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ABB

Let's write the future. Together.



This is what we do

ABB in Canada is a leading technology company that energizes the transformation of society and industry to achieve a more productive, sustainable future. By connecting software to its electrification, robotics, automation and motion portfolio, ABB pushes the boundaries of technology to drive performance to new levels. With a history of excellence stretching back more than 100 years, ABB's success is driven by 3 000 talented employees in our 32 locations from coast to coast.

What Offering

For whom Customers

Where Geographies

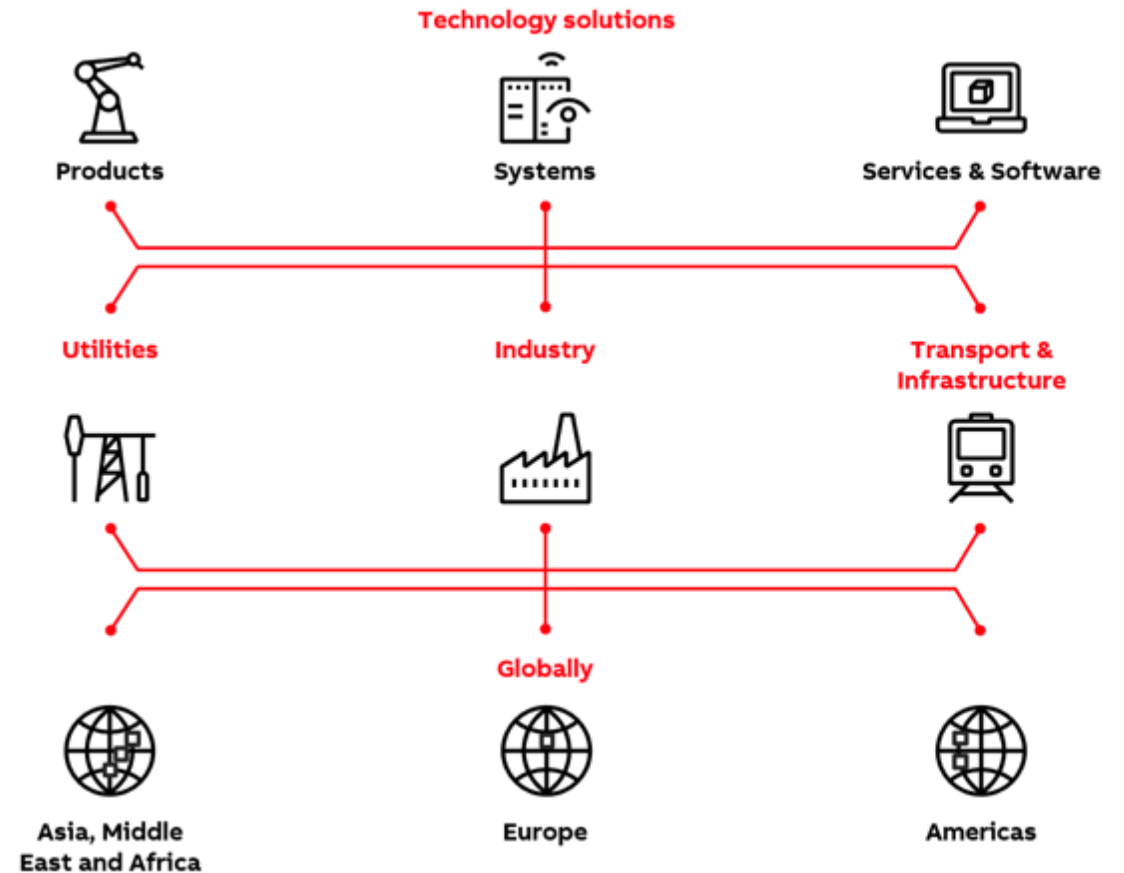


ABB has been
pushing the
boundaries
of technology for
+130 years



ABB

Well positioned across global markets

Employees

~105,000

Countries

~100

Revenues

~\$26 bn

Europe

~\$9.6 bn

Americas

~\$7.9 bn

AMEA

~\$8.4 bn

ABB is a leading global technology company that energizes the transformation of society and industry to achieve a more productive, sustainable future.

By connecting software to its **electrification, motion, process automation and robotics & discrete automation** portfolio, ABB pushes the boundaries of technology to drive performance to new levels.

2020 figures

ABB



ABB Values

Courage

Care

Curiosity

Collaboration

ABB Way

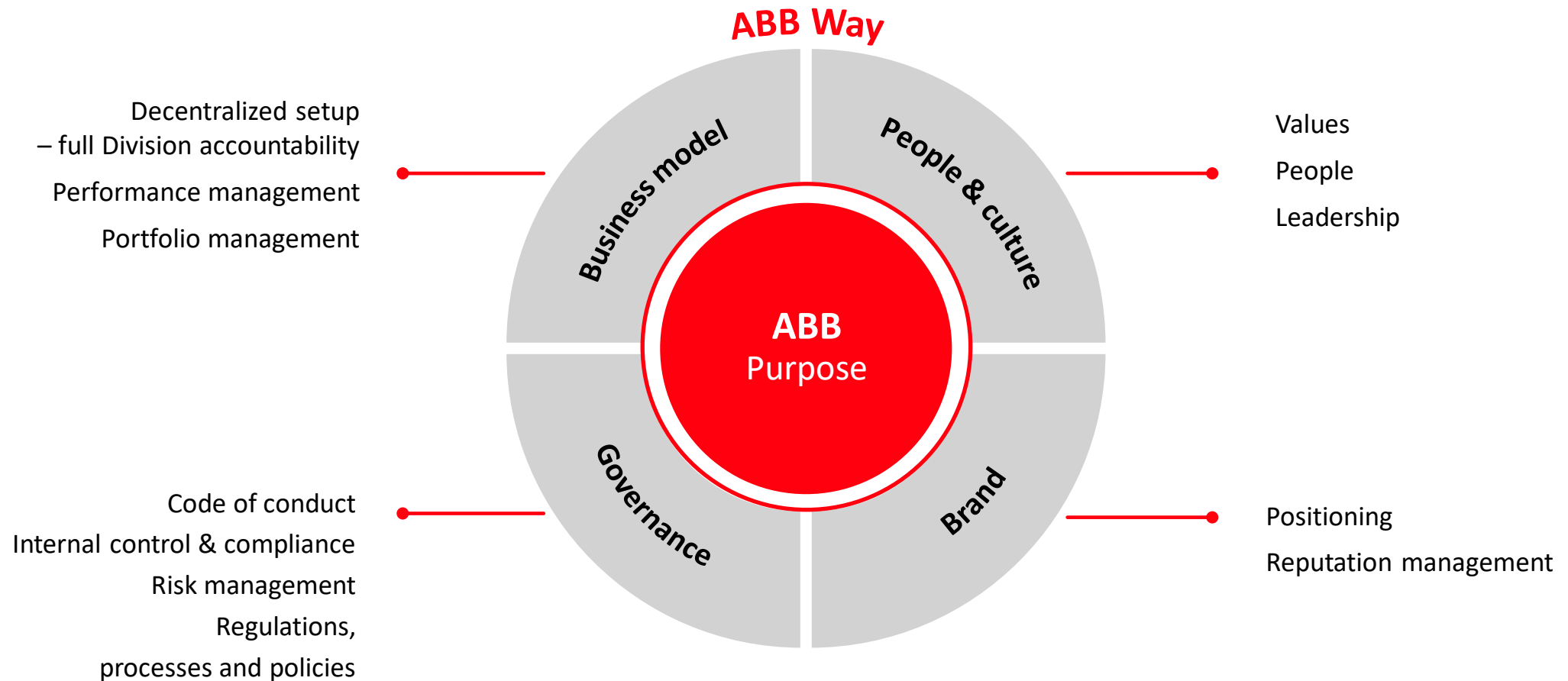


ABB in Canada

Investment and growth



Region headquarters
Montreal, Quebec



~ **3,000** employees
in Canada



~ **\$1.5** billion CAD
revenue in 2020



32 locations
coast to coast



Over **100** years of
technological innovation
in Canada



~ **21**
sales & service
locations



~ **11**
Manufacturing &
assembly
locations



Global Centre for
Emergency Lighting R&D



Ranked in **top 20**
Canada's Best Employers
(2016 to 2022)



North American
Center of Excellence
for E-Mobility



Close to **\$340K**
given to Canadian
communities in 2021



~ **70 million** digitally
enabled devices that
create the foundation of
the IIoT

The Canada story

Strategically growing in the markets we serve

Balance through strategic acquisitions

1989 – ABB acquires the **Westinghouse** transmission & distribution business, marking ABB's entrance to North American power and industrial market

1990 – ABB acquires **Bomem Inc.** a leader in FTIR technologies, pushing the envelope for quality and precision of analytical products and systems

1999 – ABB acquires **Elsag Bailey** (US \$2 bn), supporting growth in various process industries

2008 – ABB acquires **Ber-Mac Electrical and Instrumentation**, expanding its presence and capabilities in the oil and gas sector

2009 – ABB acquires **Sinai Engineering Corporation**, to enhance its presence and capabilities in Western Canada.

2010 – ABB acquires **Ventyx** (US \$1 bn), adding robust enterprise software to our portfolio

2011 – ABB acquires **Baldor** (US \$4.2 bn), supporting growth with industrial motors and drives

2011 – ABB acquires **Envitech Energy** to strengthen its offering and solutions for the rail infrastructure market

2012 – ABB acquires **Thomas & Betts** (US \$3.9 bn), supporting growth with distributors and electrification products

2013 – ABB acquires **Power-One** (US \$1 bn), supporting growth in renewable energy markets

2017 – ABB acquires **B&R** to close the gap in machine and factory automation, creating a comprehensive automation portfolio

2018 – ABB acquires **GEIS** (US \$2.6bn) supporting growth with electrification products



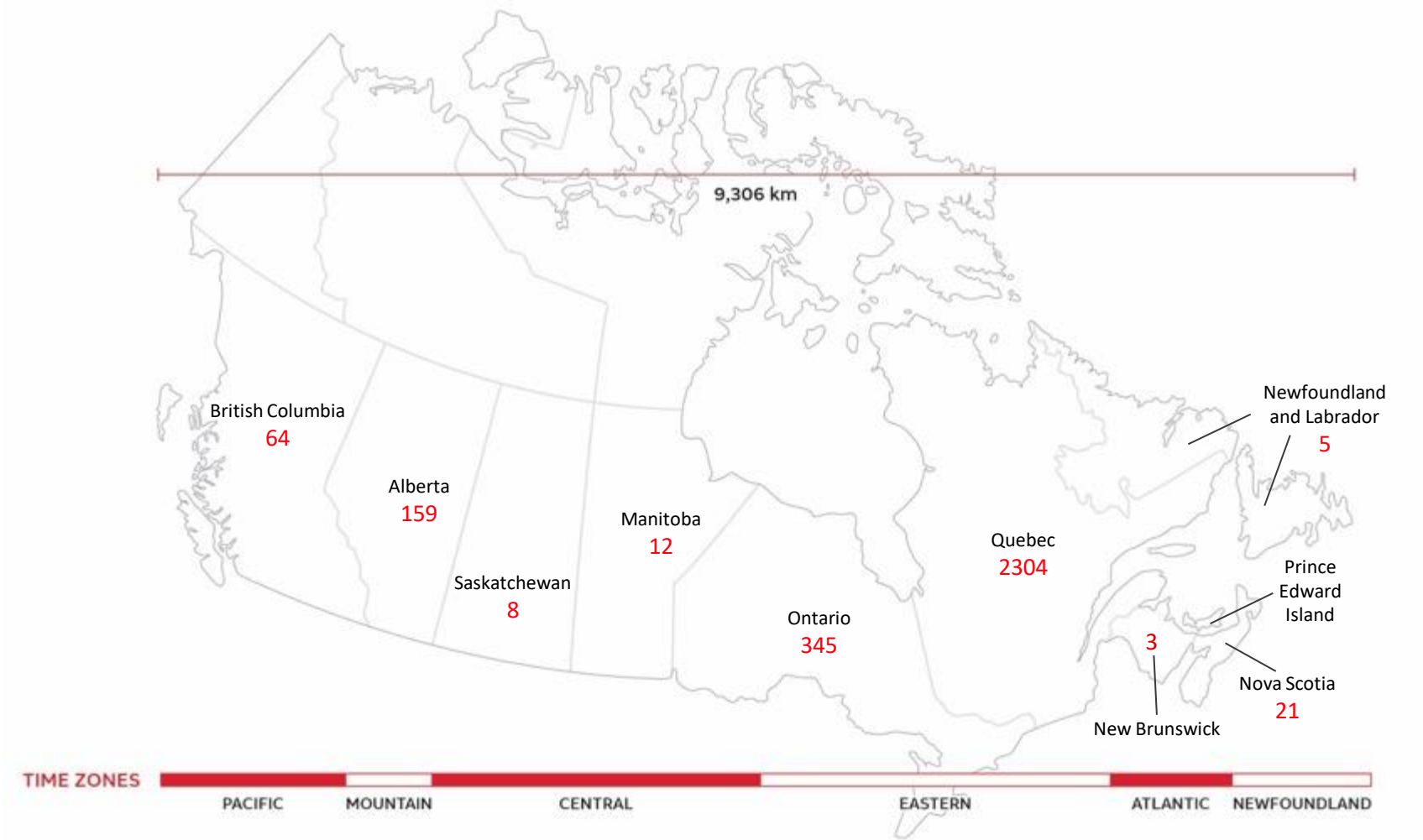
The Canada story

Over 100 years of technology innovation

Canada	Electrification Products	Motion	Robotics & Discrete Automation	Process Automation
<p>1930 ASEA is officially incorporated, and BBC is established in Canada</p> <p>1950 BBC erects its first factory in Canada</p> <p>1970 BBC inaugurates the Varennes High Voltage Transformer factory</p> <p>1988 ASEA and BBC Canada merge to form ABB</p> <p>2016 ABB invest \$35 million to build high-tech facility in Quebec City</p> <p>2016 ABB invests \$90 million to create state-of-the-art 300,000 square foot headquarters in Montreal</p>	<p>2014 ABB's Enviline traction power technology is selected for the Vancouver Evergreen Line Rapid Transit Project</p> <p>2016 ABB establishes Global Technology Development Center for Emergency Lighting in Quebec</p> <p>2017 ABB establishes North American Center for Excellence in E-Mobility in Montreal</p>	<p>2003 Liquid cooled drives for tunnel boring machines, a custom solution for a Canadian customer. These tunnel machines are now used around the world.</p> <p>2004 ACH550, a true HVAC 600v drive for the Canadian market. Improving Energy Efficiency in buildings and hospitals.</p> <p>2008 ACS880 Active Front-End drives for Ultra-Low harmonics. With this technology, ABB kept power grids clean and providing outstanding motor performance!</p> <p>2019 Drives awarded a contract with Metrolinx to expand Toronto's Light Rail Transit system that will be 60% faster than current travel times</p>	<p>1994 Ford Motor Co. Ltd. Awards major contract to ABB to provide sophisticated robot systems</p> <p>1999 ABB robotics Canada develops innovative process for welding/processing plastic gas tanks for the automotive industry</p> <p>2003 General Motors awards contract to ABB to supply stamping line, automated de-stacking systems, end-of-line systems and robot integration for its plant in Lordstown, Ohio</p> <p>2011 ABB FlexArc products/cells are assembled and produced in Canada</p> <p>2016 First truly collaborative robot – YuMi - installed in Canada</p> <p>2017 – ABB completes acquisition of B&R</p>	<p>1985 First order received for SCADA from Edmonton Power</p> <p>1999 Measurement & Analytics marks its first export into space for Canadian Space Agency's MOPITT instrument launched by NASA</p> <p>2003 ABB develops VRS 3000 Underground Voltage Regulation Systems (UGVRS), first heavy-duty, skid-mounted, portable SVC designed to regulate voltage in mine distribution systems</p> <p>2005 ABB obtains contract to deliver North America's largest friction mine hoist for Mosaic's Esterhazy Potash Operation in Saskatchewan</p> <p>2013: ABB signs space contract with Harris to develop three additional interferometers for NASA's next generation LEO weather satellites.</p> <p>2018: ABB enters the Space 2.0 market by winning contract from GHGSat to build highly innovative payloads for monitoring greenhouse gases from space.</p> <p>2021: launched ABB Ability™ comprehensive natural gas leak and greenhouse gas measuring systems using an ultra sensitive OA-ICOS sensor</p> <p>2022 ABB wins its largest space contract to date with Earth Daily Analytics for satellite imaging</p>







ABB in Canada employees coast to coast



Fully decentralized business model with 21 Divisions

BUSINESS
AREA

DIVISION

	Electrification	Motion	Process Automation	Robotics & Discrete Automation
				
	Distribution Solutions	IEC LV Motors	Energy Industries	Robotics
	Smart Power	Large Motors & Generators	Process Industries	Machine Automation
	Smart Buildings	NEMA Motors	Marine & Ports	
	Installation Products	Drive Products	Turbocharging	
	Power Conversion	Systems Drives	Measurement & Analytics	
	E-mobility	Service		
	Services	Traction		

Electrification

Writing the future of safe, smart and sustainable electrification.

ABB's Electrification business offers a wide-ranging portfolio of products, digital solutions and services, from substation to socket, enabling safe, smart and sustainable electrification.



Revenues

\$11.9 bn



Employees

~50 k

FY 2020 figures



ABB

Electrification in Canada

Writing the future of safe, smart and sustainable electrification.

Our business

Canada #2

#3 Medium voltage / #4 Low voltage

#2 EV Fast charging infrastructure

#1 Installation products

~1900 employees

Offering

- Low & medium voltage products & solutions
- Building products & controls
- Installation products

Typical customers

- Electrical distributors
- Consultants
- OEMs and panel builders²
- EPCs³

Selected customer segments

Commercial buildings



Data centers



E-Mobility



Motion

Writing the future of motion.

ABB's Motion business is the largest supplier of drives and motors, globally. We provide customers with the complete range of electrical motors, generators, drives and services, as well as integrated digital powertrain solutions.



Revenues

\$6.4 bn



Employees

~21 k

FY 2020 figures



Motion in Canada

Writing the future of smart motion

Our business

Canada #1

#1 in Motors & Drives

~150 employees

Offering

- Motors and Generators
- Drives and Softstarters
- Traction solutions
- Services and Digital Solutions

Typical customers

- | | |
|---------------------|----------------------|
| – Distributors | – System integrators |
| – OEMs ¹ | – End customers |

Selected customer segments

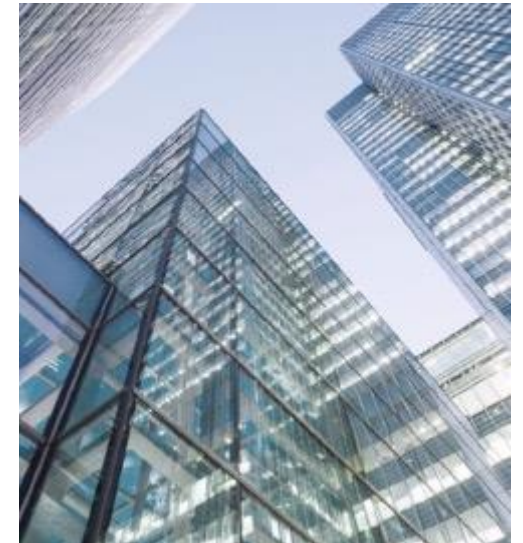
Discrete Industries



Process Industries



Transportation and Infrastructure



Process Automation

Writing the future of safe, smart and sustainable operations.

ABB's Process Automation business offers a broad range of solutions for process and hybrid industries, including industry-specific integrated automation, electrification and digital solutions, control technologies, software and advanced services, as well as measurement & analytics, and marine and turbocharging offerings.



Revenues

\$5.8 bn



Employees

~22 k

FY 2020 figures



Process Automation in Canada

Writing the future of safe and smart operations

Our business

Canada #2

#1 in DCS² & process automation

#3 in measurement & analytics

#1 in marine & ports

~800 employees

Offering

- Integrated industry-specific solutions
- Process control (DCS¹)
- Measurement & analytics

Typical customers

- End customers
- EPCs²

Selected customer segments

Power Generation



Oil & Gas



Chemicals & Refining



Water & Wastewater



Industrial Applications



Pulp & Paper



Mining



Marine & Ports



Robotics & Discrete Automation

Writing the future of flexible manufacturing and smart machines.

ABB's Robotics & Discrete Automation business provides value-added solutions in robotics, machine and factory automation. Our integrated automation solutions, our application expertise across a wide scope of industries and our global presence deliver tangible customer value.



Revenues

\$2.9 bn



Employees

~11 k



Robotics & Discrete Automation in Canada

Writing the future of flexible manufacturing and smart machines

Our business

Canada #2

Innovation leader for machine automation

~55 employees

Offering

- Machine & factory automation
- Robotics

Typical customers

- End customers
- Machinery OEMs¹
- System integrators

Selected customer segments

Machine Automation



Auto OEMs



General Industry



Auto Tier 1



Consumer Segments & Service Robotics



Electronics



Our priorities

Market leadership

Market leadership is key to the long-term success of our Divisions. We aim to maintain or strengthen a no. 1 or no. 2 position in all markets by providing our customers with leading products, systems and solutions. Market leadership helps to improve profitability, drive superior returns and enable growth opportunities for our people.



Our priorities

Technology & digital

Our world-class technology and domain-led digital capabilities are deeply embedded in our DNA.

Maintaining and improving our innovation, technology and digital leadership is a strategic priority across Divisions. Pushing the boundaries of technology and digital enables us to help our customers attain new levels of performance and clearly differentiate ABB's offering.



Our priorities

People

We believe our people are the most critical ingredient to our long-term success. A culture of diversity, inclusion and equal opportunity is critical to our business success and makes us stronger.

Relying on our people's unique attitude, experience and domain expertise, we push the boundaries of technology to drive performance, shape new business models and find new ways of working that make our customers, partners and society better off.



Our priorities

Portfolio management

Through active portfolio management we systematically evolve our portfolio at all levels of the organization to reinforce our Divisions' market leadership by investing in growth, M&A activities and portfolio consolidation.

On the one hand, we continuously question whether we are the best owner of our Divisions; on the other, we steer our businesses in line with their respective strategic mandates. Lastly, we actively pursue synergetic acquisition opportunities to fill white-spots and steer our overall portfolio mix towards high-growth sectors.

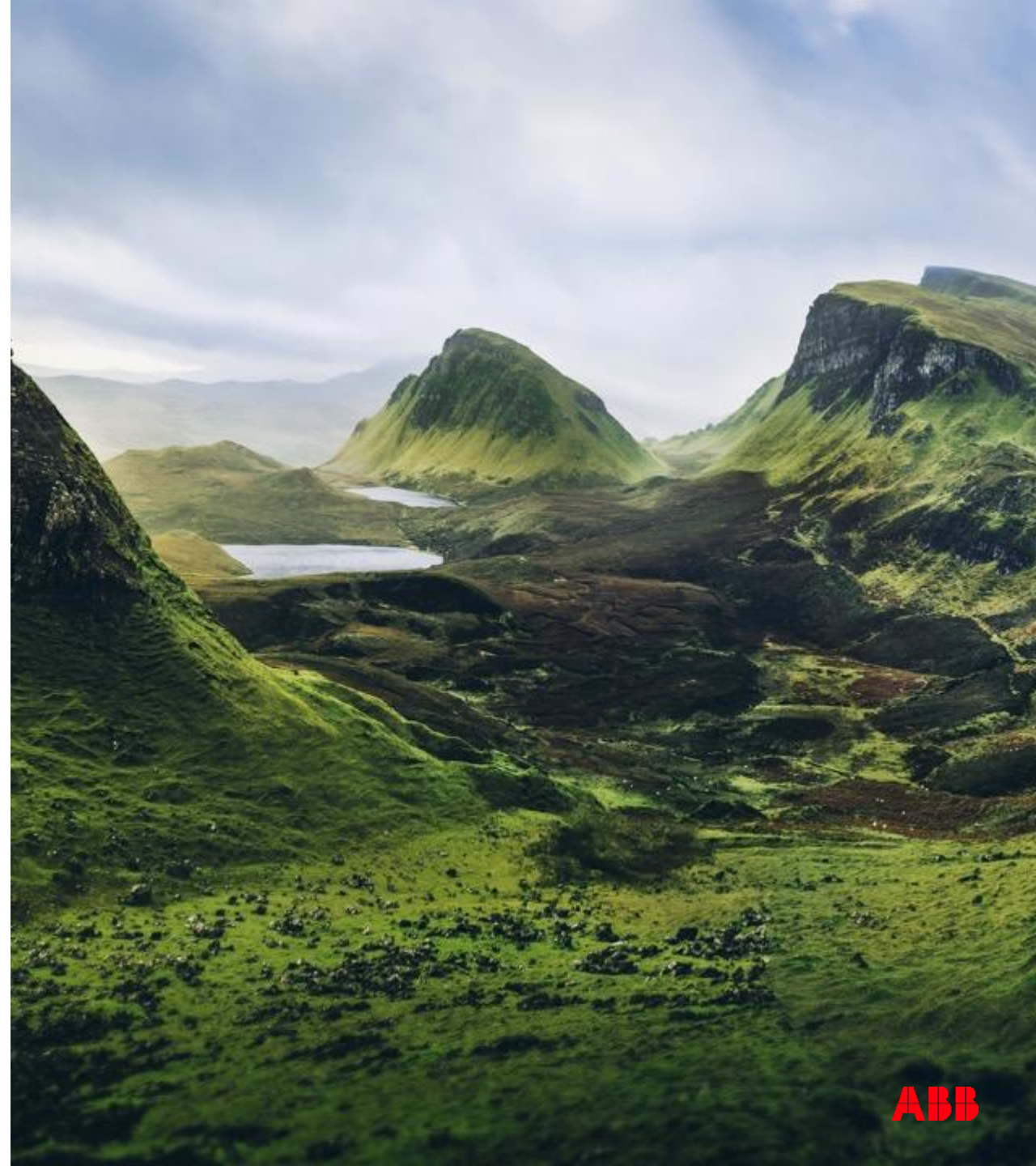


Our priorities

Sustainability

At ABB, we believe that sustainable development means progress towards a healthier and more prosperous world for future generations. This means balancing the needs of society, the environment and economy. To achieve this, we act and embed this approach to business across our value chain, creating superior value for all our stakeholders.

As we push the boundaries of technology, we support our customers to preserve resources and enable a low-carbon society. We act with integrity and transparency at the core of our governance, and we promote social progress for our people and communities around the world.



Our priorities

Financial performance

By pairing our strategic priorities with a continuous improvement mindset, we aim to deliver improved performance in line with our financial framework:

- 3 - 5% average annual revenue growth through economic cycle¹
- 13 - 16% operational EBITA margin²
 - Electrification: 15 - 19%
 - Motion: 15 - 19%
 - Process Automation: 12 - 16%
 - Robotics & Discrete Automation: 13 - 17%
- ~100% cash conversion²
- 15 - 20% ROCE²
- EPS growth > revenue growth

¹Calculated to exclude FX impacts and transformational acquisition and divestments, includes bolt-on acquisitions and divestments within divisions; ²Mid-term guidance



**Acknowledged
history in
sustainability,
with a new level
of ambition**

**Rooted in Purpose,
embedding
sustainability** across
all aspects of value
chain



**We enable a low-
carbon society**



**We preserve
resources**

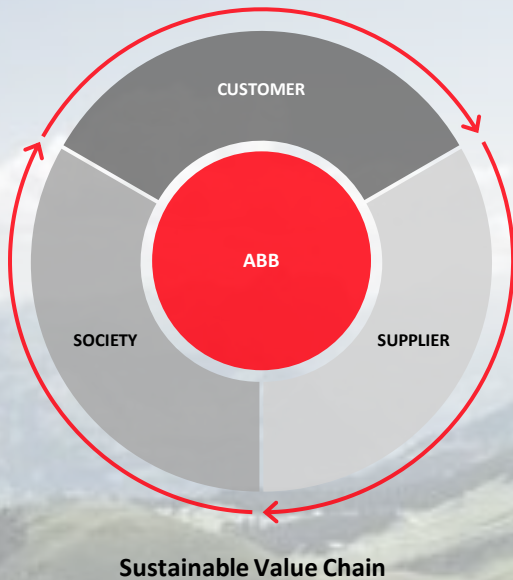


**We promote social
progress**

**INTEGRITY AND
TRANSPARENCY**

Main sustainability targets

Striving to achieve all targets by 2030



We enable a low-carbon society

- **Carbon neutrality** in own operations
- Support our customers in reducing annual CO₂ emissions by **>100 Mt¹**
- Supply chain emission reduction

We preserve resources

- **80%** of ABB products & solutions covered by circularity approach
- **Zero waste** to landfill²
- Supplier Sustainability Framework

We promote social progress

- **Zero harm** to our people and contractors
- Comprehensive D&I framework³; **25% women** among ABB leaders
- **Top-tier** employee engagement score in our industry
- Impactful support for community-building initiatives

INTEGRITY AND TRANSPARENCY ACROSS OUR VALUE CHAIN

1. Savings in the year 2030 from solutions provided to customers 2021-30

2. Wherever local conditions allow

3. Diversity & Inclusion framework

ABB Canada Organization



Vince Pesce
Country Holding Officer



Katie Bessette
Country HR Manager
and HRBP – ELIP Hub



Isabelle Lamarre
Regional General Counsel for
Americas



Carley Tietolman
Country and EL
Communications Manager



Said Elaissi
Country and EL
HSE Manager



Melanie Benoit
Country Tax Manager



Mike Golden
Country Security
Manager



Evan Balaila
Country IS Manager



Joseph Simard
Country Real Estate Manager



Makis Trigonakis
Trade and Compliance
Manager

ABB