ABB in the United States. Geared to take on the challenges of today's utilities and industries with innovative power and automation technologies.

ABB prides itself in having the best people and a strong portfolio of the latest technologies. On an average, 75 percent of our business is based on products developed in the last five years. Software-related patents represent 27 percent of ABB's total patent first filings.

Our products and services are recognized around the world for their quality, reliability and service. Our level of repeat business is testimony to our ability to deliver innovative solutions that meet our customers' needs.

ABB has the unique ability to feel at home everywhere. With operations in more than 100 countries, we can bring our global expertise and resources to any doorstep and apply our local know-how to get the job done on time, within budget and to our customers' satisfaction.

Our many achievements and milestones have set the standard for others to follow. Our heritage, innovative spirit, global resources, technologies and best people have set the pace in giving our customers a competitive advantage through the optimization of their facilities. ABB is well positioned to take on the challenges industries and utilities face today.

The following pages highlight power technologies and automation technologies, our core businesses, our services activities, our activities in research and development and sustainability, and our organization in the United States.

our customers' needs

More than 80 percent of car makers worldwide use ABB robots in their plants.

ABB provides 80 percent of the world's systems that protect electricity generators and power grids.

ABB makes 25 percent of the world's high-voltage transformers.

Over two-thirds of the equipment in today's power grid is from ABB.

ABB has an installed base of products valued at $150 billion worldwide.

From our President & CEO, ABB Inc., USA

ABB: Geared with the right

The year 2003 was a very promising one for ABB. We put many of our challenges behind us and are poised for success in 2004.

To respond better to our customers' needs, we have organized ourselves along the two principal lines of Automation Technologies and Power Technologies, our core businesses.

We have clearly defined areas where we operate and have brought in simplicity. The restructuring of our core businesses will help us achieve our objectives that we laid out more than a year ago. We continue to stay our course of becoming the preferred supplier to all of our customers.

We've been very aggressively addressing the simplification of the value chain for specific industries and the products and services that we offer to our customers and honing our exceptional domain expertise gained over the years by taking on and successfully addressing the challenges our customers face.

We now have our full value chain, all the way from research and development to product lifecycle support, aligned with one account manager facing the customer. This allows us to perform real market-based research and development. Analysts, investors, our employees and, most importantly, our customers have received this very well.

As we look ahead, we see increasing needs for the availability of quality power and the productivity needs of our industry and utility customers.

Grid reliability is essential in the elimination of widespread power outages like those that affected several nations in the past year. A recent installation of our HVDC Light high voltage direct current technology near Rapid City, South Dakota is the first such technology to interconnect the eastern and western grids in the United States. If needed, power can be exchanged between both grids

to help prevent outages either one may face. ABB continues to enhance its broad range of technologies and equipment to address the increasing challenges to face for the availability of quality power, from minor disturbances to massive outages.

We recently introduced our Industrial IT Extended Automation System 800xA to help increase productivity in process, power and manufacturing facilities. It extends automation into every aspect of the enterprise and helps customers achieve dramatic and continuous productivity improvements at all levels of the operation. It's the first of its kind in the industry and attests to our leadership in this area.

With an installed product and technology base of some $40 billion in the United States, we are putting increased emphasis on servicing and upgrading this base. ABB has undertaken service agreements with many industry

expertise

leaders over the long term to help add to their productivity through improved maintenance planning, scheduling and work control, and asset optimization.

Our vision of the future calls for better ways to lower the environmental impact of our technologies and products. ABB is working hard through its product life cycle assessment program to lessen this impact from the product's design stage through its production and use to its disposal and recycling.

Over the past few years ABB has retained its leadership position in many of its markets. To emphasize our commitment to the United States and North America in general, I have moved my senior management team to Norwalk, Connecticut, which is now headquarters for ABB's Automation Technologies division and for ABB's operations in the United States and North America. We are also in the process of establishing several new centers of excellence in the United States.

I look forward to a profitable growth year for ABB as a technology provider and as a responsible partner for our utility and industry customers in helping to achieve their business goals. We are geared to take on the challenges of today's utilities and industries by helping them succeed with offerings "made in ABB."

Dinesh Paliwal

Dinesh Paliwal

President and CEO, ABB Inc., USA
Group Executive Vice President, ABB Ltd.
Head of Automation Technologies Division, Worldwide

ABB helps supply electric power to more than 400 million people in North America. Power reliability in the 21st Century is no longer a luxury. ABB is leading the way in providing reliable and quality power through transformers, medium-voltage products, high-voltage products, power systems and utility automation systems.

Getting power ready for new businesses in record time.

Recent industrial development and residential growth increased the demand for electricity on the Long Island Power Authority's grid. Further, an important economic development package promised to have power available to the newly relocated businesses. Keyspan, LIPA's operating manager for its transmission and distribution system, was charged with having several new substations online before the peak summer season.

Power technologies

ABB: Geared to serve our

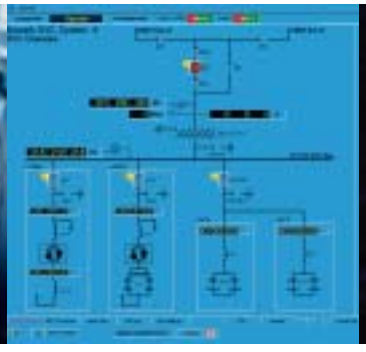
With modern facilities to produce best-of-class technology and equipment and with the thinking that the sky is not the limit, ABB continually provides innovative solutions to the complex needs of its customers.

With less than 10 months to complete the project, Keyspan sought alternatives to traditional substation design and construction. They worked with ABB to develop a library of reusable modules for multiple 69-kilovolt substations. Using the modular approach meant engineering drawings would be readily available for review and approval. ABB's team then moved forward with manufacturing and delivered the modular substation in half the time needed to deliver components and assemble them on site, enabling Keyspan to meet its deadline.

Filling the energy gap. The world's largest battery energy storage system (BESS), using ABB's power conversion system, metering protection and control devices, began commercial operation during the summer of 2003 in Fairbanks, Alaska. The 40-megawatt system provides continuous voltage support during normal operation and energy backup during system disturbances. In addition to stabilizing the local grid, BESS will reduce power outages in the area by 70 percent. It is manufactured from recycled material and will be recycled again in 20 years. BESS was named Energy Engineering Project of the Year by Platt's *Energy Business & Technology* magazine during its Fifth Annual Global Energy Awards presentation.

Using satellites to help avoid outages. Using a global positioning system satellite signal to accurately synchronize the measurement of information and perform analysis on system conditions, ABB's wide area monitoring system (WAMS), can compare data to determine if and where a transmission system is being overstressed. The system can also monitor neighboring grids, giving operators crucial additional minutes to react to a disturbance and prevent it from spreading. As a leader in this technology, ABB testified in Congress following the U.S. outage in 2003 about the viability of WAMS technology in helping to avoid future outages.

electric utility customers



Helping eliminate outages. In recent years, the San Francisco Bay area has experienced rapid growth, while at the same time the possibility to erect new transmission lines has diminished. To increase power availability, Pacific Gas & Electric awarded ABB a contract to install its flexible AC transmission system (FACTS) technology and its MACH 2 control system to supplement its network in San Francisco. The FACTS installation will stabilize the power system during peak loading, substantially lowering the risk for voltage collapses. PG&E serves approximately13 million customers with natural gas and electricity.

Improving reliability. ABB is working with another major utility to improve the reliability of its electric service as part of its Commitment to Excellence program. Florida Progress Energy needed more than just recloser equipment—a type of circuit breaker that automatically restores power once a fault is corrected—they needed a solution. In addition to the equipment, ABB's solution included distribution system modeling that demonstrated how its reclosers improve reliability and a comprehensive program to train engineers and linemen prior to the shipment of the equipment. As a result, installation time was reduced and the modeling program demonstrated how Florida Progress could obtain a 20 percent reduction in permanent outages.

Power technologies

Technologies that ensure

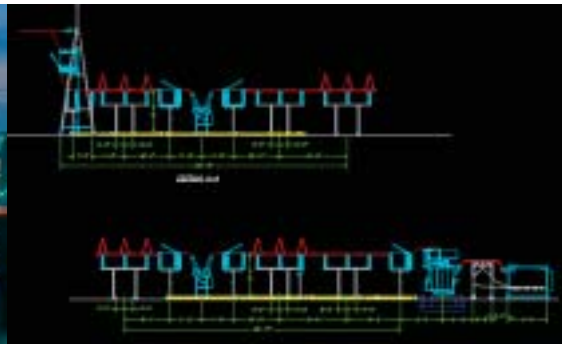
From the largest cities to the open spaces of the countryside, ABB technologies help provide reliable power around the clock every season of the year.

Interconnecting grids. ABB successfully commissioned its HVDC Light high voltage direct current transmission link that interconnects the eastern and western power grids of the U.S. The multi-million Rapid City Intertie project will boost grid reliability. It was completed in just 19 months—six months faster than previous industry experiences. The line is capable of transmitting 200 megawatts of power in a controlled manner between the two otherwise independent grids.

During the outage of August 2003, another high voltage direct current line provided power from Connecticut to Long Island. The Cross-Sound cable provided a flow of power and helped control the stability of the grid as power was restored following the blackout.

Providing optimum operational capability. When Mexico's national grid operator needed a systematic approach to maintain its systems in their optimum operational capability, they called ABB. Comisión Federal de Electricidad's system is made up of 18 individual systems, originally installed in 1999 which were hierarchically configured with a national control center, area control centers and zone control centers.
ABB was awarded a four-year plus maintenance and upgrade agreement to maintain CFE's SCADA/EMS systems and keep them up to date. SCADA, or supervisory control and data acquisition, allows equipment in many different locations to be monitored and controlled from a central location. The comprehensive "evergreen" agreement will provide CFE with the continued system maintenance and support needed for investment protection and reliable operations.

reliability of the power grid



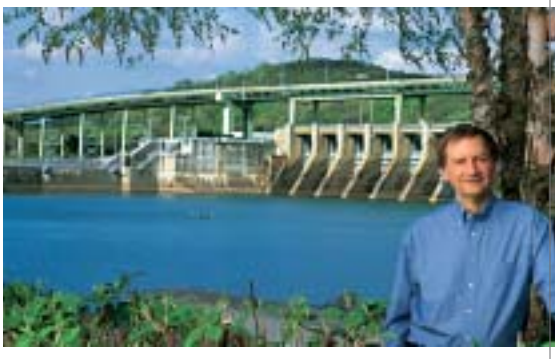
Doubling up on performance. PPL Montana selected ABB again for automation control systems to be installed at Colstrip Units 1 and 2 located at the company's power plant near Billings. ABB recently provided distributed control systems for Units 3 and 4. The plant-wide fully integrated system will continuously improve plant efficiency and reduce emissions. The power plant has the capacity to generate more than 2,000 megawatts.

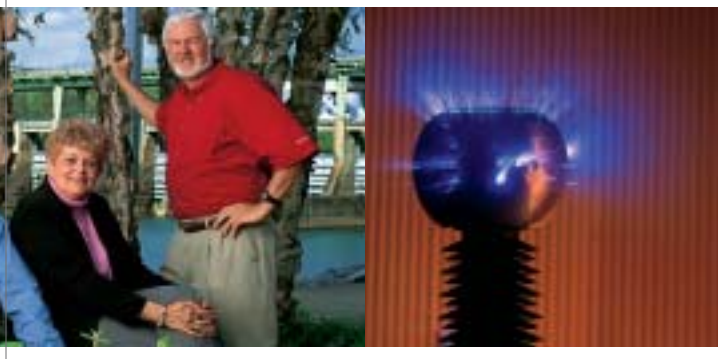
"After working with ABB for the past year, we didn't have a problem returning to ABB for Units 1 and 2. We believe they have a state-of-the-art system, but what brought us back was their commitment and customer focus during the design and construction phase of the previous contract," stated Neil Dennehy, PPL Montana's manager of steam generation. "They have earned our respect as a valuable member of our control team at Colstrip."

Power technologies

"We didn't have a problem

Bob Kleeb, Judi Coleman and Robert Mashburn make up ABB's team for TVA. ABB has assigned dedicated account managers to many clients to ensure they remain its top priority.





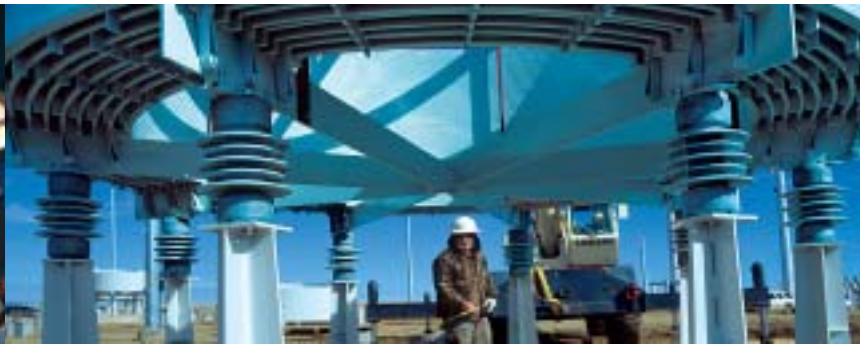
Exporting equipment to China. As China continues to experience strong economic growth, and is presently undergoing a major restructuring of its electric power industry, ABB was awarded a contract to deliver 15 high voltage circuit breakers to State Power Northeast Corporation in northeastern China. The contract will be fulfilled by ABB's new manufacturing facility in Mount Pleasant, Pennsylvania. The equipment will be installed in the second half of 2004. ABB provided similar breakers to Northeast Corporation several years ago. The product quality and field performance established by that experience helped facilitate this new contract.

first major transmission infrastructure project to be undertaken in Alberta in the past 20 years. Fort McMurray is the site of one of the largest oil reserves and ongoing oil production projects in the world. Recovery of oil in the region generates a significant surplus of power that can be used elsewhere. The new line will serve to move the excess power to markets in central and southern Alberta, while significantly enhancing the reliability of the transmission system in Alberta.

Mustering global resources. ABB recently won a multi-year agreement with the Tennessee Valley Authority (TVA) with a five-year extension option to deliver extra-high-voltage power transformers up to 765 kilovolts. The transformers will be sourced from ABB operations in North America and Europe, based on a unique, common global design.

returning to ABB"

Bringing power in from the end of the road. ABB won a bid from Alberta, Canada-based ATCO Electric to provide equipment for the construction of a 240-kilovolt transmission line from Fort McMurray to Edmonton. Included are two substations and a switching station. It is the



Automation technologies

ABB: Geared to serve our

Zero tolerances for product quality have already become the norm for business in the 21st Century. Increased need to reduce both capital and operating expenses while increasing margins are necessary in growing shareholder value. ABB leads the way in industrial automation and control with automation products, manufacturing automation and process automation systems and services.

Getting better control for better productivity. ABB recently announced the introduction of a system that extends automation into every aspect of the enterprise. Industrial IT System 800xA Extended Automation helps customers achieve dramatic and continuous productivity improvements at all levels of the automation operation and allows them to do much more with their automation systems than they could in the past. System 800xA gives them the ability to update and expand their existing ABB distributed control system to help them keep pace with ever-increasing product quality demands and to achieve optimal plant operation for improved margins.

Typical of this approach is ABB's Optimize IT Asset Monitoring solution. This software acquires, analyzes and reports asset status and current conditions in real time. A connectivity module integrates the computer maintenance management system (CMMS) into the control system, enabling real-time access to asset-

Whether it is a weekend on the ski slopes or a refreshing glass of water, ABB touches the lives of millions of people every day.

related information such as work orders, work order history, preventative maintenance schedules, equipment status and available spare parts.

Giving skiers a power boost. At two popular ski resorts, skiers are getting a new lift from ABB. That's because both Breckenridge in Colorado and Sugarbush in Warren, Vermont have installed 900 horsepower and 700 horsepower regenerative AC drives and AC motors respectively. The ABB drives were selected because they offered a reduction in power consumption and provided maintenance-free motor operation. The drives also compensate for power fluctuations to keep the ride smooth during power "brownout" conditions. The lifts are the longest AC powered lifts in the United States.

Bringing quality foods to the dinner table. ABB's milk process analyzer measures fat and protein in flowing milk. The analyzer provides real-time control of milk blending for cheese, yogurt and derived milk drink processes to increase yield and quality consistency. The new butter process analyzer allows real-time control affording manufacturing optimization and significant increases in product yield, product quality and consistency. At a bakery in Ohio, an ABB robot ices cookies to the delight of visitors and plant operators alike.

Going with the flow in Orlando. Orlando's Iron Bridge water reclamation facility treats 40 million gallons of water each day for the city of Orlando and several municipalities in the area. Measuring the water flow and billing the customers who rely on this facility is daunting. Errors of only a few percentage points could amount to thousands of dollars in billings. ABB was selected to provide its MagMaster flow meters because of their precise calibrations, real-time readings and ease of service in maintaining accurate records for all who use the Iron Bridge facility.

customers in industry

Automation technologies

ABB: Productivity through

Optimizing a customer's operation. Intermountain Power Service Corporation (IPSC) wanted "the latest state-of-the-art control systems for its 1,800-megawatt coal-fired power plant in Utah. IPSC operates the plant on behalf of 36 municipal and cooperative utilities in Utah and southern California, who built the generating station, two transmission systems, microwave communication system and a railcar service center as a joint project. Almost half the power generated is for the Los Angeles Department of Water and Power, the largest municipal utility in the United States.

Built some 20 years ago, the power plant is in need of a new control system for its boilers and turbines. The existing system was becoming obsolete and spare parts were difficult to obtain. "We needed to make sure that ten years from now we will still be on the technology cutting edge," says Bill Morgan, lead project

ABB technologies and products are used in making many things – a simple paper airplane, the largest and most complex passenger ship and a brilliant finish for millions of automobiles.

engineer at the plant. IPSC awarded the contract to ABB for its best control system solution, best price and unique application expertise.

Tying it all together. Conceptualized three years ago, ABB's Papermaking Suite 3.0 software solution affords pulp and paper customers the advantages of an automation system based on an architecture that ties together all major automation systems commonly found in a pulp and paper mill operation. These advantages span performance engines, project execution, operation, lifecycle management and third-party integration. Never before has mill operation been made so simple and cost-effective. Data is readily available solve problems and optimize the process across the mill.

include seventeen seven-axis paint robots to paint 40,000 vehicles a year with the care and quality that goes into the finish of all of GM's rolling stock. "We knew what we needed, but needed help in getting there," said Rick Smith, AM General's Vice President. "We felt confident with ABB from the outset because of their vast experience in automotive paint shops and their ability to provide a turnkey system." With the ABB paint system AM General was able to reduce floor space by 150,000 square feet at considerable savings.

Sailing along in comfort. ABB was selected to provide the power system to generate and distribute electricity throughout the luxury liner *Queen Mary 2* and a ventilation system to provide heat and air conditioning that keep passengers comfortable at all times as the ship passes through rapidly changing and highly divergent sea and air temperatures.

products and technologies

Sprucing up little brother. AM General, builders of the H2® SUV for General Motors, needed a state-of-the-art paint shop to keep up with the anticipated demand of the newest little brother to their HUMMER H1®. And they needed it in a hurry. They called ABB to provide a completely new paint shop that would eventually

Automation technologies

"ABB just seemed right in

Migrating on the fly. Olin Chemical selected ABB to help migrate its existing proprietary automation and control system to ABB's Industrial IT platform for its McIntosh, Alabama plant. Migration of the entire plant from the Olin's OMNX system, other legacy systems and a dated analog system controlling the plant's caustic evaporators to the ABB Industrial IT system will take seven years, migrating one loop at a time, "on the fly" to minimize downtime and lost production. "We had to partner with someone who would help us migrate away from our proprietary system without having to do a full rip-out and replace," said Stephen Thomas, associate project engineer. "Nobody else was willing to do that. ABB just seemed right in so many important ways." Joe McFalls, plant manager, pointed to the crucial role control systems will play in more stringent product demands and cost effectiveness. "Looking long term at who had the best setup," McFalls and his staff turned to ABB.

Keeping it cool. A variable speed drive from ABB helps keep conditioned air flowing through the Sacred Heart Cathedral Basilica in Newark, New Jersey. Begun in 1898 and completed in 1954 without air conditioning, temperatures would reach as high as 100 degrees during summer months. There was also the need to preserve the delicate, museum-like interior. The project

ABB products and technologies can be found in many places – from manufacturing facilities of all types, to NASA's Scramjet project to providing a precise climate in a 100-year-old cathedral in New Jersey.

won one of *Contracting Business* magazine's 2003 Design Build Awards for Retrofit/Renovation.

Riding in space. ABB provided the Canadian Space Agency's *SciSat1* satellite's primary instrument for studying changes in the Earth's ozone layer, taking precision scientific measurements from 400 miles above. The spectrometer evaluates temperature, trace gases, thin clouds and aerosols found in the atmosphere up to 30 times each day.

Modernizing the Mexican oil industry. ABB recently completed one of the largest integrated control and instrument installations ever undertaken in the oil refining industry. PEMEX, the state-owned oil company in Mexico and the fifth largest producer in the world, selected ABB to revamp control and instrumentation in all six of its refineries as part of its modernization program. ABB and PEMEX worked together on an aggressive benefits-analysis plan to assess safety requirements, expected improvements, availability and productivity of each plant. ABB supplied the distributed control systems, safety systems, process analyzers and field instrumentation for each facility. The modernization has brought immediate benefits through significant productivity improvements and cost savings.

so many important ways"

In the United States, ABB designed, furnished and installed a 20-megawatt power supply for NASA's MACH 7, or 5,300 miles per hour, Scramjet Test Facility, helping pave the way for the next generation of supersonic transportation.

Services

ABB: Geared to service

ABB's broad range of services finds its employees in the office, at the customer's site and in the field. The Help Desk is open 365 days a year to help connect callers with the right source of information, from price and delivery of new products to finding replacement parts for equipment already installed.

Business today operates in a fiercely competitive environment. If companies are to survive and flourish, they must focus continually on ways to add value, improve performance and increase profitability.

ABB's service experts have in-depth knowledge of global best practices in a wide range of business and engineering operations. We develop service solutions based on industry-specific technologies and competencies to help our customers improve their operating efficiency and productivity.

Capitalizing on automation efficiencies. Assuring reliable operation, CLECO, an electric power provider in Louisiana, formed a comprehensive service agreement with ABB that has saved the utility and its customers approximately 20 to 25 percent in power plant controls and software-related expenses. The agreement also provides ABB with a forum to introduce newly devel-

oped solutions and enhancements to meet CLECO's current and future needs.

Long-term service agreement will net client $60 million. ABB won a contract to maintain International Paper's Carter Holt Harvey's mill in Tokoroa, New Zealand. ABB is responsible for all monitoring, troubleshooting, maintenance and equipment upgrades. Carter Holt Harvey expects to save around $60 million over five years. "This contract will play an important role in giving the mill a sustainable future," says Peter Springford, CEO of Carter Holt Harvey.

Tending to a greatly diverse installed base. Remote servicing is one way of cost effectively minimizing downtime and taking a proactive approach to preventative maintenance. ABB's Asset Optimizer software can be configured to constantly scan for problems. If a condition occurs, the facilities control system can notify highly skilled ABB service technicians who monitor equipment from a central point around the clock. On many occasions, a service technician can address the condition by accessing the control remotely without traveling to the facility.

Taking care of capital-intensive assets. ABB's Mature Transformer Management Program evolved from an assessment methodology designed to give utilities faced with aging infrastructure recommendations on risk reduction, capacity limitations, corrective maintenance and equipment replacement. The program gives

our installed product base

Leading in service. MeadWestvaco evaluated all of its suppliers on service performance and satisfaction. It chose ABB's resident service team at its Kentucky mill as the best service provider among it paper mills across the United States. The mill specializes in photo-quality paper and high quality paper for magazines.

a systematic approach to questions about the condition and remaining life of transformers, helping to avoid transformer failure and disruption of power supply.

Research and development

ABB: Geared with applied

Companies in every industry today seek suppliers with fresh, innovative product and technology portfolios that have the stamp of approval through commercialization and proven track records of success.

ABB continues to be an industry leader with much of its products and software developed in the last five years. This success is the result of its pragmatic approach to product and technology development. In 2003, ABB invested 5 percent of its revenues in research and development.

Unifying a strategy for R&D. ABB's unified strategy of working with universities, businesses, customers and research and development centers keeps its program on track in meeting the needs of today's utilities and industries.

ABB's R&D strategy centers on its full value chain, from R&D to lifecycle support. This allows us to perform real market-based research and development and offer market-based lifecycle support. It consists of two different areas, fundamental research and applied research.

Fundamental research involves thinking five to eight years ahead and developing groundbreaking technologies, which may not be ready for the market today, but have potential for the future. ABB works with such universi-

ABB works with leading universities as the core of its fundamental research, moving promising technologies to the applied level, where the technology is brought to commercialization through one of the company's operations.

ties as MIT, Carnegie Mellon and Stanford University to identify those technologies that have potential and application to its industry and utility markets.

Applied research helps move promising technologies through feasibility toward commercialization, technologies that can improve our customer's productivity and quality of its products. Customers such as ExxonMobil are heavily involved with ABB in applied research.

Globally, ABB runs ten corporate research programs, which are geared to make the company and its customers more competitive. The programs, managed by strategic technology teams are aligned in two core areas, power technologies and automation technologies.

In Power Technologies, our research unit in Raleigh, North Carolina, is working on power systems technologies, utility information technologies, power grid asset utilization, optimization and energy market applications to improve our customers' network planning, control and operation for better reliability, availability and productivity.

In Automation Technologies, our research center in Wickliffe, Ohio is developing new control and optimization software, power electronics, sensors and microelectronics and wireless communication to improve efficiency in plants and factories throughout North America.

and fundamental R&D

Sustainability

ABB: Geared with ways to

Sustainability comes in many forms. In communities and societies where companies operate, doing well by doing good is fast becoming a criterion for a successful business. In addition to giving back to the communities in which they operate, companies are also looking to vendors that can help turn sustainability into customer value with materials that have a lower impact on the environment.

Worldwide, ABB's target is to contribute to long-term economic, environmental and social development by providing its utility and industry customers with power and automation technologies that improve performance and lower environmental impact.

Students at Penn State University program use ABB robots as part of their simulated factory operation laboratory. Education is but one of many initiatives the company has undertaken for its concern over the environment.

Designing for the environment. Sustainability is literally being built into ABB's products as they are being developed. Using lifecycle assessments, ABB designers consider the whole industrial process from design and material selection to disposal and waste management. The results are the ability to supply products that are more easily recycled, require less material and consume less energy.

Helping others to make future contributions. Penn State's Factory for Advanced Manufacturing Education Laboratory has ABB robots integrated into its simulated factory operation. ABB worked with the university to supply and set up the robots.

Students in the program are able to interact with the robots in an environment that is close to real-world conditions. They participate in every key aspect of the manufacturing chain from product design to process creation to actual production. The experience requires the application and knowledge from a variety of disciplines and allows students to see the implications that decisions made at one stage of the process have on other stages.

ABB is an avid supporter in other areas of education. ABB is the sole sponsor of the Alliance to Save Energy's Award that acknowledges energy conservation by students of K-12 schools. Known as the Earth Apple Awards of the Green Schools program, these are given to schools that demonstrate energy savings accomplishments through education and behavior modification activities.

Since 2001 ABB and the Global Education Exchange (Global E^3) have awarded scholarships to American women in engineering to study abroad for a semester. The scholarships helped create a pool of well-trained "global engineers" equipped with the necessary foreign language ability, cross-cultural skills and international experience to excel in business in the global economy.

protect the environment

Good people, their skills and ability to think globally but act locally have made ABB one of the finest companies in the world. By thinking globally, they have the ability to leverage ABB's global network of colleagues. By acting locally, they know how to employ local resources and address local requirements to bring the best possible solution to a customer's problem.

Recognizing the value of these critical assets, ABB has set a goal for all operations to implement a formal health and safety management system to ensure well-being through the elimination of all work-related accidents. The system is based on the internationally recognized OHSAS 18001. It is just another way of giving back to those communities in which the company has operations.

Power Technologies. ABB Power Technologies serves electric, gas and water utilities, as well as industrial and commercial customers with a broad range of products, systems and services for power transmission, distribution and power plant automation.

Automation Technologies. ABB Automation Technologies blends a customer-focused product, service and system portfolio with end-user expertise and global presence to deliver solutions for measurement, control, motion, protection and plant optimization across the full range of process, discrete and utility industries.

People and businesses

ABB: Geared with the best

ABB in the United States

($ millions)	2003
Total Orders	$ 2,140
Total Revenues	$ 2,540
Total Employees	8,500

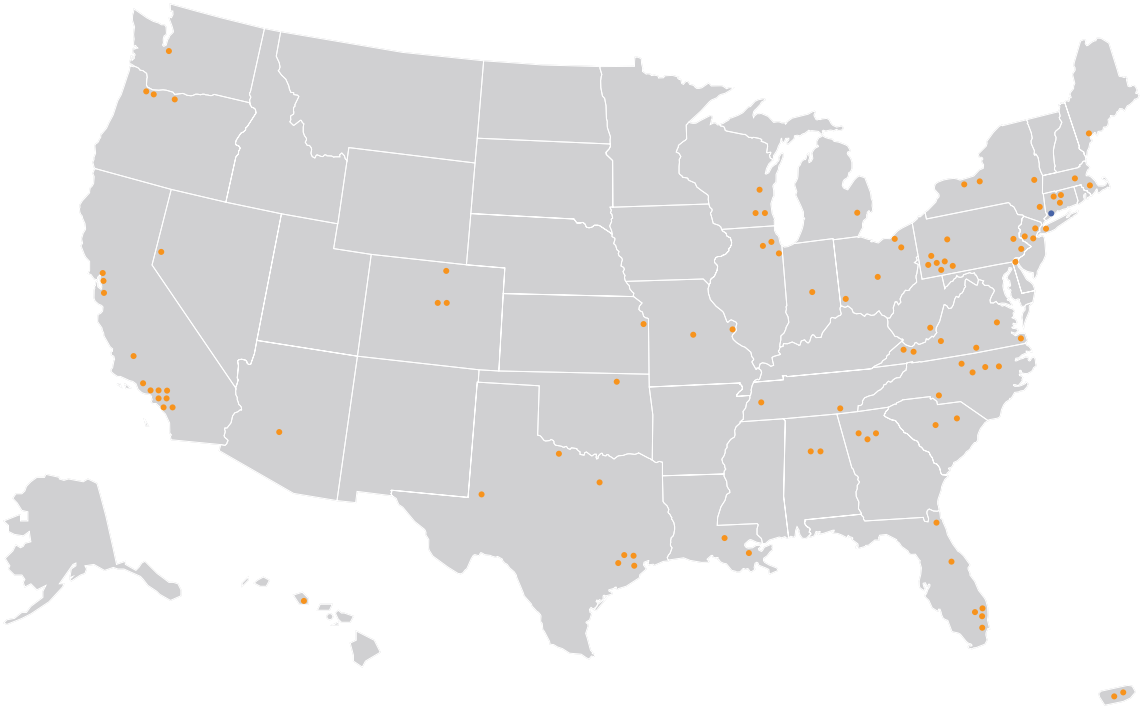


ABB Locations

ABB USA Headquarters •

ABB employs about 8,500 people in manufacturing and other facilities in more than 30 states.

managers and employees

ABB

ABB manufactures a million products each day.

For utilities, ABB provides systems and equipment for power plant switchyards, transmission and distribution systems, and control systems for power plants and the technologies for grid reliability.

For industries, ABB provides technologies, systems and equipment for increased productivity through plant optimization, and transformers and other equipment to bring electric power into an operation and to distribute it throughout the facility. For a more detailed list, please visit www.abb.com.

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- Low-voltage products
- Robotics
- Motors and drives
- Services

For a complete list, please visit www.abb.com/us

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- Cement
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- Foundry
- Heating, ventilation and air conditioning
- Life sciences
- Logistics
- Marine
- Metals
- Mining and minerals
- Original equipment manufacturers
- Oil and gas
- Pulp and paper
- Power generation
- Power transmission and distribution
- Printing
- Rail transportation
- Refining
- Systems integration
- Water utilities