



PARTNER

GROWTH

ACCELERATOR



COLIN WARD, SENIOR VICE-PRESIDENT, ABB BLENDING & FORMULATION BUSINESS LINE

Future of Growth





— License to Operate

Integrity

ABB's 5 integrity principles - Our commitment to ethical behavior and business

INTEGRITY



1

We behave

And do business in an ethical way

2

We work

In a safe and sustainable way

3

We build trust

With all stakeholders

4

We protect

ABB's asset and reputation

5

We speak up

And do not retaliate

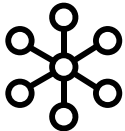


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**Future of
Growth**

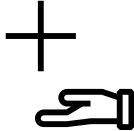


Priorities and goals

Revenue uplift to 250 MUSD / leverage portfolio/
Goal: 3% applicable market share



Geographical expansion and growth plan



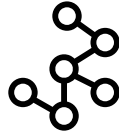
Competitive supplier process with aggressive pricing mgmt. Extend supply base to Asia



Digital & Service Mod 5 like tech refresh with focus towards existing install base



Profitable project execution model – invest in OPC



Expand into all Blending related industries (Pharma/Paper/F&B/Refinery/other)

Priorities

Enablers

Build client tech community / Profitable M&A

Complex engineering to Asia market/OPC

Develop multiple pathways toward profitable growth/ Incentive plan Hub sales

Markets

Lubricants, Grease, Specialty Chemicals & Fuels



Lube Oil Blending Plant (LOBP)

**Grease manufacturing unit
(batch/continuous)**

Additives (fuel and lubricants)

Transformer Oil production plants

Fuels

Paints, Coatings & Resins



Paint and coatings manufacturing units

Resin manufacturing plants

Adhesives & sealants

Specialty chemicals

Paper, F&B, Pharma



Chemical Delivery Systems for:

Wet-end chemicals

De-inking chemicals

**Coating kitchen /working
stations/sizing**

Batch Solutions

Expectations

Support and grow together

Further standardization to:

- Lighten engineering phase
- Improve industrialization: streamline range of products, increase serial fabrication, optimize stock & logistics management
- Increase volume/business

Cross the borders:

- Fulfil local content requirements
- Supply for Regional or Global needs

Collaboration opportunities:

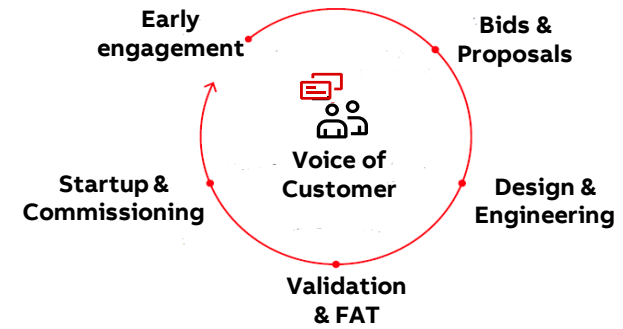
- Technical support, co-development on products => bring your expertise/added value
- Localization/adaptation to local norms/standards/codes & optimization thanks to local sourcing of sub-components
- Open doors to new markets/segments/ end users



Execution Models

Execution schedules & models

Key to timely deliveries



1

Strategic Geographical Presence

- ❑ ABB Blending has a regional business presence in Asia with India being the center of gravity for the region

2

Center of Execution for Operations, Quality & Supply Chain

- ❑ In India, we are building competencies and resources in supply chain and engineering

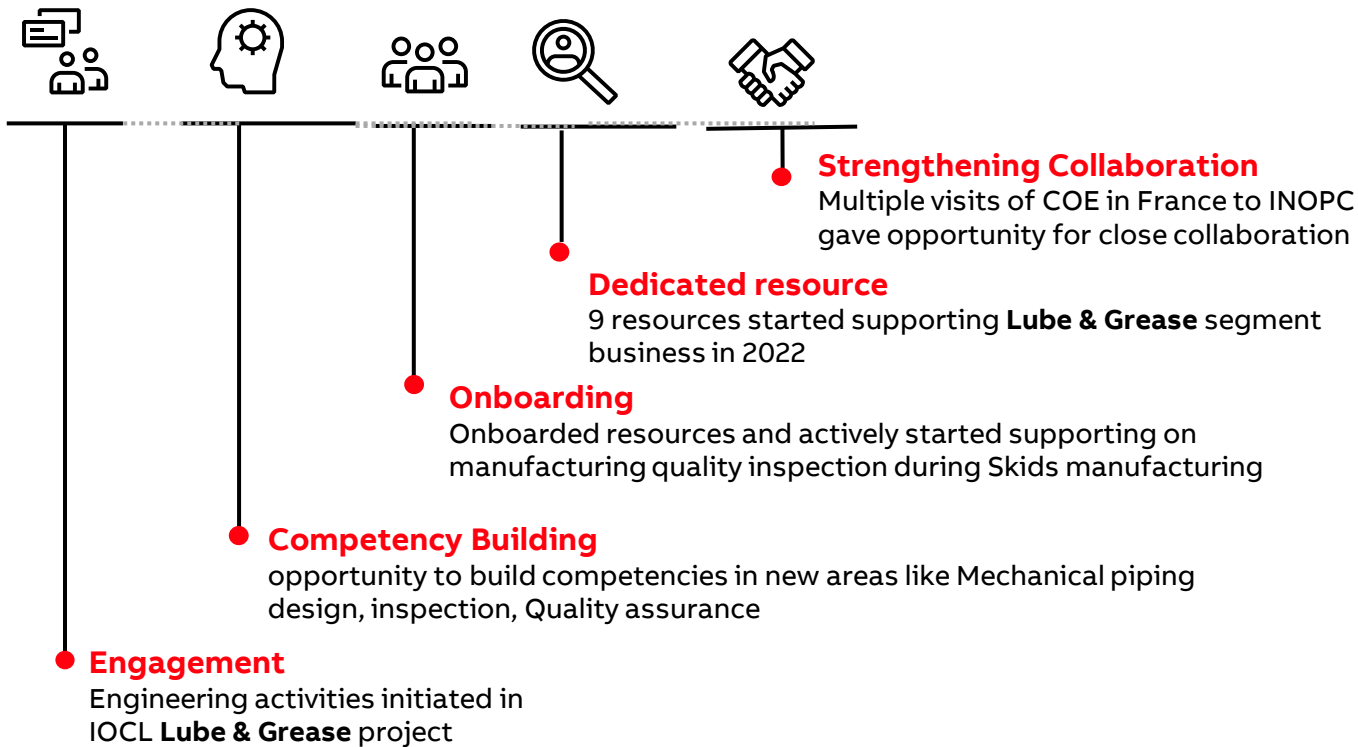
3

Customer/EPC Value Proposition

- ❑ We are no.1 in this market and want to develop strong cooperation with local vendors

Big potential opportunity in market to be activated (Partners are Catalyst)

OPC Partnership



Looking ahead | 2023

- ✓ Strengthen competencies specific to blending in
 - Mechanical Design/Engineering
 - Automation and E&I Engineering
 - Mechanical and E&I Site Support
 - Inspection and Quality assurance at vendor/Fabricators/Integrators premises
- ✓ Onboard 20 resources in 2023
- ✓ Long term aim to be COE for Blending projects execution

Lubricants & greases



- Lube Oil Blending Plant (LOBP)
- Grease Manufacturing unit (batch/continuous)
- Additives (fuel and lubricants)
- Transformer Oil production plants

Paints & coatings



- Paint and coatings manufacturing units
- Resins manufacturing plants
- Adhesives & sealants
- Specialty chemicals

ABB