

Three focus areas moving into 2014

- Profitable growth
- Business-led collaboration
- Relentless execution

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

The ABB vision remains

Power and productivity for a better world

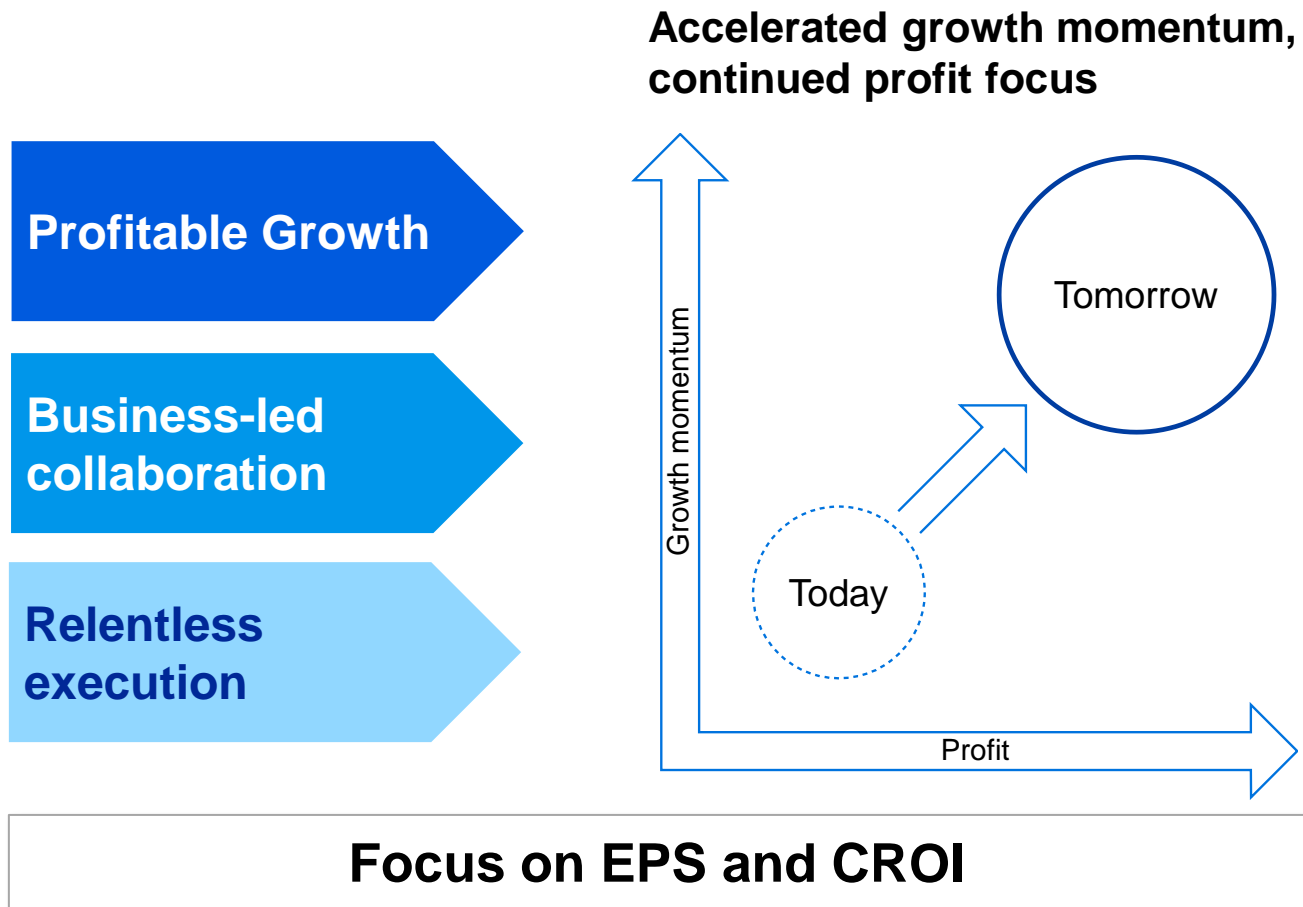
What remains unchanged

- Execution against the 2011-15 strategy
- Customer and market orientation
- Technology leadership
- Implementation of our service strategy
- Sustainable cost and productivity improvements
- Build on a platform of integrity and sustainability

We will drive even harder for excellence in

- Profitable growth
- Business-led collaboration
- Relentless execution

Next stage of excellence



Profitable growth

“PIE” drives enhanced growth momentum

Penetration

How to sell more of our existing offering to accessible customers?



- Optimize channels, e.g.,
 - Distributors
 - OEMs
 - EPCs
 - System integrators
- In-country, for-country
- Improve global and local product management

Innovation

How to create new offering/value proposition?



- ABB a top innovator, e.g.
 - World’s highest capacity (500MW) subsea HVDC Light link (Eirgrid)
 - E-Max 2, world’s 1st LV circuit breaker with integrated energy mgmt
 - HV circuit breakers for DC grid

Expansion

How to expand into new segments?



- Power-One to take solar inverters to global No. 2
- Subsea power and control technologies for oil & gas
- E-mobility charging infrastructure

Business-led collaboration For greater customer value—and ABB productivity



Russian icebreakers

DM — LP — PA — PP — PS



Australia iron ore mining

DM — LP — PA — PP — PS



South Africa water pumping station

DM — LP — PA — PP — PS



Logistics control tower in China

DM — LP — PA — PP — PS



Shared manufacturing in Brazil

DM — LP — PA — PP — PS

Customer value

- Higher efficiency and maneuverability
- Integrated power and data management for higher productivity
- Integrated data management for higher efficiency and reliability

ABB productivity

- Faster delivery, lower costs, higher ABB productivity
- Reduced delivery time, optimized logistics flow and supply management

Relentless execution

Delivering world-class competitiveness



Focus

- Continue to drive cost and productivity improvements
 - Take out 3-5% costs of sales every year—on track
 - Confident in future performance, adding white collar focus
- Improved Net Working Capital management and cash flow improvements will drive CROI
- Excellence in M&A integration
 - Strengthen senior leadership focus on next stage of acquisition integration and value creation

Key leadership appointments and organizational alignment



Jean-Christophe Deslarzes (Swiss) succeeds Gary Steel as EC member for Human Resources

- Proven HR competence in industry and retail
 - Global experience in operations and acquisition integration
 - Senior business leader with strong P&L track record
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Pekka Tiitinen (Finnish) succeeds Ulrich Spiesshofer as EC member for Discrete Automation & Motion

- Strong market and technology orientation
 - Dynamic and successful creation of market leading position in drives
 - Key player in successful Baldor integration
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Greg Scheu (US) assumes new EC role for acquisition integration and North America US citizen with deep understanding of North American market

- Long-term experience in power and automation
 - Successful integration leader in T&B and Baldor
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Frank Duggan (Irish), EC member for Global Markets, assumes additional responsibility for account management

- Solid understanding of local markets and their requirements across ABB portfolio
- Proven track record as close partner for customers
- Ability to combine ABB offering in customer focused way

A strong and experienced executive team



Ulrich Spiesshofer
CEO



Bernhard Jucker
Power
Products



Brice Koch
Power
Systems



Pekka Tiitinen
Discrete Automation
and Motion



Tarak Mehta
Low Voltage
Products



Veli-Matti Reinikkala
Process
Automation



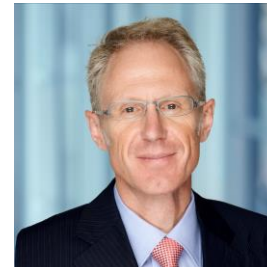
Eric Elzvik
CFO



Frank Duggan
Global Markets



Greg Scheu
Integration and
North America



Jean-Christophe
Deslarzes
Human
Resources



Diane
de Saint Victor
General Counsel

Power and productivity
for a better world™

