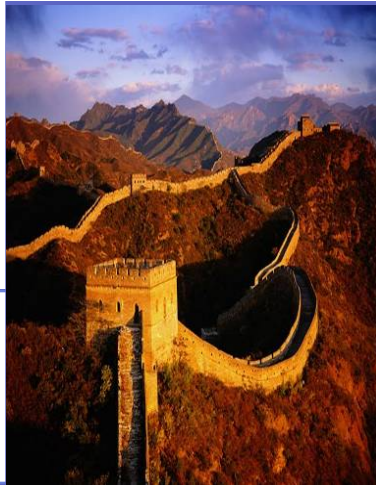


“Global Company – Global English”

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Points

- ABB Group and ABB China
- ABB People and ABB People Strategy
- Global company: English skills are critical
- Global talent, English skills are must
- What we do in ABB
- Conclusion



Facts about ABB



- Headquarters: Zurich, Switzerland
- More than 115,000 employees in about 100 countries
- Orders in 2007: \$34.3 billion
- Revenues in 2007: \$29.2 billion
- Listed on Stockholm, Swiss and New York exchanges; traded on SWX Europe

- A leading power and automation technology company with strong market positions in core businesses
- We help our customers:
 - to use electrical power efficiently
 - to increase industrial productivity
 - to lower environmental impact in a sustainable way

What we offer: divisional structure and portfolio

2007 revenues (US\$) and employees per division



Power Products

\$9.8 billion
32,000 employees

Transformers, high- and medium-voltage switchgear, breakers, automation relays



Power Systems

\$5.8 billion
14,000 employees

Substations, FACTS, HVDC, HVDC Light, power plant and network automation



Automation Products

\$8.6 billion
33,000 employees

Low-voltage products, drives, motors, power electronics, and instrumentation



Process Automation

\$6.4 billion
26,000 employees

Control systems and application-specific automation solutions for process industries



Robotics

\$1.4 billion
5,000 employees

Robots, peripheral devices and modular manufacturing solutions for industry

- Market-leading positions in most key product areas
- Integrated solutions for grid reliability, productivity and energy efficiency
- Robust global value chain to serve established and emerging markets
- Extensive global network of value-added channel partners



100 years' journey in China

- 1907 Provided 1st steam boiler to China
- 1974 First office for China established in Hong Kong
- 1979 Permanent office established in Beijing
- 1992 First manufacturing JV established
- 1995 China holding company set up in Beijing
- 2003 Ranked among "top 10 employers"
- 2005 Set up research center in BJ & SH
- 2006 Robotics head office moved to China
- 2007 4 global lead centers set up
#1 in ABB

1 holding company in BJ
38 sales/service branches
26 local companies
>12,800 employees
>3.4 BUSD revenue (2007)
>4.1 BUSD order (2007)
>820 MUSD total investment



ABB People from 8 Regoins



#The corporate language is English

#70% of the total employees non-native speaker



ABB People Strategy

Business Excellence (Culture)

- Execution
- Metrics
- Systems

Talent Management (Capability)

- Attraction
- Retention
- Development

Rewards & Benefits (The Deal)

- Short Term
- Long Term
- Recognition

Performance – *What we measure*
Leadership – *How we set standards*
Values – *What we stand for*



Global company: English skills are critical

- % Non-native speakers in global 1000 companies:
 - 1996: 30%
 - 2006: 50%
 - 2011: 70% (ABB case today)
- English increasingly spoken between 2 non-native speakers in the today's business environment (ABB case)
- Global work teams must collaborate in a common language
- Decision making (process and quality)



Global talent: English skills are must

- To implement global strategy needs global talents
 - There are means to build up international business competence, but all need a common language
 - international transfers
 - overseas assignments
 - global project teams, global virtual teams,
 - export business
 - international meetings and teleconference
- Talent war
 - Good leadership potential and technical background, weak English skills (hire and English training)



What we do in ABB China

- Establish internal English proficiency benchmark by using 3rd party tool (BULATS) (China)
- Company take managers' English level inventory by requiring them to take BULATS test, so far >800 managers have taken the test
- Introduced Globalenglish on-line learning solution, so far 850 study accounts have been used.
- ABB Group agreement with globalenglish
- Organize regular English writing skill training for managers and employees
- Organize small-size classes on oral English base on specific needs
- Organize one-on-one tailor-made English training for managers
- Middle-level and senior-level management and leadership training are delivered in English
- Talent assessment in English
- Global Training Programs in English



Conclusion

- A Story: a JV set-up in 1994 in Beijing.

Global Company, Global English!





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