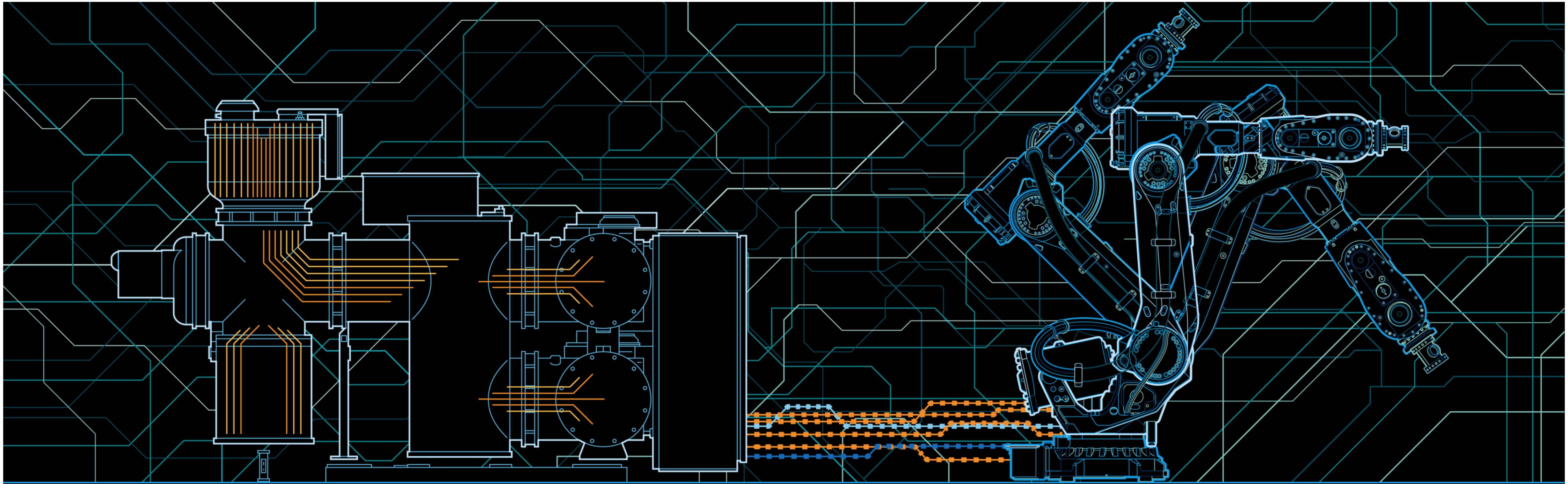


Eric Elzvik, CFO, ABB Ltd., Capital Markets Day, September 9, 2015

Next Level Stage 2

Accelerating transformation

Important notices

Presentations given during the Capital Markets Day 2015 include 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.

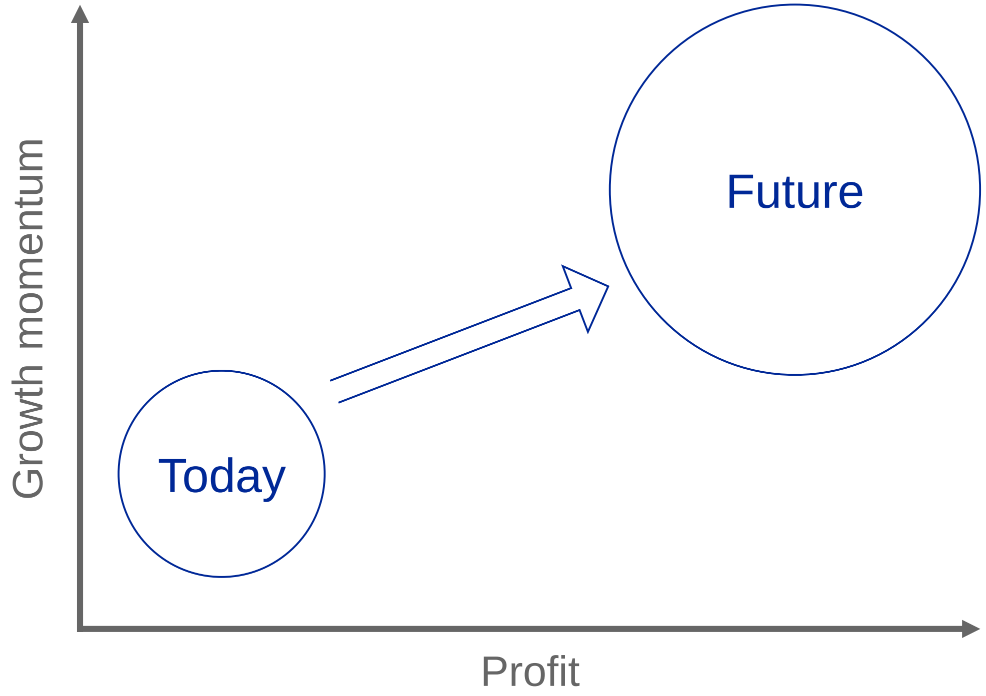
There are numerous risks and uncertainties, many of which are beyond our control, that could cause our actual results to differ materially from the forward-looking information and statements made in this presentation and which could affect our ability to achieve any or all of our stated targets. The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

The presentations also contain non-GAAP measures of performance. Definitions of these measures and reconciliations between these measures and their US GAAP counterparts can be found in “Supplemental financial information” under “Capital Markets Day 2015” on our website at http://new.abb.com/investorrelations/

Next Level Stage 2
Accelerating transformation



Returned to growth, positive margin expansion

Drive margin, Operational EPS and CROI[1] with accelerated actions on cost and cash

Priority remains to outgrow market – revenue target aligned to new macro outlook

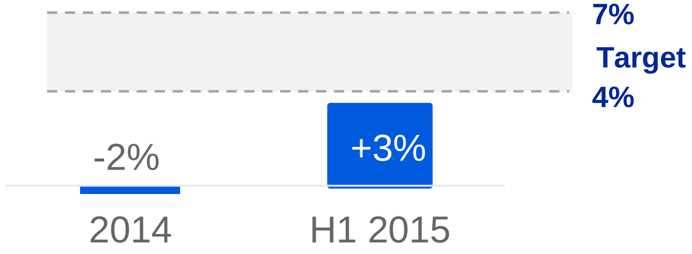
Driving efficient capital allocation incl. $3.5 bn returned to shareholders in last 12 months

Driving strong Operational EPS growth at attractive CROI

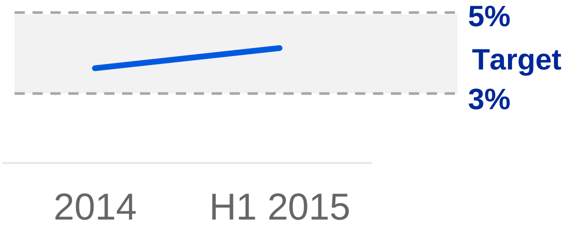
[1]CROI: Cash Return On Investment

Next Level performance overview

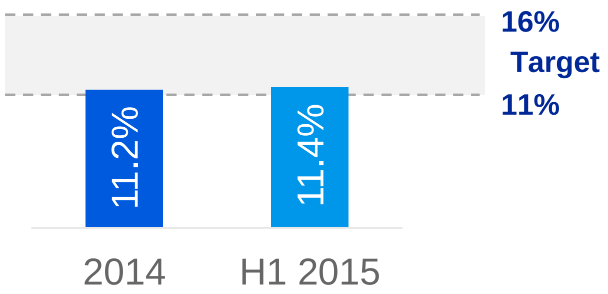
Revenues
Like-for-like change



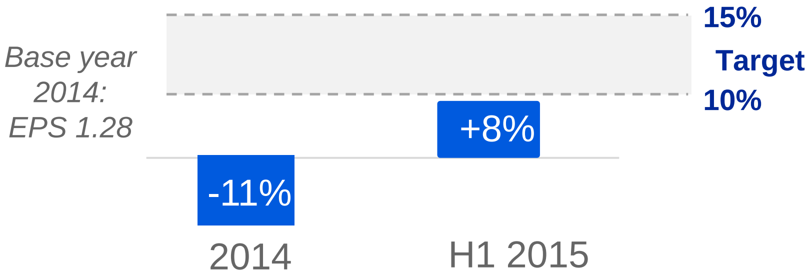
Cost savings
as % COS



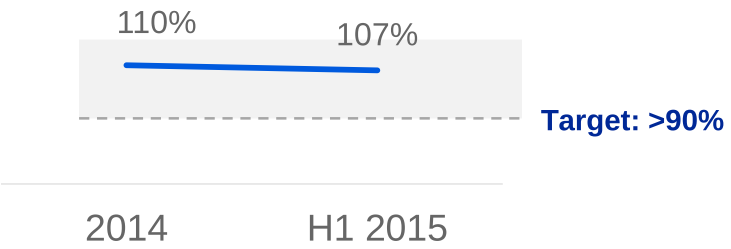
Operational EBITA %



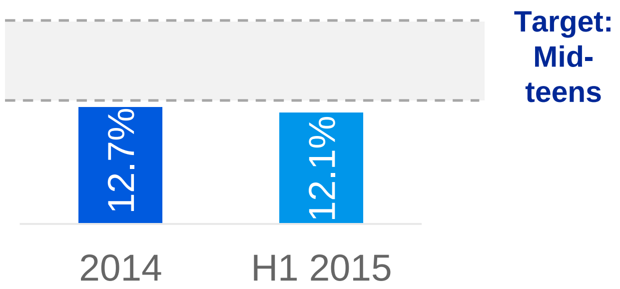
Operational EPS (constant currency)



FCF[1] conversion



CROI



Solid start in a challenging market

[1]FCF: Free Cash Flow

Retaining relative growth in a slowing global economy

Facing slower economic growth

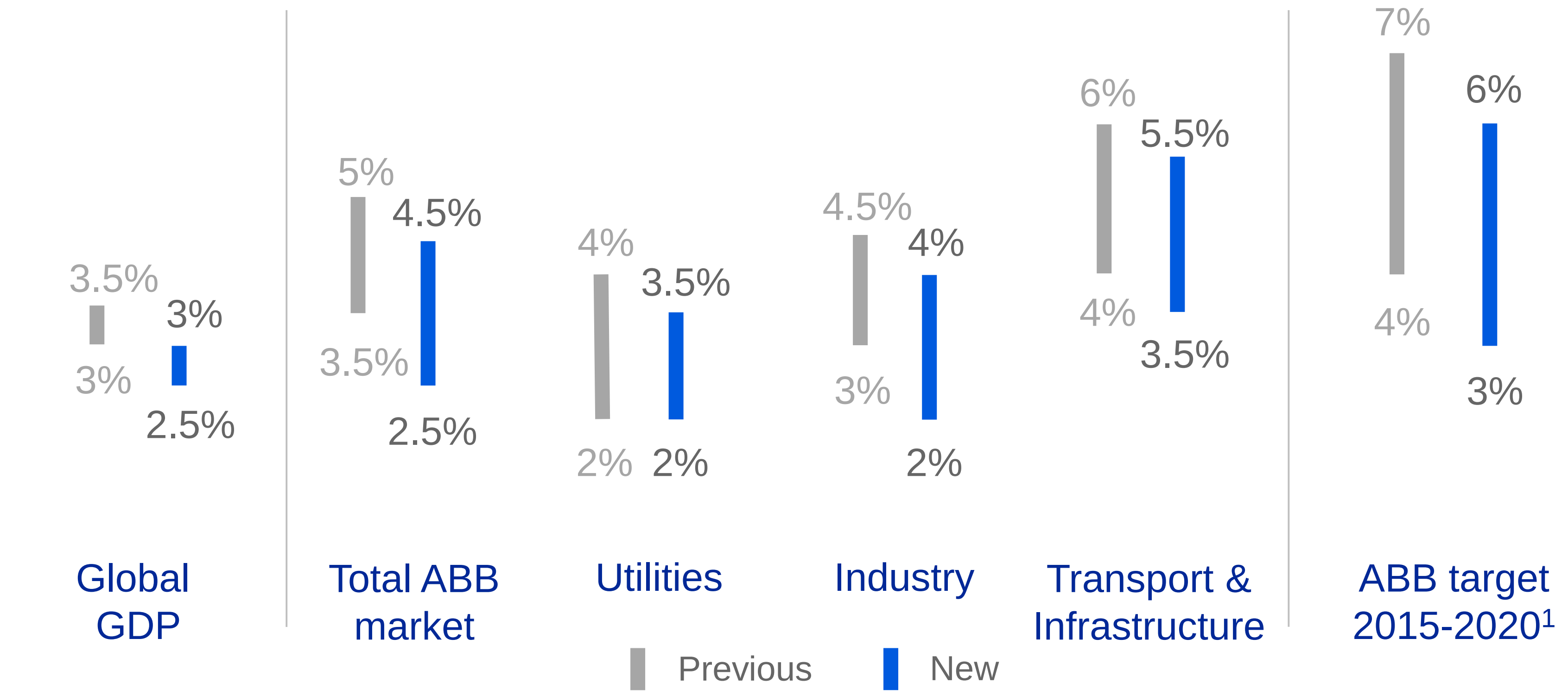
	Forecast at CMD 2014 for 2015-20	Current 2015-20 outlook
GDP growth	3-3.5%	2.5-3%
Oil price	$100	Uncertain
Utility	2-4%	2-3.5%
Industry	3-4.5%	2-4%
Transport & Infrastructure	4-6%	3.5-5.5%
Emerging markets growth	~6%	4-5%
China growth	~7%	5-6%

Facing the new reality – proactively addressed in Next Level Stage 2

Attractive long-term market

Revenue growth corridor aligned to new macro reality

Align expected growth rates



Growth drivers

Strong positions in attractive markets

Aligning business focus with market dynamics

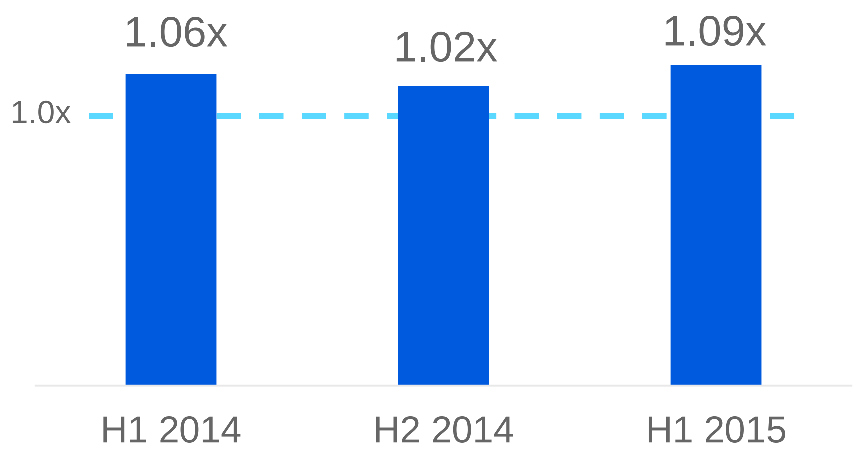
Continue organic growth initiatives through PIE

Realize benefits from partnerships

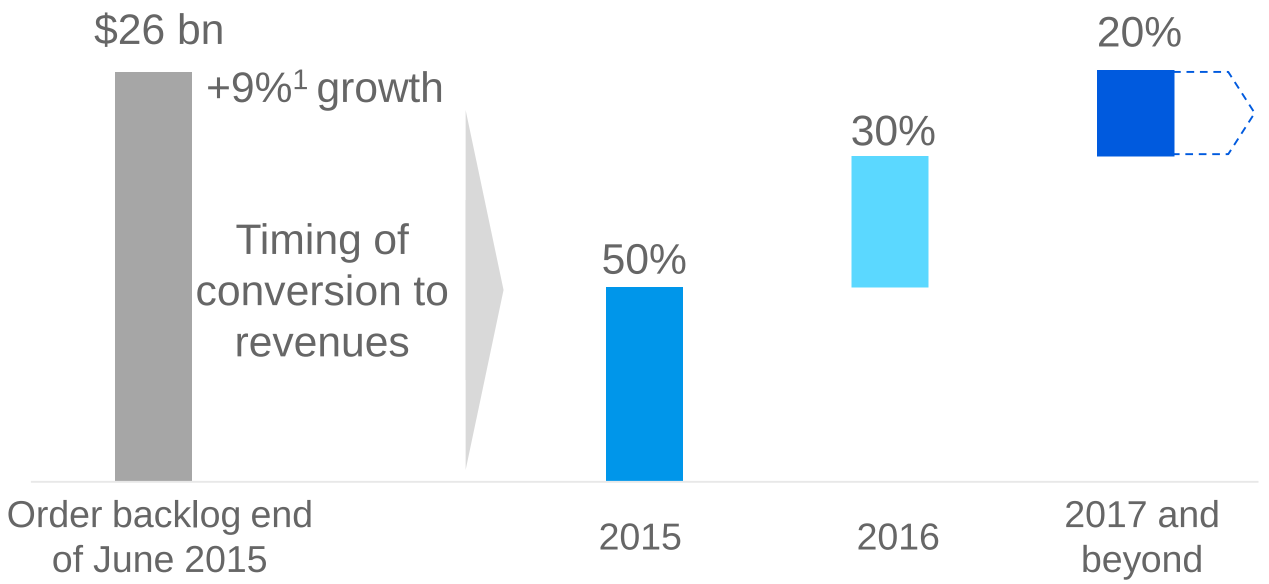
[1]Average annual revenue growth on a like-for-like basis over 6 years, base year 2014

Growth and margin supported by solid order backlog momentum

Book-to-bill ratio (orders / revenues)



Timing of order backlog-to-revenue conversion



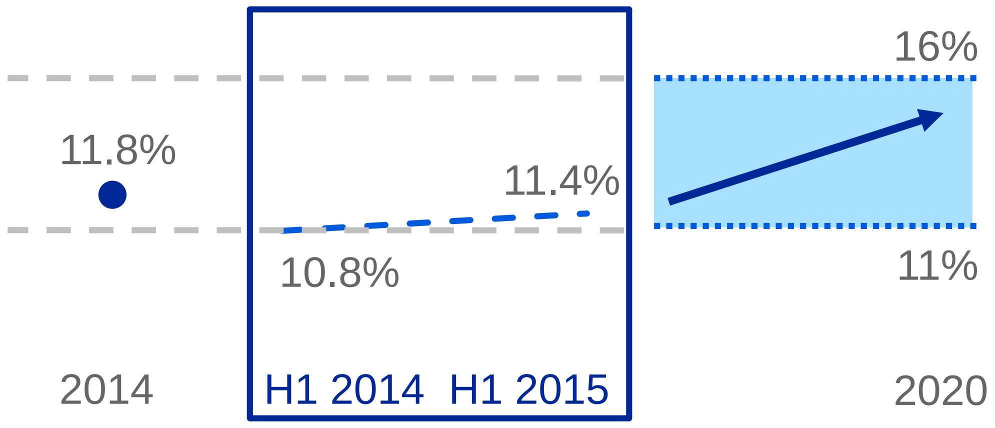
Backlog gross margins increasing as legacy projects executed, new business model implemented

[1]Year-over-year like-for-like change

Accelerating margin accretion

Building on strong track record of cost savings adding White Collar Productivity

Operational EBITA margin



Driving Relentless Execution on cost

Annual cost savings equivalent to 3-5% of COS

- > $1 bn cost take-out six years consecutively

Continued Power Systems "step change" program in 2015

+

~$1 bn[1] savings through White Collar Productivity program

Margin acceleration through 2017 driving towards upper half of the target range

[1]Run-rate at the end of 2017

1’000 day program White Collar Productivity
Financial impacts of program

$ mn unless otherwise stated	Run-rate at the end of 2017	2015	2016	2017
Savings				
Gross savings	**~1’000**	~25	~400	~800

$ mn unless otherwise stated	Total	2015	2016	2017
Cost				
Restructuring and related expenses	**~850-900**	~300-600	~150-300	~50-250
Program implementation costs[1]	**~350**	~75	~200	~75
Cash out[2]		~250-300	~500-700	~300-400

[1]Non-operational; [2]Restructuring and implementation

EPS and CROI targets unchanged

Key drivers

Operational EPS growth CAGR 10-15%

Other

Taxes, finance net and $4 bn share buy-back

Cost of sales + SG&A

Annual cost savings ≈3-5% COS
+ White Collar Productivity savings

Revenue growth

PIE, 1'000 day growth programs

CROI in mid-teens

Lower capital invested

Working Capital management

Focus on inventory ($2 bn reduction by end of 2017)

Cash from operations

Higher cash-effective earnings

2015-2020 targets

Group targets and divisional Operational EBITA margin targets effective January 2016

Group

Revenue growth[1]	3-6%
Operational EBITA %[2]	11-16%
Operational EPS CAGR[3]	10-15%
FCF conversion to net income	>90%
CROI %[4]	Mid-teens

Divisions

Electrification Products	15-19%
Discrete Automation and Motion	14-19%
Process Automation	11-15%
Power Grids	8-12%

[1]Average annual revenue growth on a like-for-like basis over 6 years, base year 2014; [2]Target is on a full-year basis; [3]CAGR = Compound annual growth rate, base year is 2014 and assuming constant exchange rates; [4]Temporary reduction possible in the event of larger acquisitions

2014 key figures for the new divisions
Pro-forma

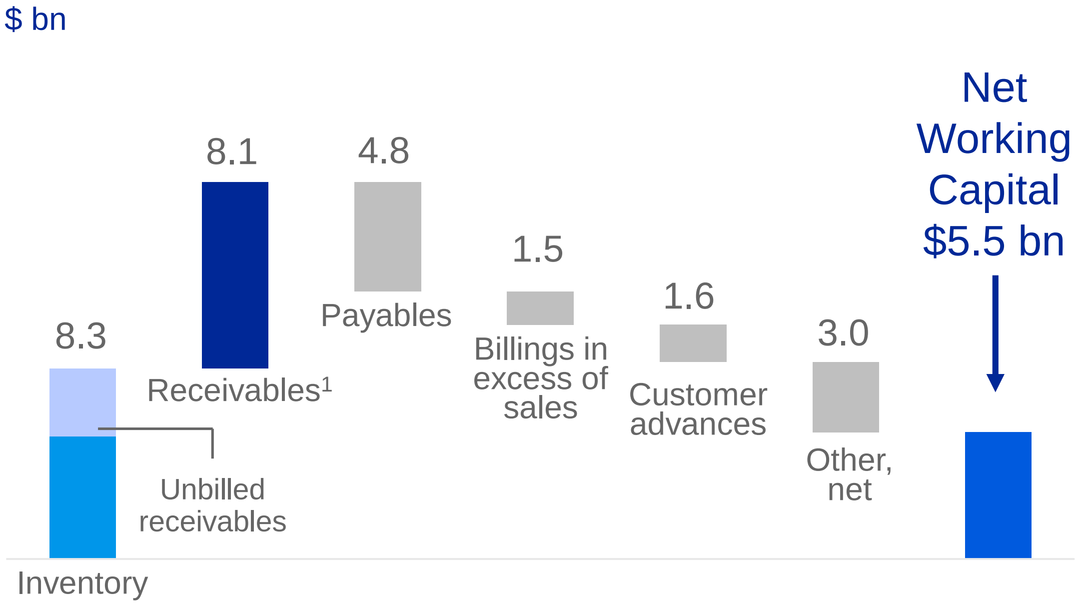
	Electrification Products	Discrete Automation and Motion	Process Automation	Power Grids
Orders *($ bn)*	10.9	10.5	9.2	12.8
Revenues *($ bn)*	10.6	10.1	8.6	12.6
Operational EBITA *($ bn)*	1.7	1.6	1.0	0.6
Operational EBITA margin *(%)*	16.3	15.8	11.9	4.7

$2 bn Working Capital program

1’000 day program to accelerate improvement of Working Capital

Strong cash record	Consistent, solid cash generation >90% FCF conversion to net income
Opportunity	Inventory turns and NWC % well behind benchmarks Initial focus on $8 bn in inventory (incl. unbilled receivables) Excess inventory in legacy projects

Working Capital structure, Dec. 31, 2014

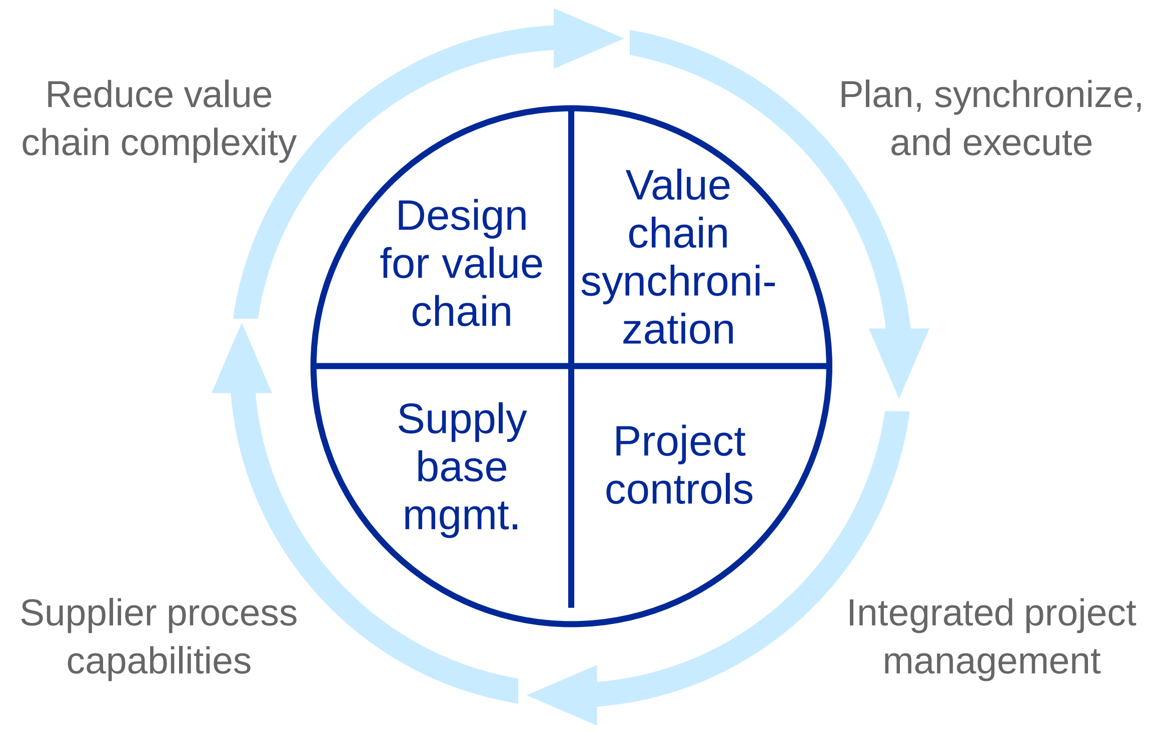


Significant potential to release additional cash

[1]Excluding unbilled receivables

$2 bn Working Capital program

1’000 day program to accelerate improvement of Working Capital



Approach

Optimizing deeply along the whole value chain

Driven by business units

Sustainable process changes

Systematic and detailed plans

Clear accountabilities

Systematic approach across the organization to drive Working Capital down

$2 bn Working Capital program to provide cash for growth
Framework to drive success

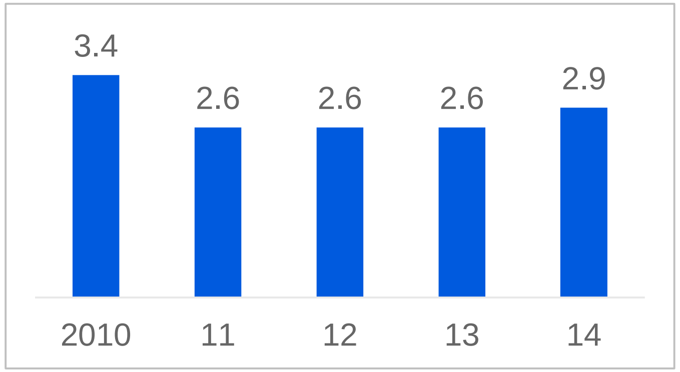
Rigorous follow-up	Quarterly targets and milestones Monthly follow-ups and corrective measures Performance tied to compensation
Benefits	For customers: shorter lead times, faster delivery For ABB: lower inventories, faster payment
Early successes	16 of 23 BUs improved working capital in H1 2015 More than 300 inventory managers trained and certified Further roll-out to systems businesses in H2 2015

Freeing up ~$2 bn in Working Capital by end of 2017

Strong financial foundation supports strategy execution
Efficient balance sheet and financing flexibility

A consistent cash generator

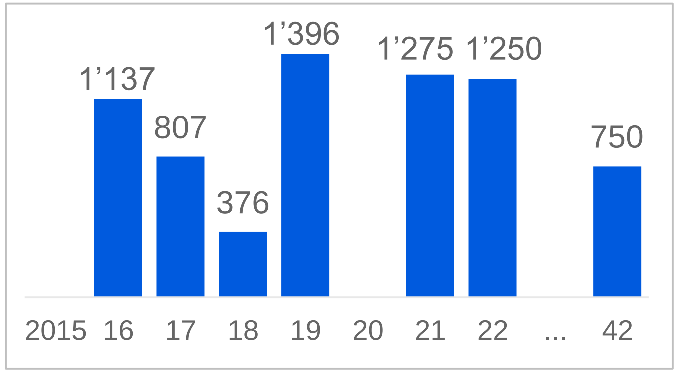
Free cash flow
US$ billions



Cash available to fund growth and pay growing dividends

Long-term debt at attractive rates

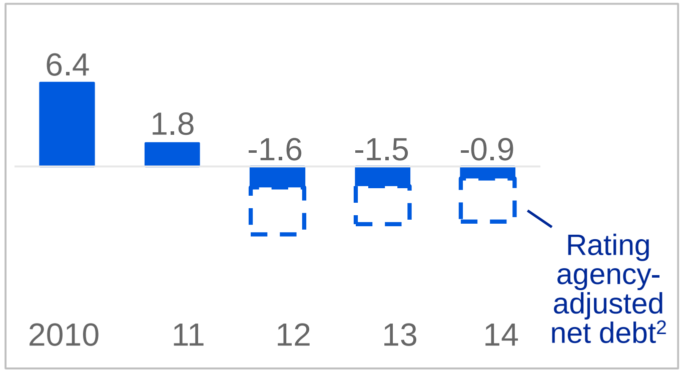
Bond maturity profile[1]
US$ millions



Balanced maturity structure

Targeting efficient balance sheet

Net cash / debt
US$ billions



Single "A" rating, solid base for funding

Rating agency average end-2014 net-debt-to-EBITDA 0.9x

Solid balance sheet supports Next Level Stage 2 implementation

[1]Principal amount in US$ millions at end June 2015 exchange rates; [2]Reflects the average of Moody's and S&P debt adjustments in their calculation of net debt

Capital allocation priorities

Fund organic growth, R&D, capex at attractive CROI

Steadily rising sustainable dividend

Value-creating acquisitions

Returning additional cash to shareholders

Capital allocation to profitably grow the business

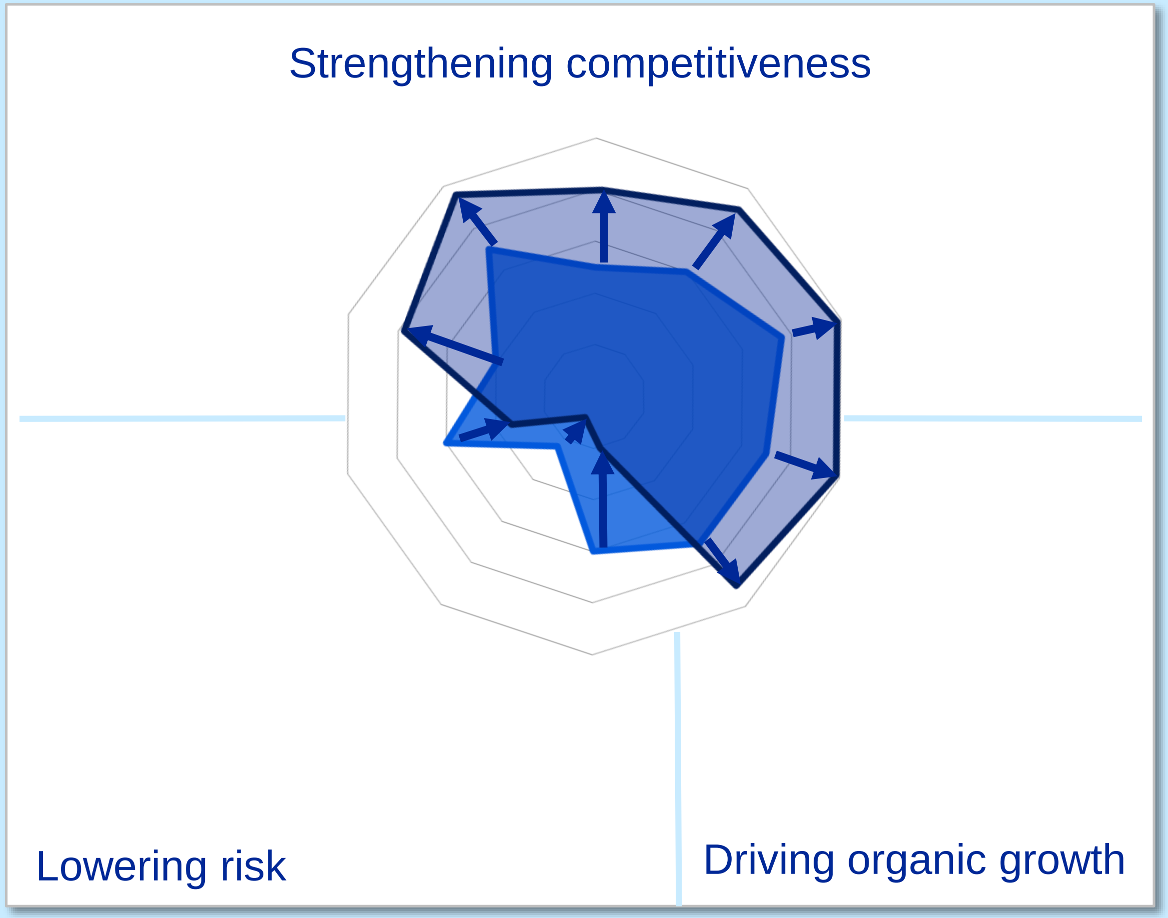
Capex and M&A priorities driven by Shifting Center of Gravity

Fund organic growth, R&D, capex at attractive CROI

Steadily rising sustainable dividend

Value-creating acquisitions

Returning additional cash to shareholders



Funding organic growth, R&D and capex at attractive CROI
1'000 day programs and high-return R&D in focus

Research & Development

Driving innovation leadership

Disciplined CROI-based decisions

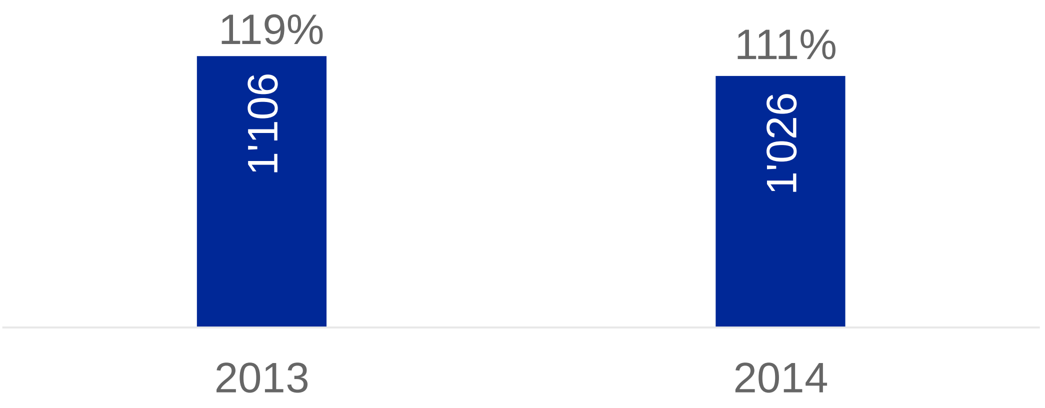
Focus on R&D productivity

R&D investment and as share of revenues, $ mn and %

Capital expenditure

High CROI investments
- Fund the Shift in Center of Gravity
- Drive productivity
- Priority on 1'000 day programs

Capex and capex-to-D&A[1] ratio, $ mn and %



[1]Depreciation and amortization, excluding acquisition-related amortization

Shifting the Center of Gravity through active portfolio management

Strategic acquisitions

Value creation (examples)

Power & Automation

Functional hardware

Electronics

Software

Service

Strategic components

Electrification products

Process automation products

Design / engineering

Analytics / optimization

Engineering / consulting

Regional coverage

Discrete automation

Proven criteria

Focus on Shifting the Center of Gravity

Complementary strengths

Good cultural fit

Value-creating

Financial criteria

- Return > WACC by end of year 3
- IRR > WACC plus specific hurdles
- Retain "A" credit rating
- EPS-accretive

Committed to returning cash to shareholders

Progressive dividend policy and share repurchase

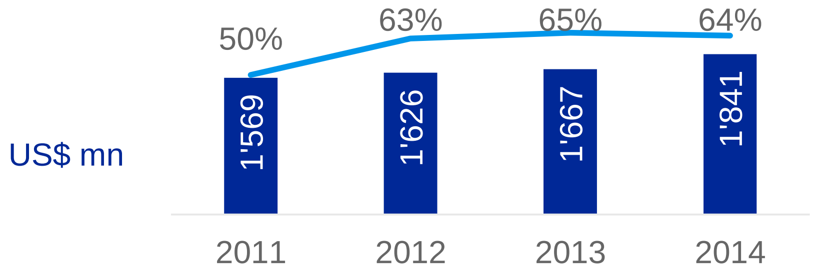
Fund organic growth, R&D, capex at attractive CROI

Steadily rising sustainable dividend

Value-creating acquisitions

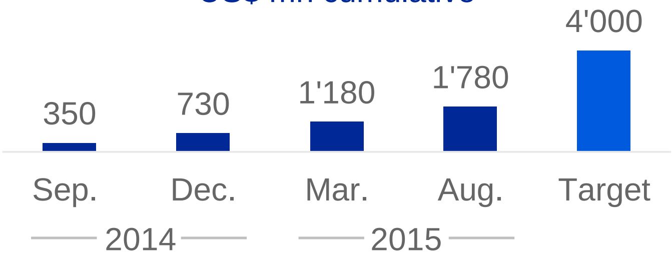
Returning additional cash to shareholders

Dividend paid and payout ratio[1]



Share repurchase volume

US$ mn cumulative



Returned ~$3.5 bn to shareholders since Capital Markets Day 2014

[1]Payout: dividend per share divided by EPS

Summary: accelerating sustainable value creation
Delivering attractive shareholder returns

We remain committed to deliver 10-15% Operational EPS growth

- Clear plans to grow faster than the market
- White Collar Productivity actions will support margin accretion

Focus on cash and asset efficiency to drive CROI higher

- Accelerated operational improvements to free up ~$2 bn from Working Capital

Capital allocation priorities remain unchanged, driving value creation and enabling the Shift in the Center of Gravity

- Reinvest in the businesses with high-CROI R&D, capex and disciplined M&A
- Return cash to shareholders

Power and productivity
for a better world™