



March 15, 2016 – Bank of America Merrill Lynch, Global Industrials Conference in London

Increased profitability in challenging markets

ABB 2015 Q4 and full-year results

Eric Elzvik, CFO

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:

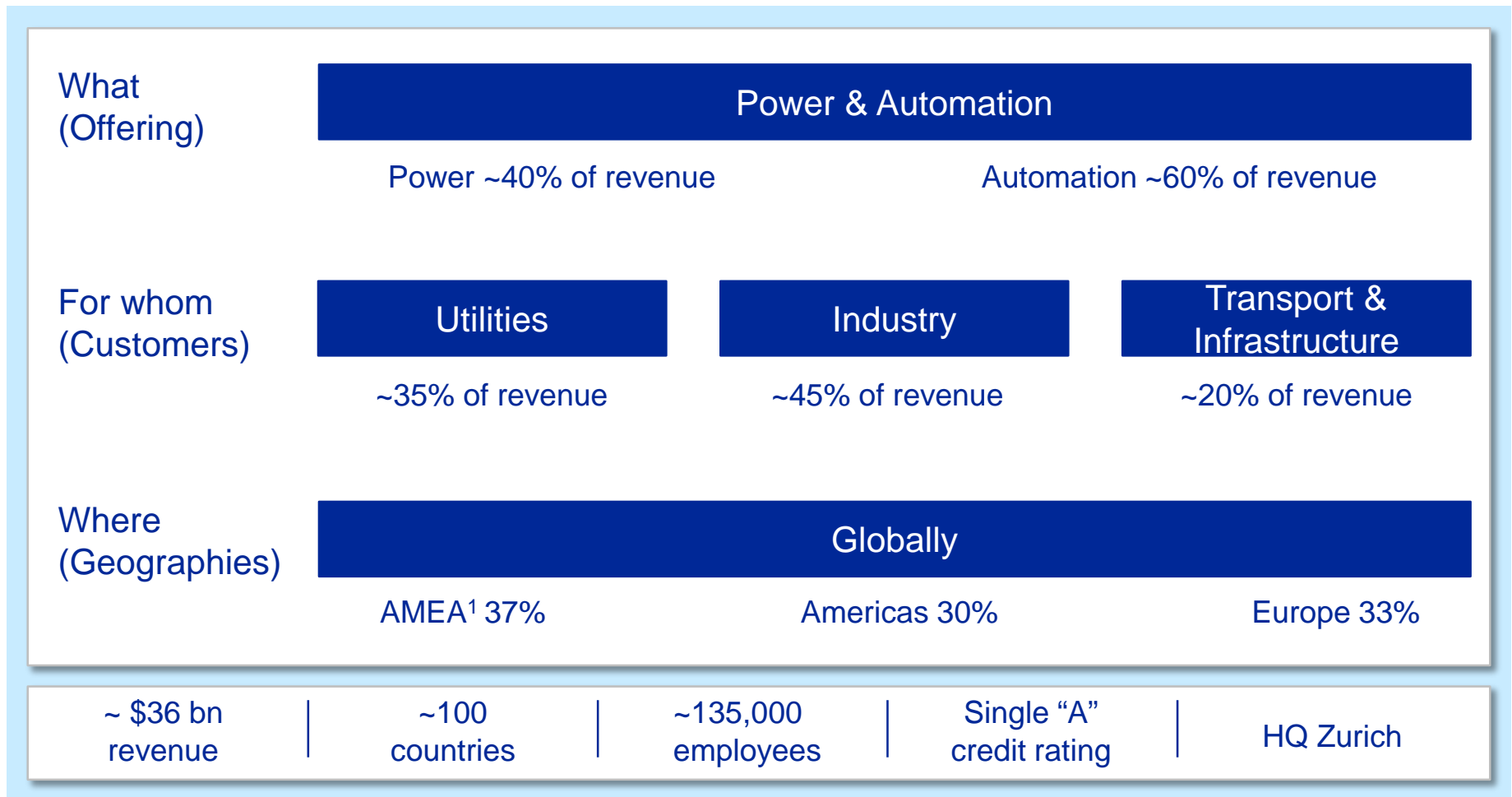
- business risks associated with the volatile global economic environment and political conditions
- costs associated with compliance activities
- raw materials availability and prices
- market acceptance of new products and services
- changes in governmental regulations and currency exchange rates, 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 US GAAP counterparts can be found in the ‘Supplemental reconciliations and definitions’ section of “Financial Information” under “Financial results & presentations” – “Quarterly results & annual reports” on our website at www.abb.com/investorrelations

ABB today

A global leader in power and automation technologies



2016 Priorities

Next Level Strategy in action

Profitable Growth

Drive organic growth through PIE, expand technology leadership
Realize benefits from divisional realignment; conclude Power Grids strategic portfolio review
Deliver value from partnerships
Ready for disciplined inorganic moves

Relentless Execution

Continue cost savings program of 3-5% cost of sales
Deliver >\$400 mn savings from White Collar Productivity
Accelerate Working Capital reduction towards 2017 target of \$2 bn

Business-led Collaboration

Tap “growth collaboration” opportunities in countries and accounts
Drive momentum with newly shaped organization and leadership team
Ramp up shared services

ABB Next Level

Pioneering technology leader with strong positions in attractive markets

Clear transformation agenda driving EPS and CROI

Strong balance sheet; committed to attractive returns to shareholders

Next Level Strategy: accelerating sustainable value creation

Power and productivity
for a better world™



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THE WORLD FROM
SWITZERLAND

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