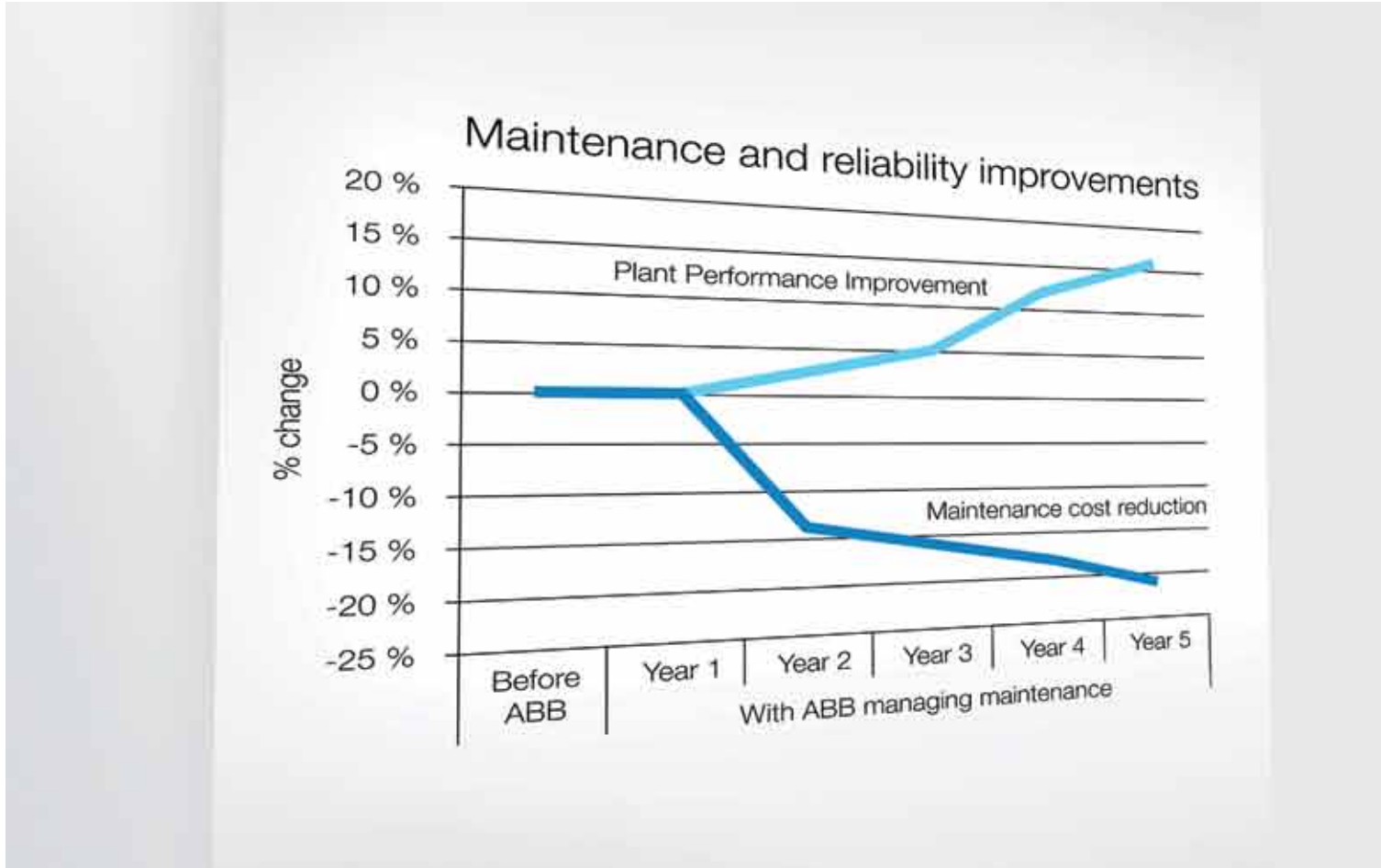


ABB Full Service[®]
The cost of unnecessary maintenance
can be as large as plant profit

We promise you rapid improvement in ROCE with reduced risk



Today, maintenance is one of the largest controllable expenditures in a plant.

Running a business is extremely challenging. Many different elements need to be managed simultaneously. ABB offers you a solution that increases productivity and competitiveness as well as reduces the number of elements that need to be managed, enabling you to focus on your business' core strengths.

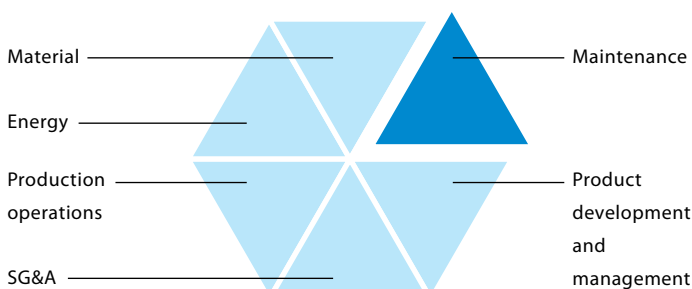
One less worry

What if you could make one single decision, which would cause massive change and put your productivity on top form for years to come? You would know the performance of one key element of your operations is secured for the future.

From a reactive and fluctuating cost to a fixed investment

Signing up for an overhead that had a fixed cost for several years to come would not only be easy to budget for, but also give you the peace of mind of knowing it would provide first-class expertise and increased productivity. You could then focus on the most important aspects of your business: product development, production and marketing.

Major cost elements





The ABB Full Service® solution

ABB Full Service® brings these advantages and frees you from developing maintenance, allowing you to concentrate on your core business. ABB will carry out a change management process in maintenance, which will help you to improve your entire plant's culture.

ABB changes maintenance from a cost into a profit generator

ABB is a pioneer, developer and realizer in the field of productivity improvement. We have experience delivering safety, quality and maximum performance in over 300 facilities in many different industries. Working with ABB alters the entire role of maintenance – it changes from being a cost burden into a means of generating profit.

ABB assumes responsibility for success.

ABB Full Service® is ongoing development and optimization of maintenance practices based on the latest international knowledge. It is a continuous collaboration, in which ABB takes responsibility for the maintenance and success of the ongoing development work. For you, ABB Full Service® is

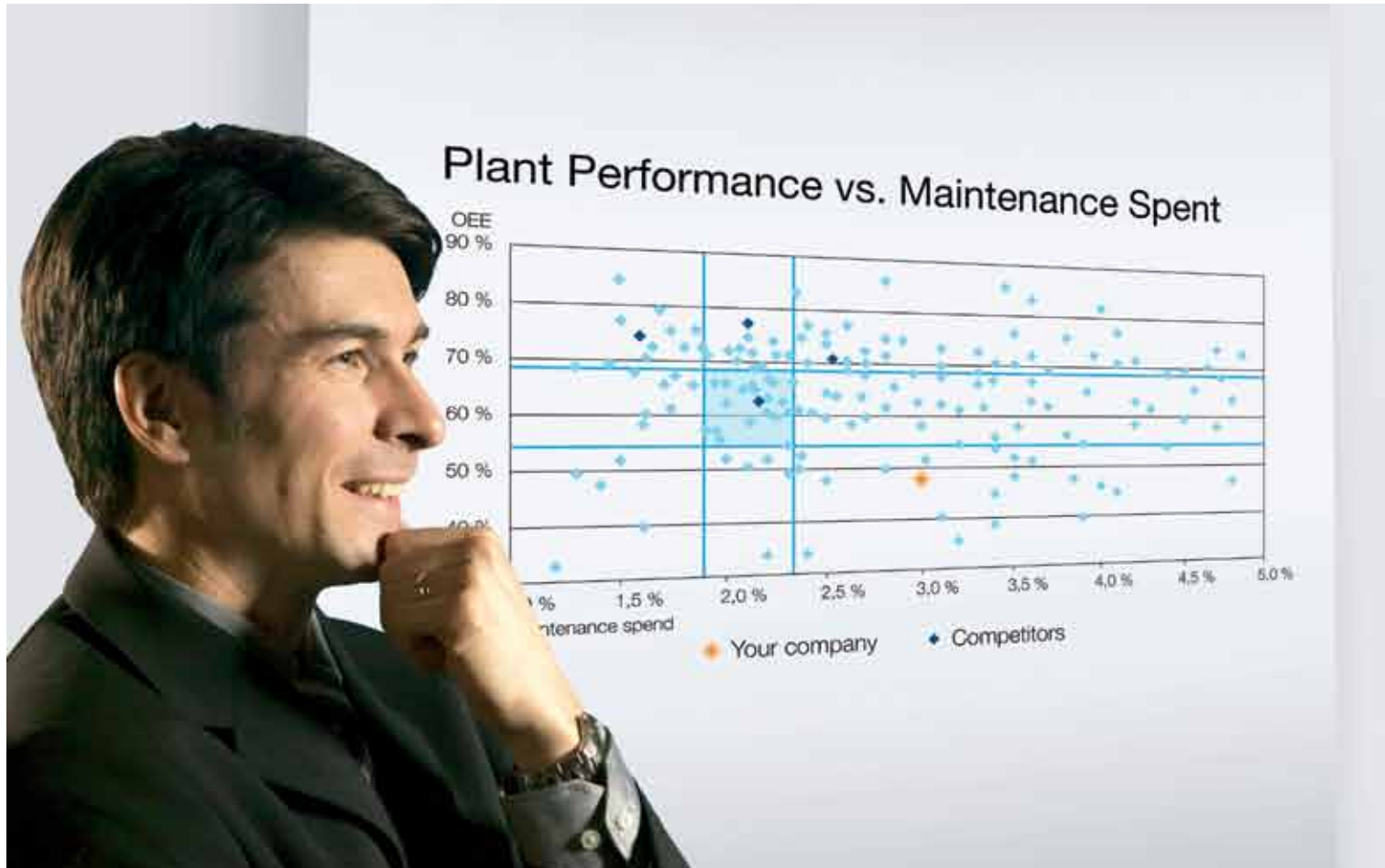
safe and can be achieved with minimal investment from your company

ABB Full Service® means absolute commitment, making use of more efficient production technology, as well as leveraging the know-how of a global network of industry professionals.

The benefits you will receive:

- Increased work safety of the maintenance team
- Visible change in expertise and motivation of the work force
- Increased utilization and extended lifespan of equipment
- Improved energy efficiency
- Improved production effectiveness
- Reduced maintenance costs

Do you know how much is spent on maintenance? Is it a large or small amount? What about your industry peers?



Maintenance is an unavoidable expense, but the amount spent varies depending on the environment and the operating strategy. In the worst case, the cost of unnecessary maintenance can be an amount similar to the entire profit. Many people believe maintenance costs are pre-determined and difficult to affect. In reality, maintenance costs are one of those rare production expenses a business can decisively influence.

Are maintenance investments used effectively to improve productivity in your business? Where are the biggest losses in productivity? Is energy wasted in your business? Does maintenance actively promote work safety in your business? Do you know the current situation in maintenance management? How does your level of maintenance compare to leading businesses in the field? These are many questions to which there is a simple answer: ABB Full Service®.

Let's take stock of things!

ABB Full Service® is an ongoing collaboration between ABB and the client. The aim is to make more effective use of your company's resources to improve the output, work safety and

staff motivation. With proven change management processes maintenance becomes a means of achieving measurable results in which the cost/benefit ratio is accurately known.

Changes can not be measured before conducting the feasibility study, where we assess the current situation on site, compare it to leading maintenance practices and identify areas for development.

Your company vs. industry peers

The feasibility study will establish the areas for development in your company's maintenance and what successes might be achieved. In case your maintenance is already in exemplary condition, the feasibility study will give recommendations on how to maintain a leading position. Then again, if the company is seriously behind the best practices, rapid action will be required. After joint commitment to ABB's value proposition, mutual goals and rewards for results will be agreed.

The ABB Full Service® is a strategic choice.

ABB Full Service® is a simple choice as it will not generate any additional costs for the customer. Rather, it's a strategic shift



to combine existing expertise with ABB's, where ABB takes responsibility for managing change as well as the implementation and success of your maintenance strategy.

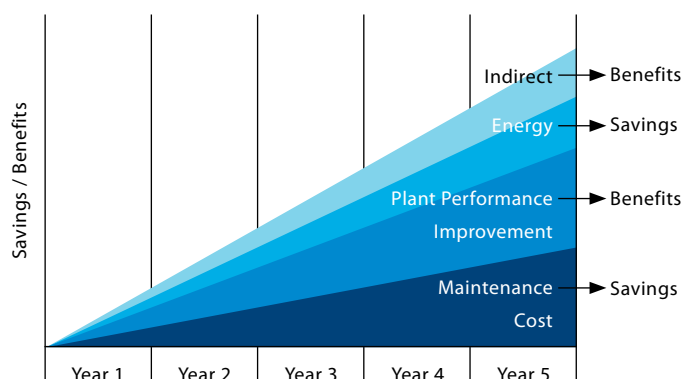
Why choose ABB as a partner?

By employing ABB's global database and world-class expertise, the right information and skills are made available for the development of the company's production process. ABB's solutions are supported by an integrated knowledge management system (Service Knowledge Portal) to support our site operations with easy access to best practices gathered from our best performing sites.

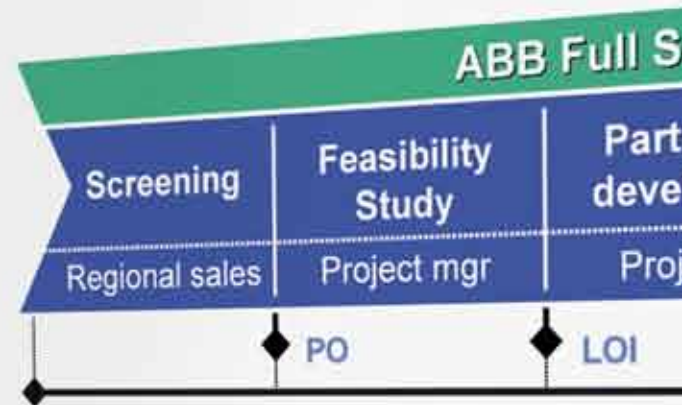
Why not revise maintenance on your own?

Partnership with ABB ensures that you will have access to the the best people, tools and data of the world's leading company specializing in maintenance. More importantly, by choosing ABB as a partner you will be ensuring that maintenance efficiency remains world-class every single day. ABB brings a continually evolving solution that makes use of the information circulating around the business globally.

ABB value proposition and its tangible elements



In the ABB Full Service® process - everyone involved knows what is done and why.



To be able to identify your needs and to implement the methods and systems needed to improve your business values, ABB has developed a proven process in which a collaborative agreement will be developed together. During the process, a core team of ABB and your own resources follows a structured methodology to collect and analyze information. This is a stage-gate process that balances investments in time and resources against the data needed to make sound business decisions. At the conclusion of each stage, there is a review where we together discuss progress and reach agreement on how to proceed.

Screening

In this step, scope and boundaries, desired outcomes, resource requirements, executive sponsorship, and schedule are evaluated and documented to guide the team through the partnership. A common business fit will initiate the feasibility study phase.

Feasibility Study

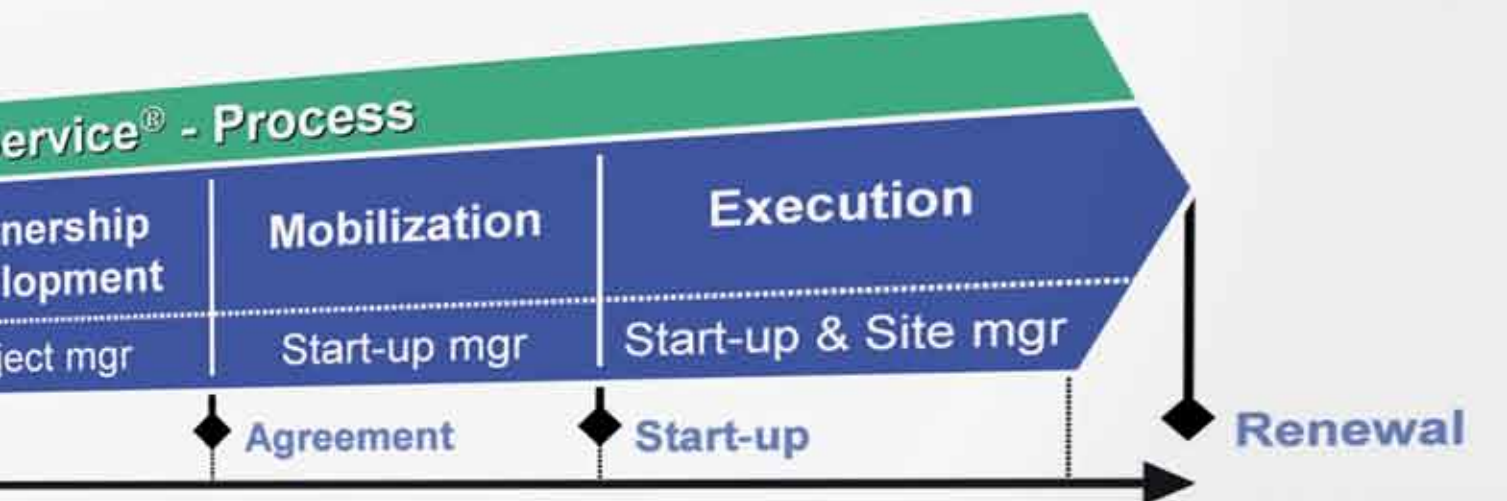
Functional requirements are developed, benchmarking and gap analysis are completed, current and future states are identified, expected benefits (ABB value proposition) are identified and a risk analysis is conducted. A letter of intent is signed before proceeding to partnership development.

Partnership Development

The Maintenance Management Master Plan (MMMP) is developed to set the strategy for maintenance and reliability on site. Detailed analysis is performed for finance, human resources, legal, technical issues, and health and safety. Key Performance Indicators are defined and the mobilization and transition plans are created. A Maintenance Alliance Agreement is signed to initiate mobilization.

Mobilization

Systems and networks are installed, the new maintenance organization is announced, and implementation plans are finalized for human resources, facilities, supply management and accounting. A communication plan is developed to facilitate change management and identify issues early in the program.



- Partnership fulfillment
- Reliability maintenance
- Maintenance operations
- Plant performance improvement

Execution

ABB Full Service® execution begins, training takes place along with the introduction of new processes. The alliance management process governs the relationship and continuous improvement programs are introduced to increase performance at the site.

- **Partnership fulfillment**

The purpose is to strengthen partnership and to exceed customer expectations by implementing the agreed maintenance management strategy, communicating client value and listening to the customer. The result is a long term win-win partnership.

- **Reliability maintenance**

The ultimate goal of reliability maintenance is to increase the life-cycle of equipment and to reduce the amount of maintenance required on a customer's site. By setting up the equipment properly, as well as operating and looking after it adequately, equipment will last longer. With the extension of a machine's life, the maintenance budget required will be optimized and the Overall Equipment Effectiveness

(OEE) will be maximized due to less frequent planned and unplanned interventions required.

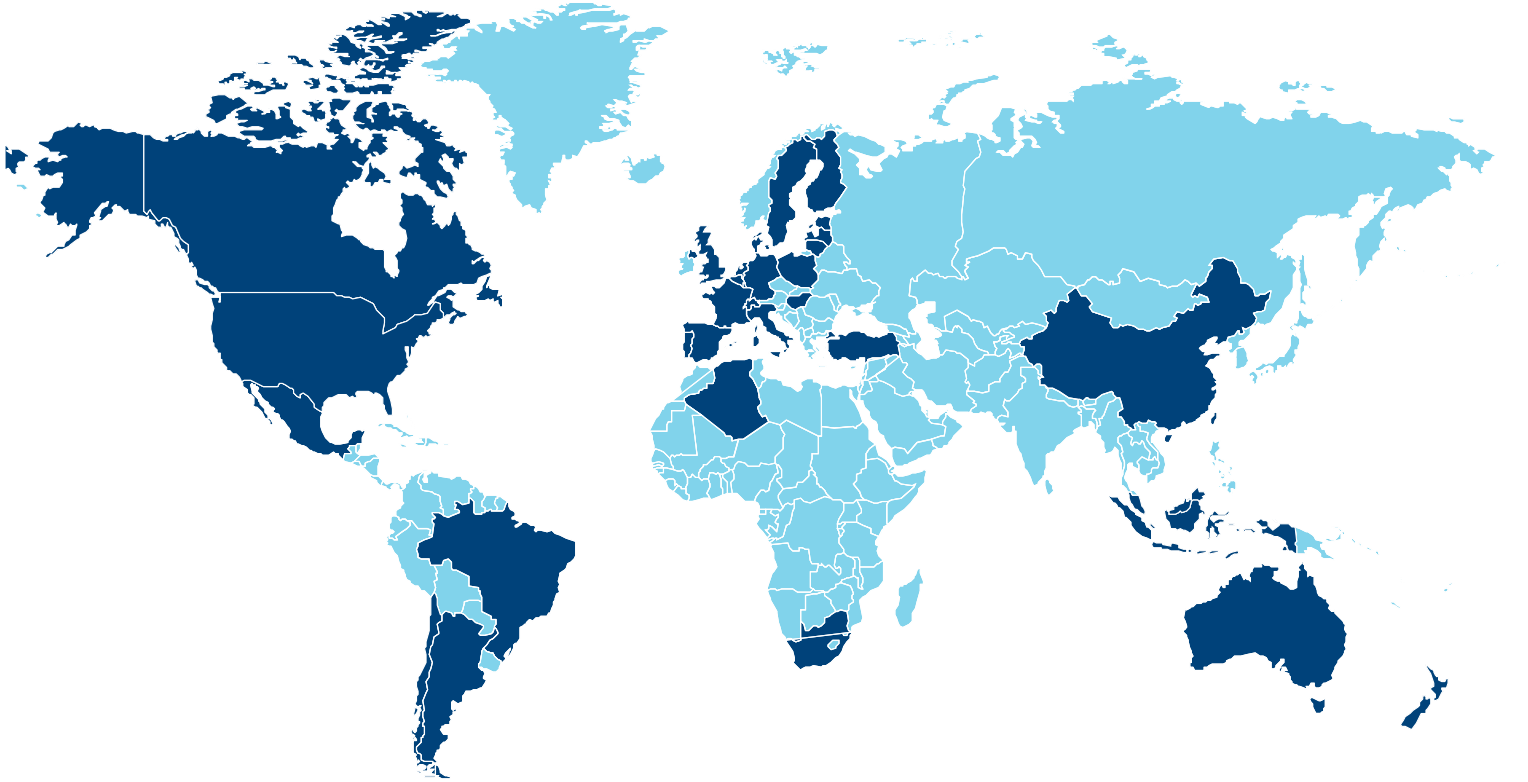
- **Maintenance operations**

This process concentrates on daily maintenance operations, ensuring the daily maintenance is executed safely and efficiently, reported, analyzed and continuously improved. It includes planning, scheduling and execution of preventative and corrective maintenance tasks as well as modifications. Management and execution of shutdowns are included as well.

- **Plant performance improvement**

Decisions and actions to create competitive advantage for the customer by bringing and implementing advanced technologies and proven methodologies are evaluated and executed according to this process.

Over 300 leading industrial facilities have already chosen ABB Full Service®.



Testimonials from satisfied ABB Full Service® clients.

“At our greenfield site we had the opportunity to do a better job from the start. If you get something right, or close to right, from the beginning, you’re going to run a more efficient operation.”

Manager
Metal industry, Canada

“It was very important that ABB had a good proven concept how to take over this outsourcing process and how to implement it successfully.”

Executive Vice President
Pulp & Paper, Finland

“Partnering with ABB has lifted us from a plateau to a substantially higher level of maintenance excellence.”

Chief Engineer
Logistics, Malaysia

“Our core competence is the product, and not the maintenance. ABB Performance Services stands for integrated teamwork on the highest level. Together we are strong.”

Production Manager
Manufacturing industry, Switzerland

“The saw production for the site exceeded the previous best by more than 5,000 tonnes, which is phenomenal given the age of our equipment and the lighter weight papers now produced”

General Manager
Pulp & Paper, Australia

“ABB has helped our factory to improve its financial performance. It has transformed the maintenance function into a profit center.”

Head of Production
Chemical industry, Germany



“Our plant has implemented top quality and environmental protection in its premises. We are very pleased that ABB, one of our main associates, accompanies us observing the requirements of ISO 9001 and 14001 standards.”

Manager of Planning and Coordination Operation
Oil & Gas industry, Argentina

“Now after working with an outside service provider, the company truly understands the meaning of “win-win”.”

Production Manager
Metal industry, Sweden

“The co-operation works well. We are on the same page with ABB’s maintenance, now we just need to step on the gas pedal and the sky will be the limit.”

Maintenance Manager
Metal industry, Finland

“I wanted a saving of minimum 10 % of my total maintenance costs and that I have obtained with ABB.”

Managing Director
Chemical industry, Denmark

“Our partnership with ABB has definitely been a success story. We have experienced over 10 years of continuous production effectiveness improvement with ABB Full Service.”

Purchasing Manager
Minerals industry, Estonia

“We are very pleased with the progress they have made. They have the skill, talent and the metrics to manage the work here.”

Executive Vice President
Metal industry, USA

“The Full Service agreement allows the proven ABB methodologies to be implemented at our site while also enabling the affected staff to improve their personal competencies in a leading technology company.”

General Manager
Pulp & Paper, South Africa

“The creation of a full service maintenance business has fostered an ethic of performance and accountability.”

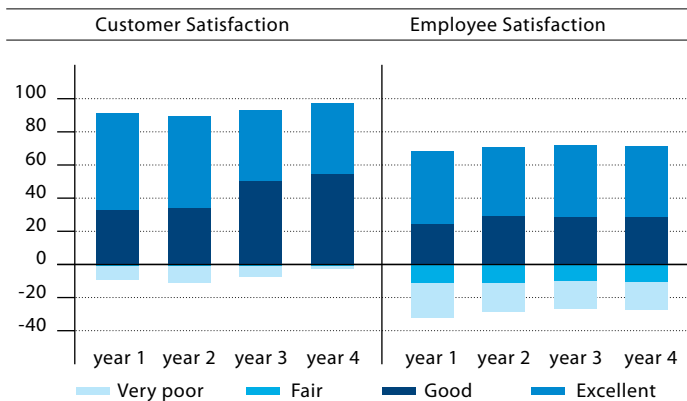
Mill Manager
Pulp & Paper, New Zealand

Maintenance outsourcing with ABB is a win-win-win agreement



“How could ABB possibly know our business better than we do?”

We don't. And we don't need to because you know how best to conduct your own business. But ABB brings new expertise to your maintenance as well as new working methods and management expertise. No matter how unusual your company's field or area of expertise may be, our methods work. You know your business; we know maintenance. Together we are a winning team.



Will ABB Full Service® be expensive for your business?

On the contrary – the overall cost and savings made during the contract period are comparable to your present production level and can be fixed for years to come. ABB will ensure that overall maintenance costs will fall and productivity will grow.

How does the workforce fit into the change?

The core of the ABB Full Service® concept is the implementation of more effective working methods and not simply shedding jobs. Through training and implementing new best practices, employees will find their work under a Full Service Site Manager more challenging. They become motivated through their revived dedication to the company.

According to our surveys:
 87% of our customers would recommend ABB Full Service®
 80% of our employees would recommend ABB to a friend



Opposition to change. How to manage it?

Change management is an integral part of ABB Full Service[®]. It is started in the partnership development phase with the key people and continued throughout the mobilization phase according to well planned communication with all stakeholders. The results can be seen in the entire maintenance culture with management of affairs becoming simpler and more efficient. Clients often decide to take the momentum to use maintenance outsourcing in driving culture change in their other departments.

How does ABB benefit from maintenance outsourcing?

Industrial maintenance is a strategic business for us in which we constantly strive for mutual profitability by sharing the gain. Through the partnership agreement, ABB's interests are linked to those of the client, the gain is received only through the client's success. Therefore ABB is motivated throughout the entire agreement to make the client's maintenance more efficient.

What is included in the maintenance cost and bonus structure?

The new lower fixed maintenance cost contains the complete maintenance cost – the maintenance personnel wages, sub-

Composition of the fixed price

Labor Costs
Sub-Contractor Costs
Material Costs
G&A

contractor costs, material expenses and general maintenance operational costs. Additionally, the potential extra savings and benefits in production and energy efficiency as well as other mutually agreed KPIs are determined. This profit derived is shared according to the bonus model, which drives ABB to exceed ordinary expectations and become ever better.

Why to partner with ABB?

World-class production effectiveness requires world-class resources, continuous investments and management attention. As your partner ABB will take care of all that and improve your competitiveness through lower maintenance costs, improved production effectiveness and energy efficiency.

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