone, we worked with our employees to make our processes more efficient and cost-effective, and trained 15,000 staff members to use the new procedures.

And we are determined to continue along this path. Lean management and Six Sigma programs are being implemented in all the company's divisions; that is, also in administration, R&D and sales. We are also working with our suppliers to continuously improve quality and cost structures. The final result of this initiative will be savings of another three to four percent of our cost of sales in 2015.

But efficiency and costs are not the only keys to ABB's competitiveness, we also need a streamlined portfolio. It is important to regularly review and enhance our product range and business activities to ensure they remain an attractive part of our overall business portfolio. After all, we know: The healthiest apple tree and the one that bears the most fruit is the one that is regularly and carefully pruned, which is why we methodically cleaned up our portfolio last year. We successfully divested a number of segments that were neither part of our core business nor demonstrated any significant synergies with the rest of the portfolio.

This included for instance the sale of Thomas & Betts' North American structural steel business to the tune of \$600 million. All in all, we were able to raise more than \$1 billion in proceeds from divesting

businesses. It is always very important to me personally that the employees affected feel at home in their new working environment whenever we streamline our portfolio. For the most part, we succeeded in doing this.

So, when it comes to portfolio pruning, again, we delivered.

Our first-quarter results demonstrate that we are on the right track. Because ladies and gentlemen, growth, results and cash flow were again higher in the first three months of the current fiscal year.

In spite of challenging macroeconomic conditions, we were able to double the number of large orders and keep constant the volume of our base orders. Overall, orders received were up 15 percent compared with the same period a year earlier.

The higher orders were reported in the United States, China and Germany, ABB's three major markets. We won our largest orders mainly because of our unique competitive advantage: cross-divisional offers in power and automation.

At the same time, thanks to our Step Change Program, we made further progress in the restructuring of our Power Systems division at the beginning of this year. We continually address the drag on the profitability of other divisions in the company, caused by a variety of regional or segment-specific factors. We have done this by continuously taking concrete steps to cut costs and raise productivity, in line with our policy of relentless execution of our programs. A steady EBITA margin despite the crosscurrents in the first quarter proves the effectiveness of this strategy.

Ladies and gentlemen: In 2014, we not only increased our orders received, transformed the Power Systems division and cut our costs:

We also developed a new strategy, which we call “Next Level”. It will allow us to be even more successful in the global competitive environment that exists today. The capital market, our customers and our employees all responded positively to this strategy.

And what is very important is that after presenting the new strategy on Capital Markets Day last September, we immediately began implementing it.

This strategy covers the period from now until 2020 and will make ABB an even better positioned company; a company that is able to defend and further expand its global leadership position in power and automation technologies.

An important objective is to create enduring value added faster and above all to generate attractive returns for you, our shareholders.

We are sure of these objectives in no small measure because our two major business segments – power and automation technologies – are undergoing fundamental change:

The power supply industry is experiencing a far-reaching transformation along the entire electrical value chain, from power generation, where alternate forms of energy are playing an ever greater role, through the associated power distribution right down to new microgrids and nanogrids. And ABB has its own products and innovative solutions for every link of this value chain across the globe. We are the global market leader in grid technology and will remain so in the future!

The same applies to automation systems: Whether it be the “Industry 4.0” issue of the century or the Internet of Things, Services and People, ABB is a broadly positioned corporate group with countless products and services in all key markets.

- Whenever there is progress in the 21st century, ABB is and will continue to be among the key pace-setters.
- And whenever the 21st century throws up huge challenges, ABB offers and will continue to offer key solutions.

The backbone of all these changes is the strong position we already hold today in attractive markets. I am talking about markets that offer excellent growth prospects for our businesses and in which we already have an excellent customer base.

We serve utilities, industry, and transport and infrastructure customers. The total volume of this market today is already about \$600 billion annually.

And it will grow dramatically: By 2020, the total annual volume will have reached about \$750 billion. This means by 2020 it will grow by “more than three ABBs”. The benefits of this expansion will be huge – and “Next Level” will guide us there.

In executing the strategy, we are building on three focus areas:

profitable growth  
relentless execution  
and business-led collaboration.

I had already defined these three focus areas when I took office in fall 2013. Last year, we then developed plans to implement this strategy by looking from the outside in; that is, from the customers’ and markets’ perspective. What exactly do I mean by these focus areas?

Profitable growth: Our main focus in the coming years will be on organic growth, complemented by acquisitions and – new – strategic partnerships.

Relentless execution: A binding business growth strategy applies throughout ABB, and our internal coordination is very good. We want to expand our success in individual business processes and develop a comprehensive and leading business model. We will drive strategic change by executing 1,000 day programs for key areas in need of transformation. And last but not least, we have developed and introduced a key performance indicator system that will lead to a differentiated compensation system.

Business-led collaboration: We are making it even easier to collaborate internally, and are systematically aligning the new, simplified and closer-to-market organization toward solving the needs of our customers.

We also launched a share buyback program in 2014, which will lead to an increase in the value of your shareholdings, without adding to our business risk.

Ladies and gentlemen,

ABB's approach to profitable growth will be three-pronged: improved competitiveness, lower business risks and faster organic growth.

To improve our competitiveness and make us an important partner to our customers, we will systematically expand the range of our portfolio to include the design and operation of their plants, instead of just making products.

One of ABB's key differentiators today – for the oil industry, say – is our ability to cover its entire range of requirements, from the supply of power to automation. The uptime of these huge process plants can only be maximized if the entire power and automation system is optimized – and from a single source.

We will continue to invest significant sums, especially in processes, software and services, in order to enhance and strengthen our competitive edge. Here we see huge opportunities and very attractive entry points – especially when it comes to differentiation in the software product application area – where we can offer our customers an advantage in ever more strongly contested and fast-changing competitive environments.

For example in service: After all, ABB does more than just deliver complete production systems, we also ensure they run smoothly in daily operations. Intelligent robots, transformers and motors that send precise data via the Internet on their respective operating conditions are just as much a part of this as our own service centers, where our employees permanently monitor the technology installed at our customers' sites and can have preventative maintenance work performed when necessary. There is no need for them to perform the maintenance work themselves in every situation. Because they are networked, they can forward the information needed to repair or update a system straight to the customers' PCs or smartphones.

A second key area is software: ABB application software helps our customers along the entire power supply chain and in industry – with planning, design, and operating processes.

Software has been a decisive factor in our company's success for years: 50 percent of our total portfolio is software-based today. There are now over 2,600 employees working exclusively in this field at ABB. Whether circuit breakers with only around 100 lines of code or more complex control units with over five million lines of code like those used in power plant management, which are as complex as the controls on a jumbo jet, ABB is one of the largest software providers for industrial applications.

Or take for example the latest ABB star: The YuMi robot. Forty years ago, we unveiled the first microprocessor controlled industrial robot to the world and made business history. And now ABB is again making history because YuMi marks the beginning of a new era in the long history of the relationship between humans and machines. For the first time ever, the two can now literally work hand-in-hand – with no safety barriers, just as the name implies: You and me – together!

With the introduction of YuMi, we are taking the robot out of its cage, so to speak. This is made possible by its sensors, which detect an approaching person. It recognizes when its human partner makes a mistake on the assembly line or if a component shows signs of wear.

When service is required, YuMi – which is completely networked and has its own Internet address – advises our experts at our global remote service center in India. From there, notice is sent to the service technicians closest to where YuMi is installed. The technician immediately receives detailed information about the status and location of YuMi, so that the robot is always ready for operation.

In other words: YuMi is presently not only the world's most technically advanced robot, it is also a perfect example of the application of the "Internet of Things, Services and People".

Ladies and gentlemen,

Examples like YuMi demonstrate what constitutes ABB's great strength: our ingenuity! And this we will continue to demonstrate wherever there is a need to develop entirely new engineering and technical consulting services or advanced, software-based services.

We want to press ahead with organic growth using our PIE formula. P stands for penetration, I for innovation and E for expansion. What we are trying to do first of all is gain solid access to attractive markets by

offering impressive innovative products and solutions and ultimately expand our market share.

We used tools known as “heat maps” to develop approaches for this. They provide us with an accurate picture of our position in all key markets and segments.

In a world in which open systems and flexible collaboration are the new norm, ABB will enter into strategic partnerships with suitable companies to further drive growth where we were unable to expand before. This means we have to be fast, use capital efficiently, manage risk and focus on our own strengths in partnership with other strong market players.

Here we are looking for partners that are a match for us in all respects:

- because we jointly create value,
- because we have very few overlaps and
- because we fit culturally and ideally complement one another.

The Chinese engineering group BYD is just such a partner. We have joined forces with BYD in the field of energy storage and electro-mobility: two key drivers of China’s future economic growth. Today ABB is already the world market leader for fast chargers. Together with BYD, we are currently installing in China the world’s most extensive fast charging network.

Another example is the long-established company Philips. Here the building automation expertise that our two companies have is what brought us together. The field offers both partners attractive growth prospects.

And of course in this context I also have to mention our partnership with Hitachi to penetrate and open up the Japanese market. We want to jointly use our high-tech knowledge and experience for the future high-

voltage transmission grid in Japan. Each partner will benefit from the other's strengths. And sharing the challenge at the same time minimizes the risk for each.

Last month, we also announced another partnership: Together with Samsung SDI, we will develop and offer microgrids that use lithium-ion batteries to store power for local utilities. Microgrids are an important growth sector in terms of our Next Level Strategy. Our strategic alliance with Samsung SDI gives both companies the opportunity to bundle our complementary capabilities and offer our customers optimized solutions. After all, ladies and gentlemen, over one billion people on this earth have no continuous access to electricity. Together with Samsung SDI, we can now offer local microgrids that will meet the needs of these people.

The second pillar of our Next Level strategy is: "relentless execution" because we know, of course, that 5 percent of the success of our new strategy lies in the planning and 95 percent lies in its relentless execution.

Besides cost development, the most reliable indicator of whether this type of relentless execution will succeed is our customers' satisfaction. Ultimately, you will decide whether we have done our homework. You determine whether we deliver on time, how good our technical service is and how successfully we manage our projects and processes.

This is why we are so pleased that ABB is scoring higher and higher with customers. Customer satisfaction rates have grown steadily for years; in the past year alone they rose nine points to the highest ever score of 44. At the same time the response rate to our customer survey rose by 14 percent to over 30,000 customers – yet another extremely positive indicator of the ever closer relationship between customers and their "suppliers" at ABB.

These suppliers are not merely anonymous “divisions” or “departments” within our company. In concrete terms, they are ABB’s employees. They are the ones who personally shape relationships with our customers in order to make these results possible.

This is a tremendous achievement and above all a meaningful contribution to our global competitiveness. In the future we want to provide even greater rewards for these contributions, which are so central to ABB’s success, because they are the linchpin of the new, customer-oriented performance culture we are currently building here at ABB.

Since the beginning of this year we have tied compensation for our company executives even more closely to personal and team performance – based on performance metrics that measurably reflect our jointly developed strategy. This means we not only make sure that the new goals are understood and accepted, we also create the right incentives to ensure that these goals are put into practice and that individual performance is rewarded just as much as overall team performance!

The third pillar of our strategy is business-led collaboration. Since announcing the strategy in 2014 we initiated decisive measures to increase market proximity, collaboration and efficiency as part of our reorganization. Above all, we filled more than 98 percent of the top 1,000 leadership positions within our company internally. This means our team is ready and we know exactly how we want to shape our future, because the overwhelming majority of our team knows ABB well and understands our customers.

The fundamental idea here is always the same: What we do, we do together! Come what may, ABB will always remain true to one thing: The team is always the real star! We demonstrate how effective this concept is every day. Because we see ourselves as a team, because

we trust one another and work with – not against – each other across all of our national borders, we can focus all of our energy on our customers and our markets.

- We now transfer much more direct responsibility to our global business segments.
- Today we have clear, consistent responsibilities in all of our global business units and at the regional and country levels.
- We are close to our customers because we intensify collaboration even beyond the boundaries of our individual businesses and have representatives from our three global regions on our Executive Committee.

The global scope, along with business-led collaboration, are among ABB's most crucial competitive advantages. We do not simply win orders because we are literally and figuratively “close to our customers”. We also win orders because we offer our customers everything they need from a single source: because automation solutions also require power solutions and because solutions for infrastructure companies would be inconceivable without in-depth expertise in power supply and distribution.

Ladies and gentlemen, naturally we are not doing all of this purely for its own sake. Rather, we are doing this for our customers, above all, and for you, our company's owners, and in order to enhance the value of your shares. For example, we want to increase our global revenues by 4 to 7 percent annually by 2020. In terms of profitability, measured by operational EBITA, we are aiming for the 11 to 16 percent range. And when it comes to cash flow, we are planning with a performance indicator of 94 percent of net income. We offer you clear information on how you can measure the success of our Next Level strategy in the future:

First: By your earnings per share. We want to increase this metric by 10 to 15 percent by 2020 – each and every year!

And second: By the cash flow return on invested capital (CROI). Here again, the aim is to achieve an annual increase in the mid-teens.

We know that these are demanding goals for the coming years, especially in today's challenging market environment. But we also know that in 2014 ABB laid the groundwork necessary to achieve these challenging goals:

We will also grow profitably in the future,

- because our business has gained traction again with a 10-percent increase in orders received and our PIE formula, which is our growth machine, is beginning to have a sustainable effect;
- because we have a new, clear strategy and are consistently implementing it;
- because we have already gained powerful new partners for our growth in the future; and
- because we have the best team, with members who are highly motivated and work together in the spirit of entrepreneurship.

We will continue to grow while implementing our goals,

- because we already demonstrated in 2014 that we take our promises seriously;
- because we have already done most of the homework we promised we would do in the Power Systems division, are performing well and earning money again;
- because we streamlined our portfolio and removed any unnecessary ballast and
- because we have successfully set the course for a new, customer-oriented performance culture.

We will also continue the successful expansion of our team culture,

- because we made our organization even leaner last year and are now better aligned with our markets than ever before;
- because the duties and responsibilities in our company have been redefined and are crystal clear and
- because, as of this year, our new “Team of a Thousand” is ready to take on the difficult yet exciting challenges in the coming years.

We will all deliver tangible results through a wide range of individual steps designed to carry out the blueprint we created.

Ladies and gentlemen: All of you and all of the people who assume responsibility at ABB know: The environment in which we aim to achieve our ambitious growth targets will not get any easier in 2015; it will be marked by numerous uncertainties and high volatility. I’m not only referring to the financial markets. This effect will also be seen in the economic and political conditions throughout the world.

There are more unanswered foreign-policy questions today than there have been in years; not just outside of Europe, even here, on our home continent and its borders, we are faced with a plethora of conflicts.

Favorable aspects include the continued stable growth in the North American market and the positive stimulus we anticipate will come from India and Southeast Asia. China is currently ABB’s second-largest market. We will also benefit from our localized value chain and our local team in this market in the future if we can continue to offer Chinese customers an attractive range of products. We are putting all of our efforts into this.

For this reason – all in all and despite the risks we addressed earlier – we expect solid business growth in 2015.

We are convinced that, with our Next Level strategy, we are optimally prepared for the challenging environment we will face in the coming years.

But, ladies and gentlemen, none of this would be possible without the “Soul of ABB”, without our dedicated, highly competent, customer-oriented employees. “Power and productivity for a better world” – our employees practice this philosophy every day.

They know that success is impossible without growth. This is why they work hard every day, around the globe to develop, supply and market innovations and new technologies that will allow us to do both: grow profitably *and* make a lasting contribution to the sustainable development of our planet.

The dedication shown by our employees is extraordinary. It is backed by expertise along with a fierce loyalty to our – to your – company. All of the things we accomplished in 2014:

- setting a course for a successful future,
- solidifying our position as the leading supplier of power and automation technologies,
- our strengthened market position and increased customer satisfaction,
- Power Systems turnaround,
- our streamlined portfolio and
- our financial strength

None of this would have been possible without the hard work of 140,000 employees every day in more than 100 countries around the globe. This is why I would like to express my sincere appreciation – and that of my Executive Committee colleagues – to them today.

We are just as grateful to you, ABB’s shareholders. You put your trust in us – and my team and I are aware of the responsibility we bear towards

you because of this. Your investment enables everyone here at ABB to advance technologies that help make a more sustainable world!

Trust – that’s also my cue to express my personal gratitude and that of all of our employees to a man who has achieved remarkable things for ABB: Esteemed Mr. von Grünberg, dear Hubertus: This is the last ABB general meeting you will attend as Chairman of the Board of Directors. ABB’s revenues have grown by more than two thirds since 2007 under your leadership. We now have a broader, more modern range of products and we have successfully mastered a number of challenges – the global financial crisis, the difficult situation in Power Systems, the massive expansion of our presence in the United States, to name just a few – and are well-positioned in attractive markets today.

Our work together was based on honesty, openness and trust, which puts me in a very good position to assess how much dedication, heart and soul and enthusiasm you put into your role here – thank you, Hubertus, from the bottom of my heart!

Ladies and gentlemen,

this dedication can and should be an example for future generations. Enthusiasm for innovation, paired with practical business management skills – these are virtues that we need to strengthen in global competition.

This is why we have decided to establish an international research award:

- The award is aimed at graduate scientists,
- it will be presented every three years starting in 2016 for research work dedicated to a key topic in the field of “Power and Automation”,
- it carries a cash grant of \$300,000

- and we have named it after the man who shaped and strengthened the innovative spirit at ABB: It is the “ABB Research Award in Honor of Hubertus von Grünberg”.

Dear Hubertus, we see this new award as an incentive for scientists to help advance new technologies in your honor. But we also see it as an expression of our appreciation for the impact you have had on our company. Thank you!

I would also like to thank Michael Treschow on behalf of the entire Executive Committee. He joined ABB’s Board of Directors in 2003 and made an important contribution to our return to a profitable growth course thanks to his wealth of experience in ABB’s key industrial markets.

We promise you, honored shareholders and you, dear Hubertus:

We will remain on course and continue to deliver – we stand – today and tomorrow –

- for a company that relies on innovation and breaks new ground,
- for a company that works tirelessly and spares no self-criticism when it comes to improvement,
- and for a company that creates sustainable value and values – for you, our shareholders, for our employees and for all other business partners around the world.

Thank you very much!