



# WELCOME TO ABB

## CORPORATE PRESENTATION

ENGINEERED  
TO OUTFIT

## At a glance

# ABB PURPOSE

We enable a more sustainable and resource-efficient future with our technology leadership in electrification and automation



By connecting its engineering and digitalization expertise, ABB helps industries run at high performance, while becoming more efficient, productive and sustainable so they outperform. At ABB, we call this **'Engineered to Outrun'**.

The company has over 140 years of history and around 110,000 employees worldwide. ABB's shares are listed on the SIX Swiss Exchange (ABBN) and Nasdaq Stockholm (ABB).



Creating success



Addressing world's energy challenges



Transforming industries



Embedding sustainability

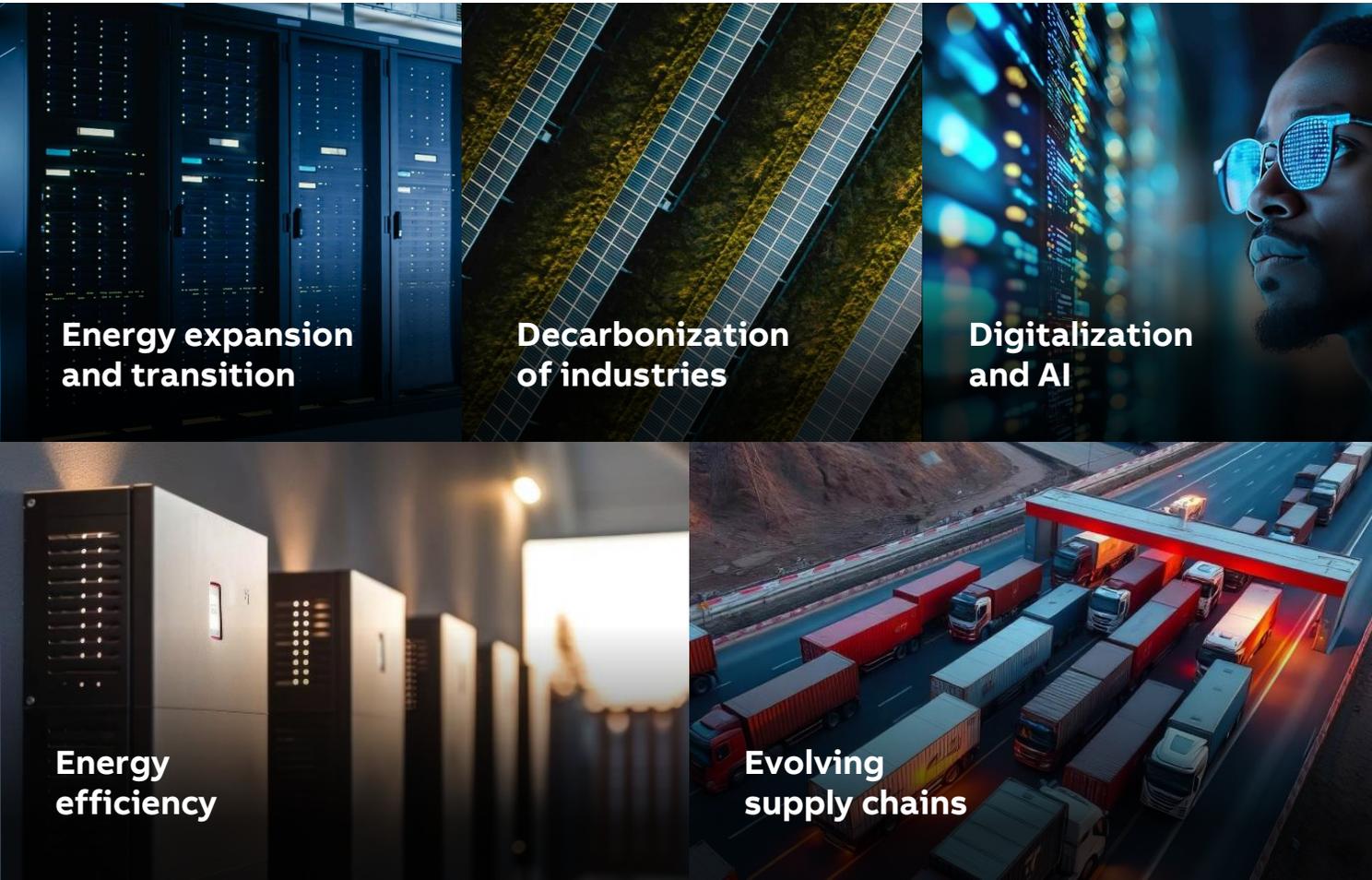


Leading with technology

[ABB.COM](https://www.abb.com)

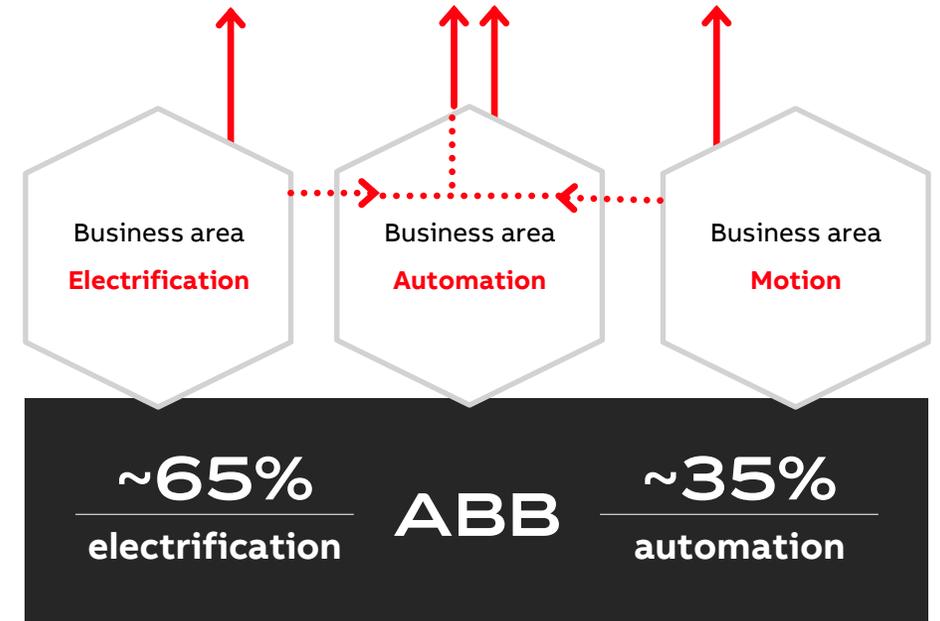
# ABB purpose and offering align with key global megatrends

## Key Global Megatrends



Stand-out value proposition of combined electrification & automation

## CUSTOMERS



# ABB in numbers



**~110k**

Employees globally\*



**\$36.8 bn**

Order intake



**\$33.2 bn**

Revenues



**19.0%**

Operational EBITA margin



**>160**

Manufacturing sites



**\$1.3 bn**

R&D investment



**22.6%**

Women in senior management\*



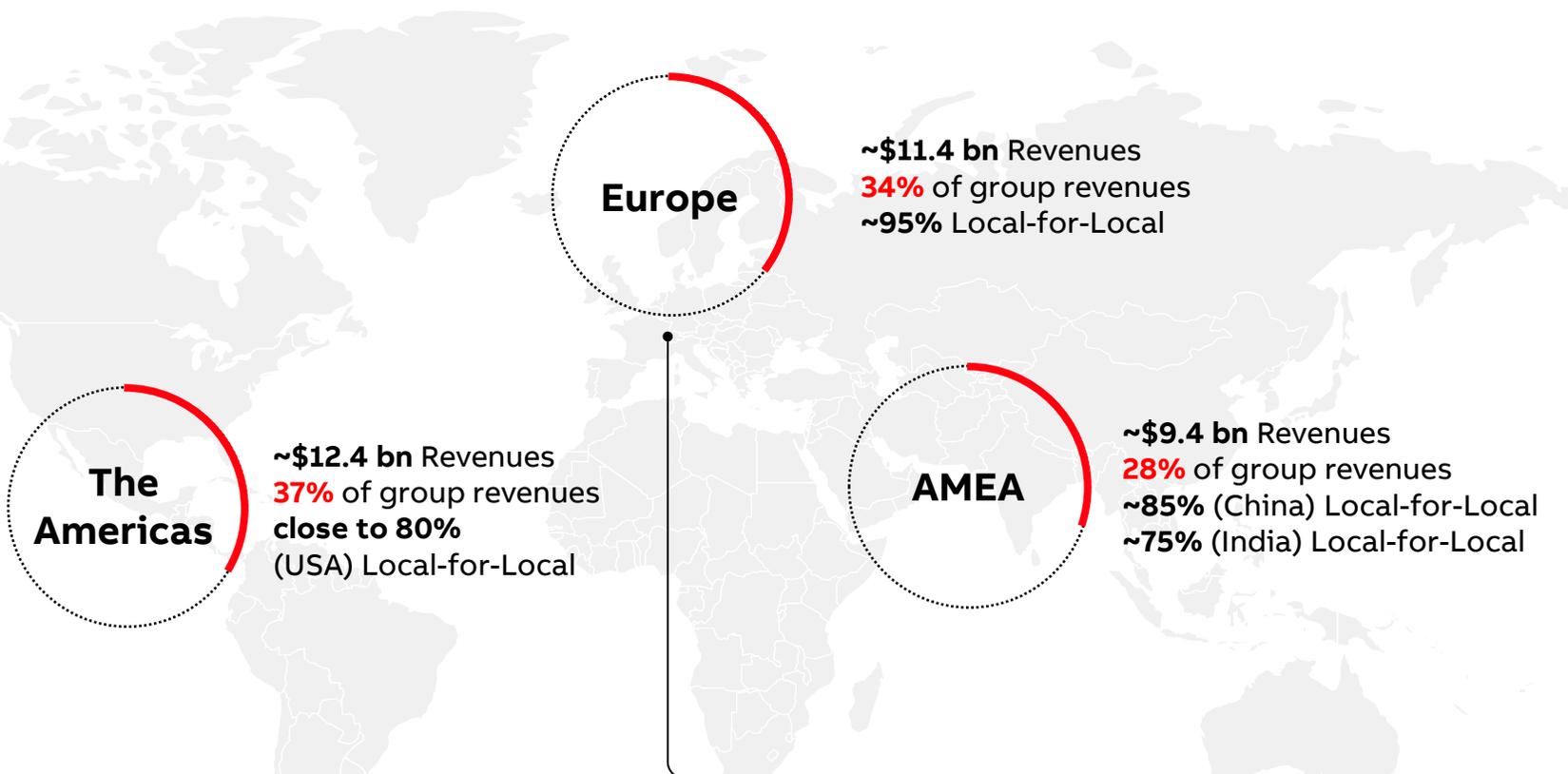
**79%**

Reduction in own scope 1+2 GHG emissions compared to a 2019 baseline

**140+**  
years history

# Geographical presence

Serving customers in about 100 countries across three regions



 ~ 40 countries  
Manufacturing

 > 100 countries  
Service operations

 > 6,000 channel partners



Zurich, Switzerland  
Global Headquarters

FY 2025 results.  
AMEA: Asia, Middle East and Africa.  
Due to rounding, % presented may not add to 100.



# We help industries outrun leaner and cleaner

## INDUSTRIES...



### Power us

We help the industries that generate electricity and energy for us. They keep our lights on, our gadgets charged, and our coffee makers brewing.

### Protect us

From food and water, all the way to buildings and healthcare, we help the industries that sustain our lives.

### Move and connect us

We help the industries that move us and things around, and the ones that keep us connected.

### Make for us

From our clothes and devices, to our home appliances, we help the industries that keep our modern lives going.

## LEANER

Our leading automation technologies are helping to improve the productivity and efficiency of every industry's critical day-to-day operations.

## CLEANER

Our leading electrification technologies are helping to decarbonize the world's most essential industries.

# Serving customers from a wide range of end-markets

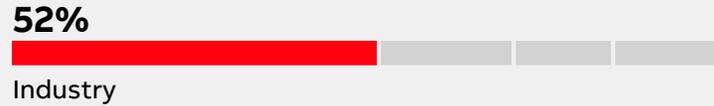
Deep domain expertise and a commitment to customer value

1. Management estimate based on FY 2025 Revenues. Due to rounding, numbers presented may not add to 100  
2. End-market split is not identical with ABB Factsheet and covers ~75% of Group revenues.

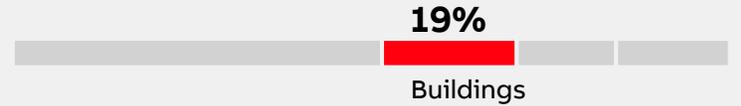
## Industries



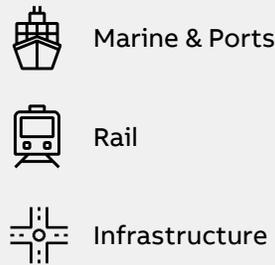
% of ABB Revenues by sector<sup>1</sup>



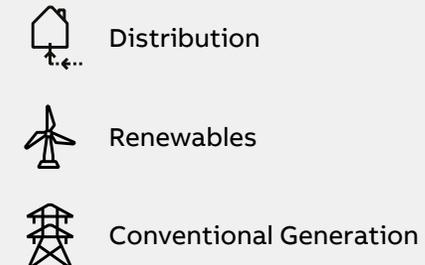
## Buildings



## Transport & Infrastructure



## Power



# The ABB Way

## Our operating model

With our company purpose at its core, the **ABB Way empowers our divisions with full ownership and accountability** for their respective strategies, performance and resources, while serving as the “glue” that holds our Group together.

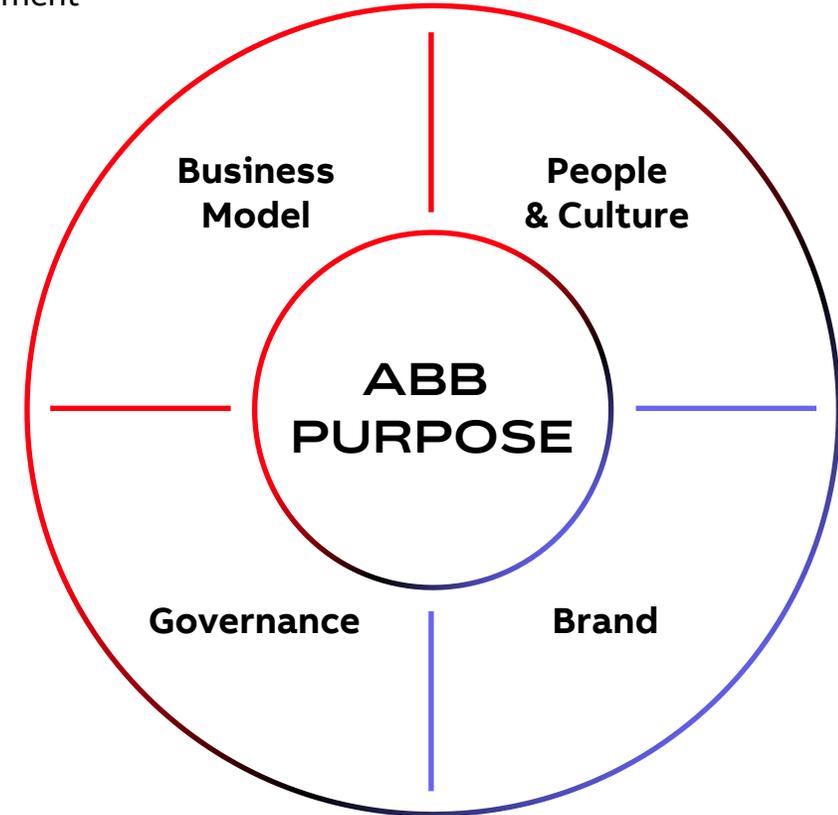
### The ABB Way consists of two parts:

**“HOW”** we operate and create superior value, namely with our business model, people & culture, strong brand and governance

**“WHY”** we are in business: our purpose, which is to enable a more sustainable and resource-efficient future with our technology leadership in electrification and automation

Decentralized setup  
Performance management  
Capital allocation  
Portfolio management

Values & behaviors  
People  
Leadership



Code of Conduct  
Internal controls & compliance  
Risk management  
Policies and procedures

Positioning  
Reputation

**ABB CANADA**

Who we are

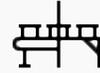
# ABB Canada at a Glance



Region HQ:  
**Montreal, Quebec**



**3,300+ employees**  
in Canada



**16 manufacturing  
& assembly**  
sites



**C\$386M+ invested**  
over 10 years in  
Canadian operations



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



**18 sales & service**  
locations



**32 locations**  
across eight provinces  
& territories



**~42 annual STEM**  
partnerships



**Recognized in top 100**  
Canada's Best Employers  
(2021 to 2025)



North American  
**Center of Excellence  
in Rail**

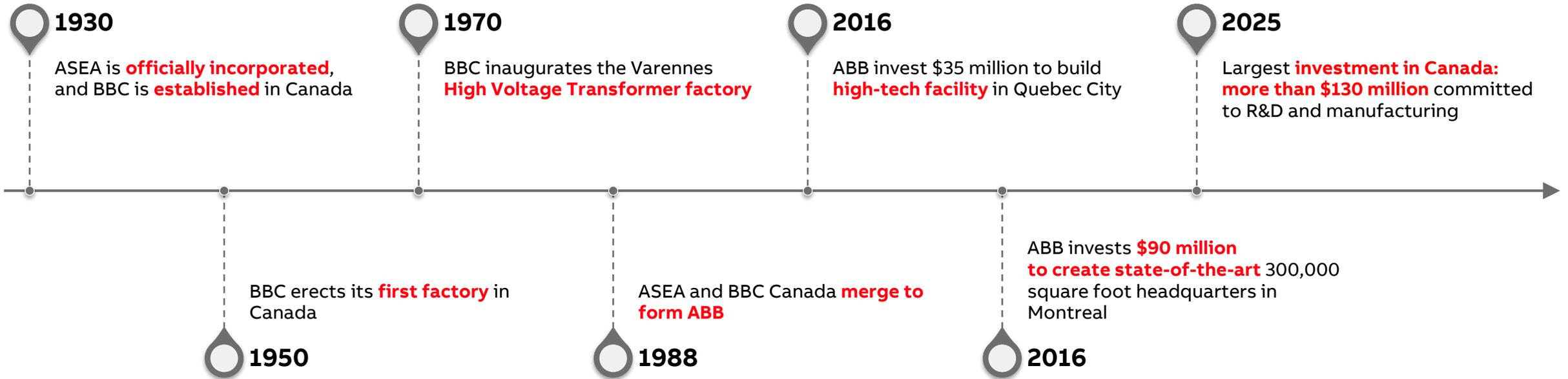


**80%+ of products**  
**made locally,**  
using 70% Canadian  
materials and 100%  
Canadian steel and  
aluminum

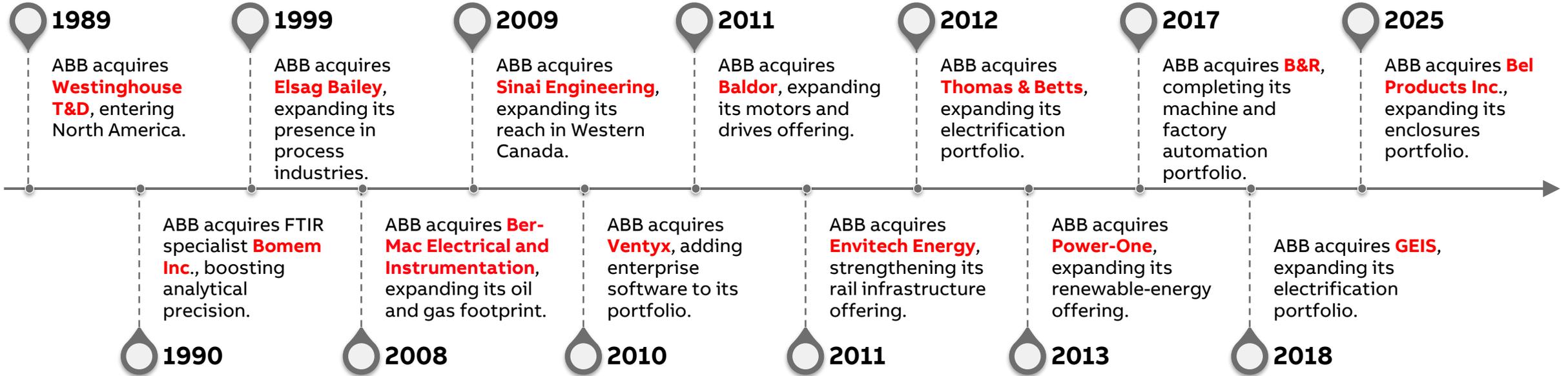


**~\$400K donated**  
to Canadian communities  
in 2025

# A Century of Innovation Shaping Canada's Future



# Strategic Growth Through Key Acquisitions

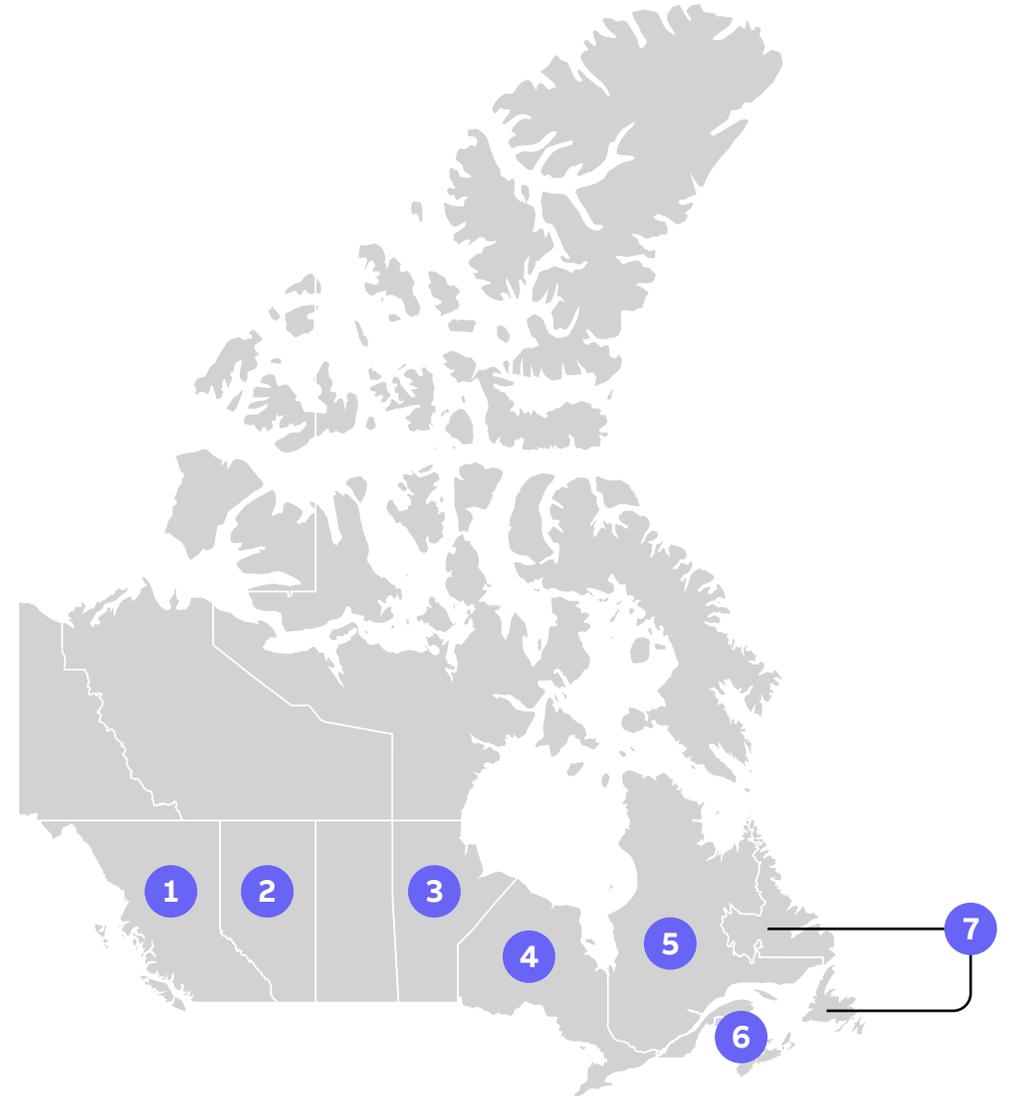


# ABB Canada: Coast-to-Coast Presence

44 functions across 32 locations

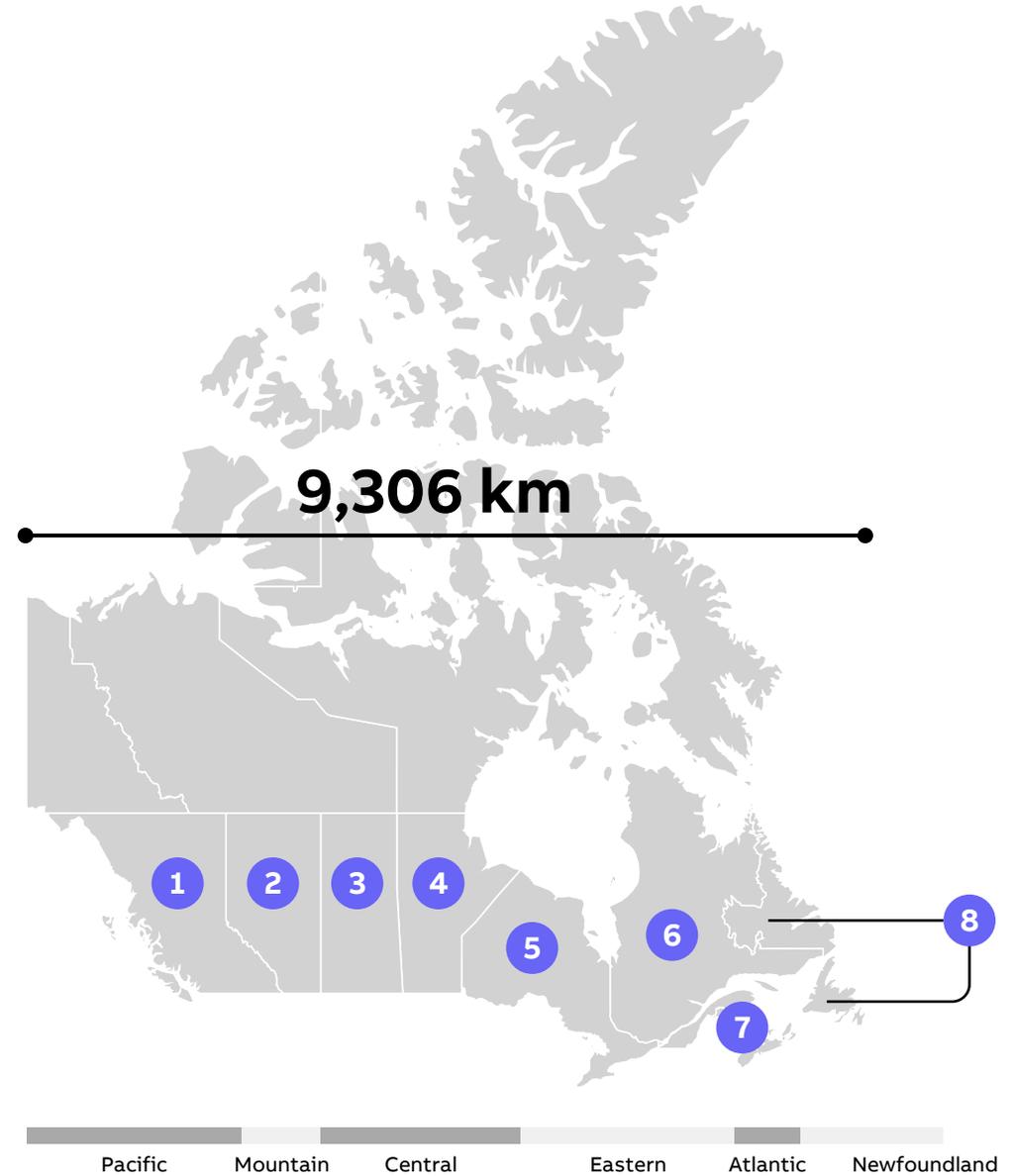
- 1 British Columbia: 2**
  - 1 sales & service location
  - 1 distribution center
  
- 2 Alberta: 5**
  - 1 manufacturing & assembly facility
  - 2 sales & service location
  - 2 distribution centers
  
- 3 Manitoba: 1**
  - 1 sales & service location
  
- 4 Ontario: 12**
  - 4 manufacturing & assembly facility
  - 6 sales & service location
  - 4 distribution centers

- 5 Quebec: 21**
  - 9 manufacturing & assembly facility
  - 6 sales & service locations
  - 6 distribution centers
  
- 6 Nova Scotia: 1**
  - 1 sales & service location
  
- 7 Newfoundland and Labrador: 1**
  - 1 sales & service location



# A National Workforce From Coast to Coast

- 1 British Columbia: 67
- 2 Alberta: 152
- 3 Saskatchewan: 8
- 4 Manitoba: 13
- 5 Ontario: 333
- 6 Quebec: 2,541
- 7 Nova Scotia: 14
- 8 Newfoundland and Labrador: 7



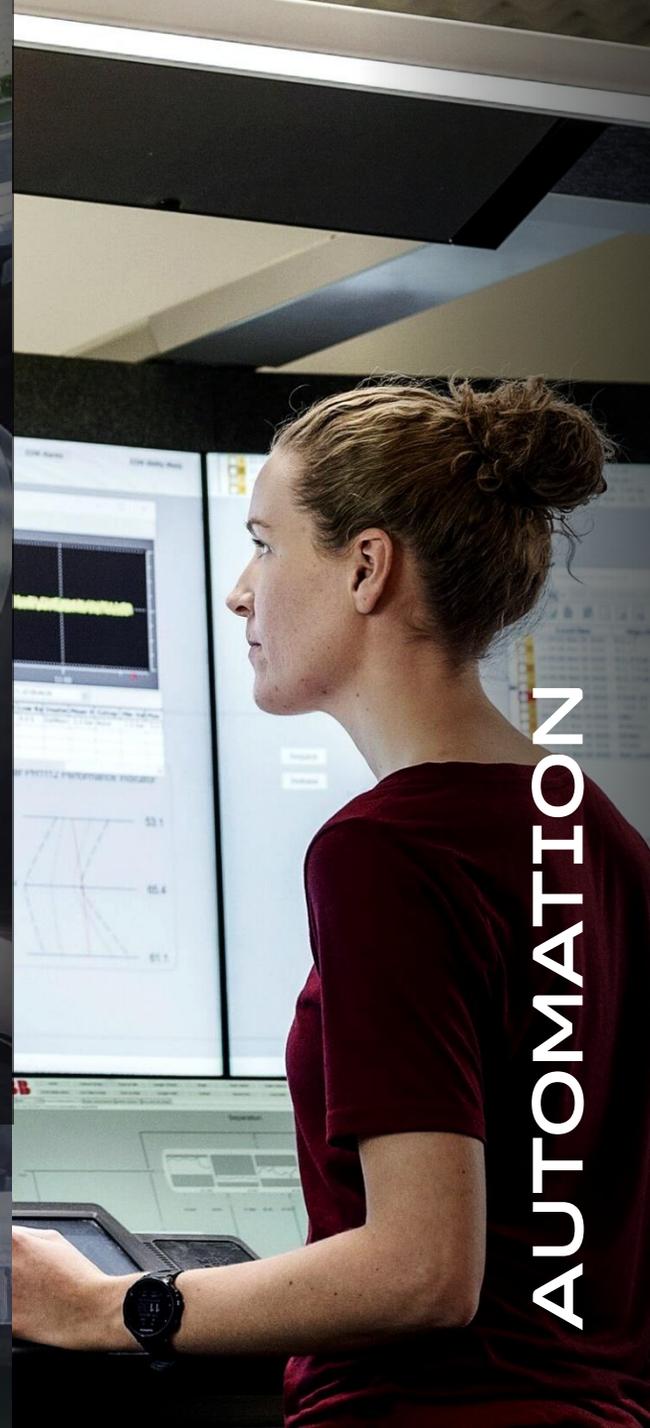
# OUR BUSINESS AREAS



ELECTRIFICATION



MOTION



AUTOMATION



# ELECTRIFICATION BUSINESS AREA

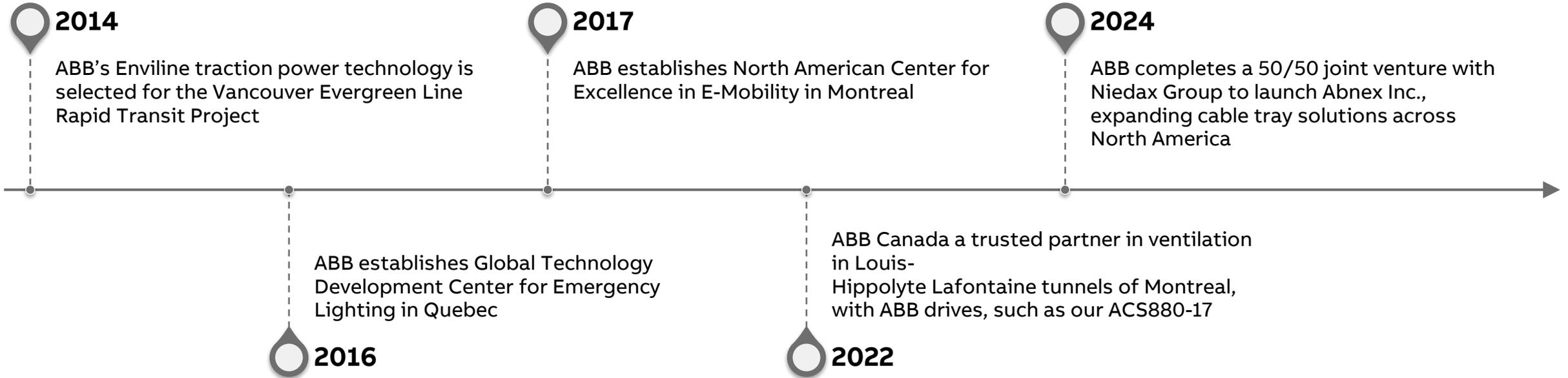
 <b>Global Revenues</b>	\$17.4 bn
 <b>Employees in Canada</b>	~1990
 <b>Canadian market position</b>	No. 2

- Divisions**
- Distribution Solutions
  - Smart Power
  - Smart Buildings
  - Installation Products
  - Service

ABB's Electrification business area is a global technology leader enabling the efficient and reliable distribution of electricity from source to socket. We collaborate with our customers and partners to solve the world's greatest challenges in electrical distribution and energy management.

Our portfolio encompasses digital and connected innovations for low- and medium-voltage electrical infrastructure, including modular substations, distribution automation, power protection, wiring accessories, switchgear, electric vehicle (EV) infrastructure, enclosures, cabling, sensing and control. We also offer services to improve reliability, availability, predictability and sustainability of electrical systems.

# ABB Canada Electrification Milestones





# MOTION BUSINESS AREA

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 <b>Global Revenues</b>	\$8.2 bn
 <b>Employees in Canada</b>	~170
 <b>Canadian market position</b>	No. 1 Motors No. 2 Drives

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## Divisions

- Drive Products
- Motion High Power
- Motion Services
- NEMA Motors
- IEC LV Motors
- Traction

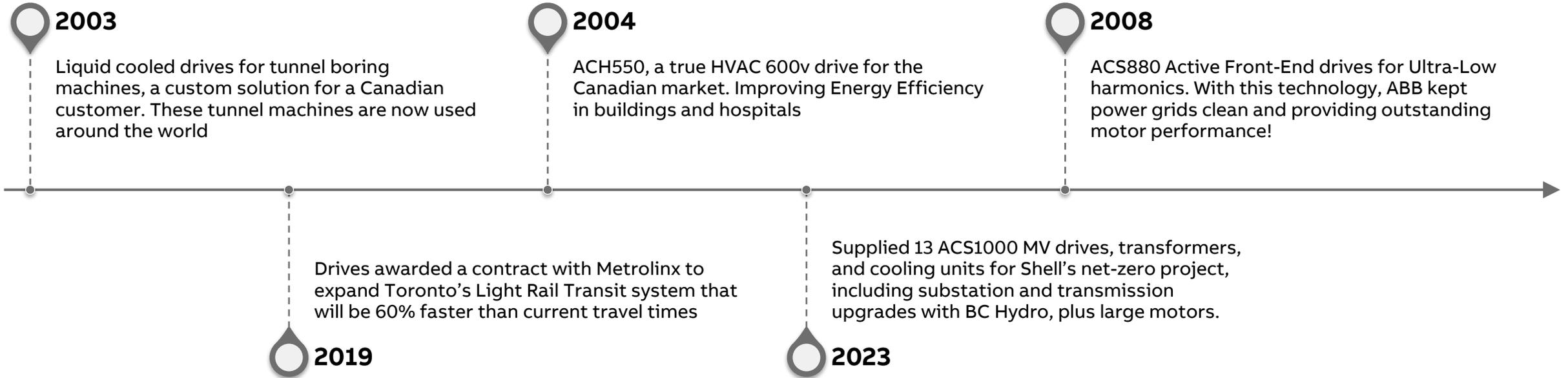
ABB's Motion business area, the largest supplier of drives and electrical motors globally, is at the core of accelerating a more productive and sustainable future.

We offer customers the complete range of electrical motors, drives, generators, and services, as well as integrated digital powertrain solutions. Therefore, we are able to provide our customers with energy efficient, decarbonizing and industrial circular solutions to empower a low-carbon future. We serve a wide range of automation applications in transportation, infrastructure and the discrete and process industries. Through our domain expertise and technology our customers achieve better performance, safety and reliability.

FY 2025 results.



# ABB Canada Motion Milestones





# AUTOMATION BUSINESS AREA

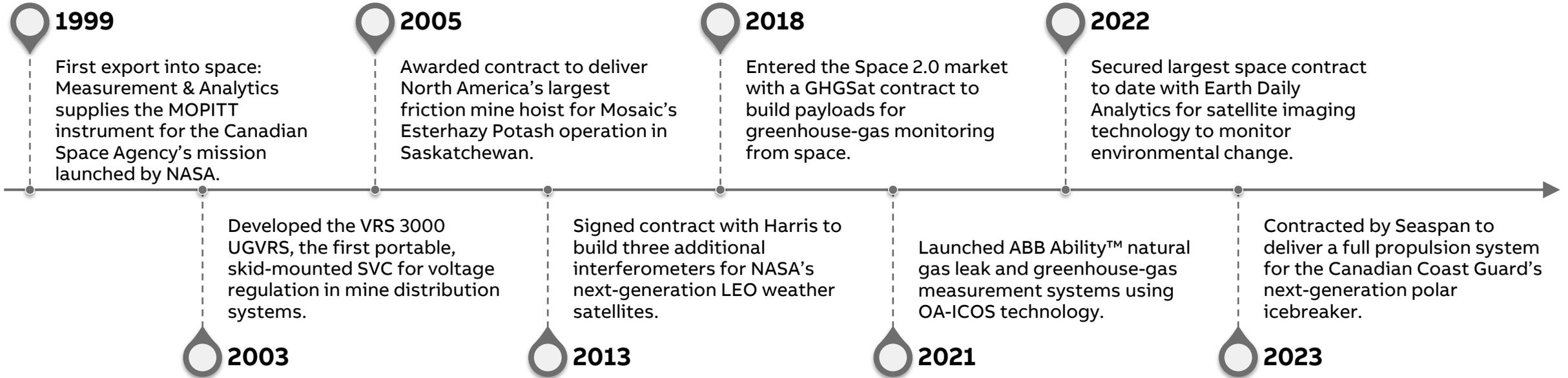
 <b>Global Revenues</b>	\$8.1 bn
 <b>Employees in Canada</b>	~958
 <b>Canadian market position</b>	No. 2

- ### Divisions
- Energy Industries
  - Process Industries
  - Marine & Ports
  - Measurement & Analytics
  - Machine Automation

ABB's Automation business area enables customers to operate some of the world's largest and most complex industrial infrastructures that deliver essential resources, from energy and materials to water and manufactured goods, helping them outrun – leaner and cleaner.

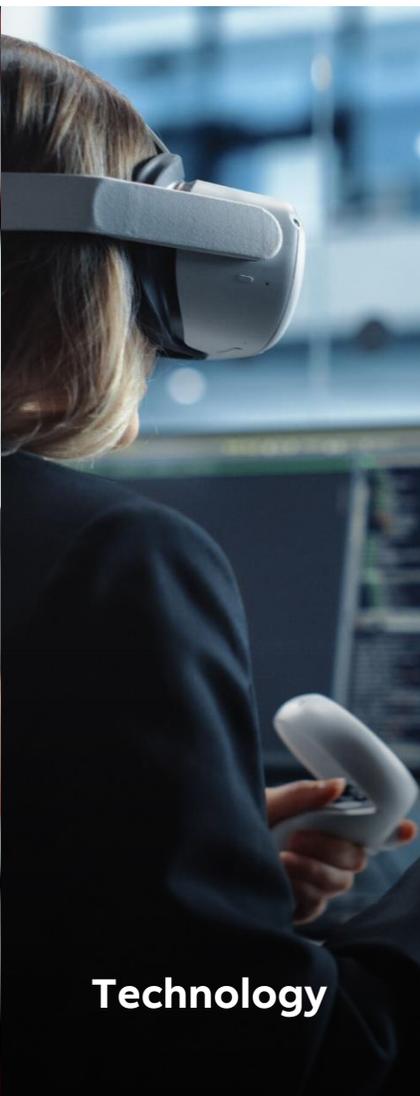
We offer a wide array of automation, electrification and digital solutions for process, hybrid and maritime industries, including industry-specific integrated control and software, machine and factory automation technologies, as well as measurement and analytics solutions and services.

# ABB Canada Automation Milestones



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# Our priorities





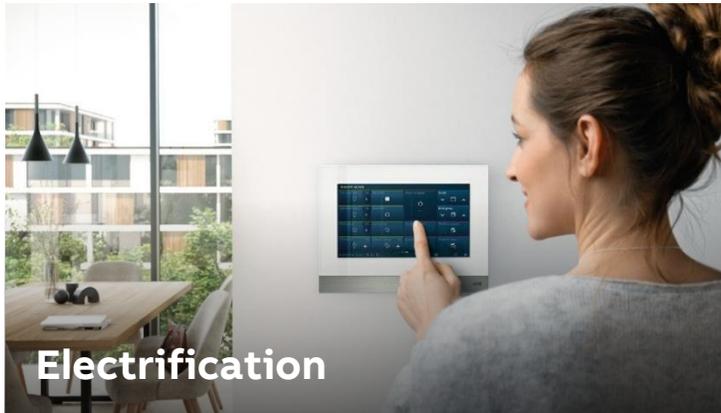
# Maintaining or strengthening a number 1 or 2 market position in every division's respective market segments

Global market position<sup>1</sup>

No. 2

No. 1

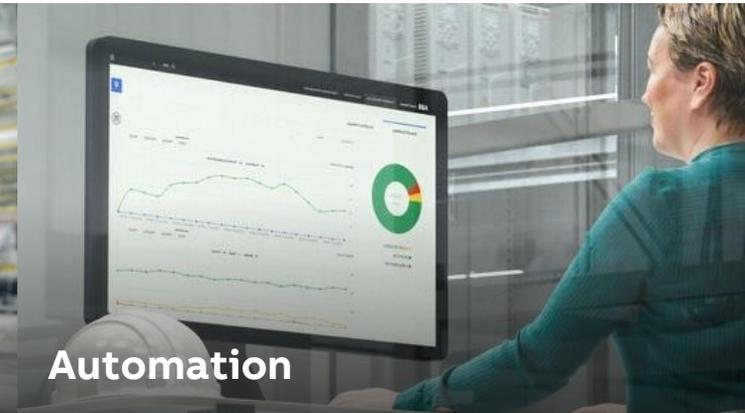
No. 2



**Electrification**



**Motion**



**Automation**

Business Area

Division

- Distribution Solutions
- Smart Power
- Smart Buildings
- Installation Products
- Service

- Drive Products
- Motion High Power
- Motion Services
- NEMA Motors
- IEC LV Motors
- Traction

- Energy Industries
- Process Industries
- Marine & Ports
- Measurement & Analytics
- Machine Automation

- E-mobility<sup>2</sup>
- Robotics<sup>3</sup>

1. Check [Factsheet](#) for division details

2. The E-mobility division has been an independent business and separate operating segment since January 2023. It is reported in "Corporate and Other"

3. As a result of the announced divestment of the Robotics division, the division has been moved to Discontinued operations



# Creating value through world-class technology

**\$1.3 bn**

R&D investments  
in 2025

**4%**

Revenues invested  
in R&D in 2025

**>30**

Countries with  
local R&D facilities

**~7,800**

R&D  
employees

**~50%**

Of R&D employees  
focused on digital and  
software development

**~250**

AI projects  
underway

## TECHNOLOGY LEADERSHIP



Leading Electrical and  
Automation engineering  
know-how



Embedded  
software



Applied AI in products  
and solutions



# Actively manage ABB's portfolio

Strategic fit and future value creation is a key

**Small- to mid-size M&A led by divisions**

**Large deals led by Corporate and Business Areas**

**All M&A to be in line with:**

- ABB Purpose
- ABB Way operating model
- Embedded software and AI
- Maintaining strong investment grade rating

M&A to add revenues<sup>1</sup> of  
**1-2%**  
average through cycle

## STRATEGIC MANDATES

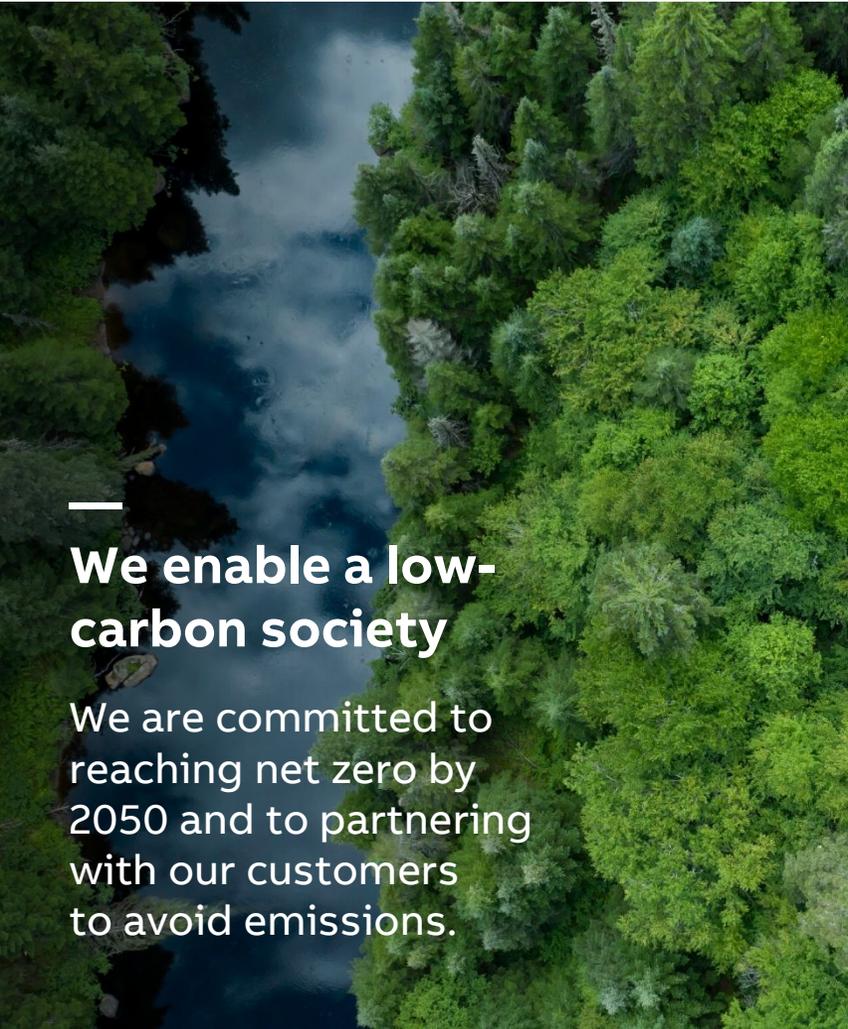
For our divisions and business lines





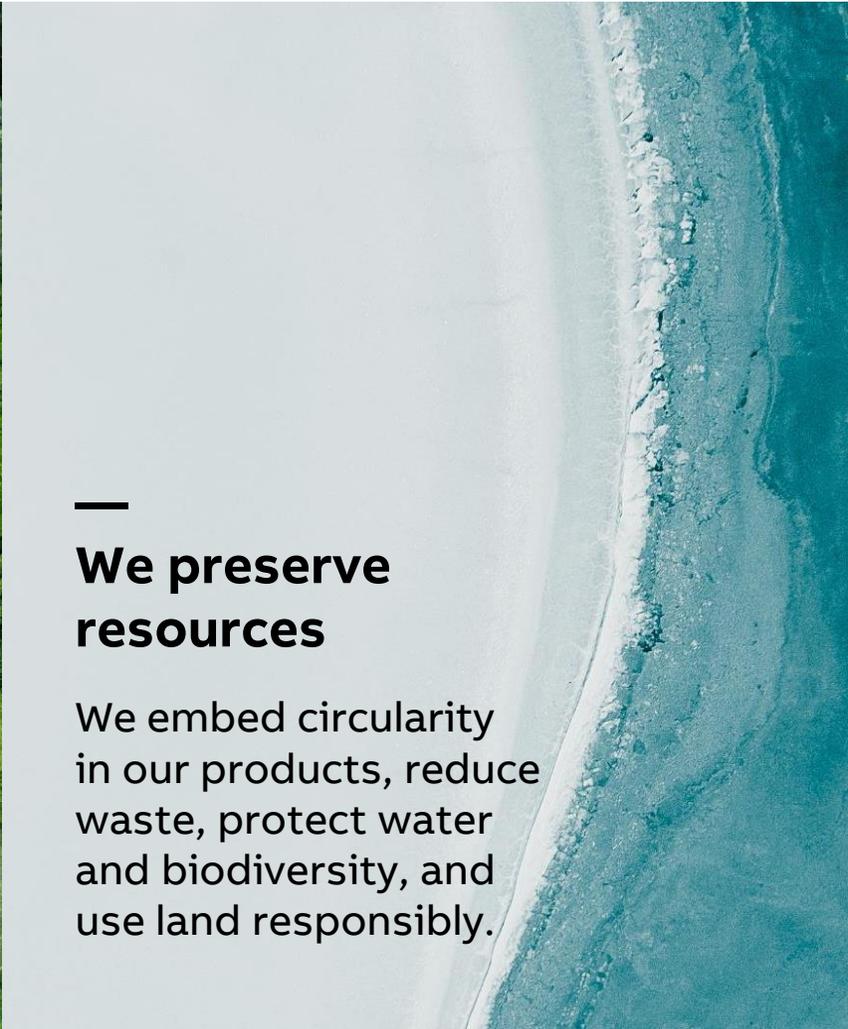
## Our Sustainability Agenda pillars

Focus on a low-carbon society, preserving resources and social progress



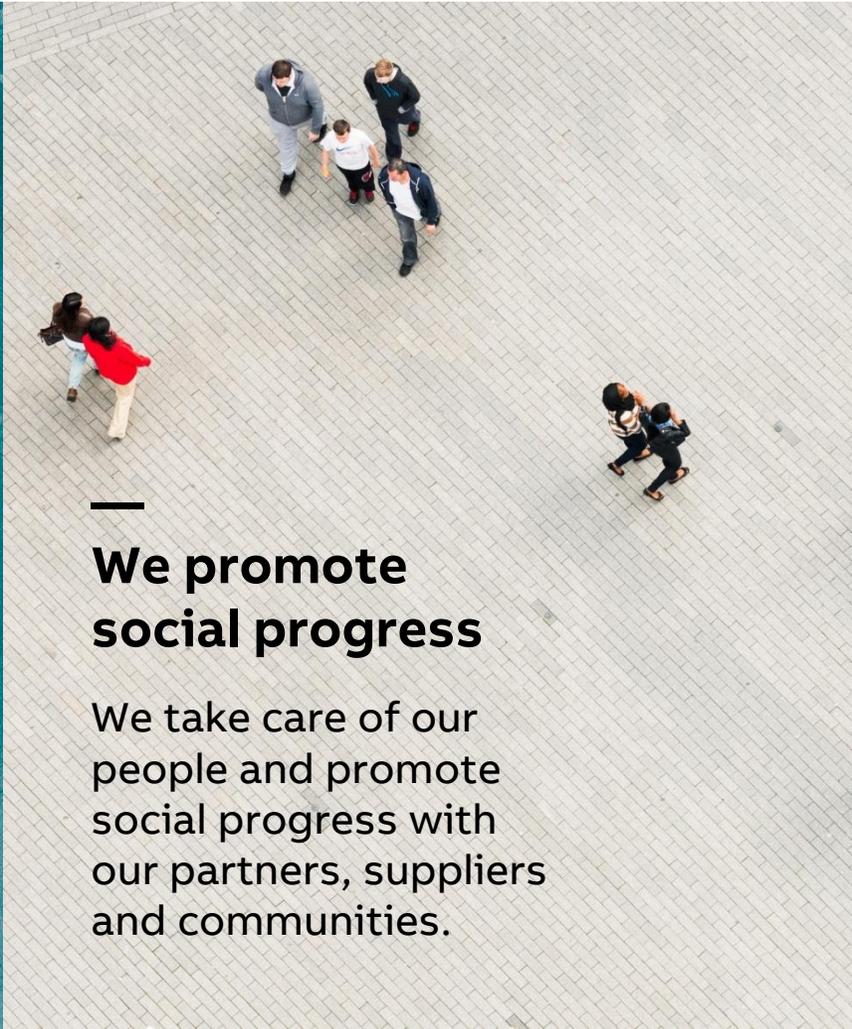
### We enable a low-carbon society

We are committed to reaching net zero by 2050 and to partnering with our customers to avoid emissions.



### We preserve resources

We embed circularity in our products, reduce waste, protect water and biodiversity, and use land responsibly.



### We promote social progress

We take care of our people and promote social progress with our partners, suppliers and communities.

# Validated Sustainability performance

ABB's sustainability performance reflects our commitment to minimizing environmental impact, fostering social responsibility, and maintaining strong governance practices and transparency, all while ensuring long-term economic viability.

Our priorities  
**Sustainability**



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# People strategy

Our priorities  
**People**



## EMPOWER

Our “high performance - high integrity” culture is grounded in **empowerment and engagement**.

## GROW

We innovate in a changing world to solve the challenges of today and tomorrow, taking responsibility **to learn, connect and grow**.

## IMPACT

**We impact** a more sustainable, equitable and inclusive workplace and society.

# THE CANADIAN ORGANIZATION



**Vince Pesce**  
Country Holding Officer



**Katie Bessette**  
Country HR Manager



**Stéphanie Lefebvre**  
Canada Corporate Counsel  
and Fiduciary, Senior Counsel  
for Electrification



**Carley Tietolman**  
Country Communications  
Leader



**Anne-Marie Born**  
Country & Electrification HSE  
Business Director



**Anne Bouchard**  
Country Tax Manager



**Mike Golden**  
Country Security Manager



**Evan Balaila**  
Country IS Manager



**Marc-André Labelle**  
Country Real Estate Manager



**Samantha Lebreux**  
Country Trade Compliance  
Officer

# Important notices

This presentation includes forward-looking information and statements including statements concerning the outlook for our businesses.

These statements are based on current expectations, estimates and projections about the factors that may affect our future performance, including global economic conditions, and the economic conditions of the regions and industries that are major markets for ABB Ltd.

These expectations, estimates and projections are generally identifiable by statements containing words such as “expects,” “believes,” “estimates,” “targets,” “guidance,” “plans,” “outlook,” “on track,” “framework” or similar expressions.

There are numerous risks and uncertainties, many of which are beyond our control, that could cause our actual results to differ materially from the forward-looking information and statements made in this presentation and which could affect our ability to achieve any or all of our stated targets. **The important factors that could cause such differences include, among others:**

- business risks associated with the volatile global economic environment and political conditions
- costs associated with compliance activities
- market acceptance of new products and services
- changes in governmental regulations and currency exchange rates.

Although ABB Ltd believes that its expectations reflected in any such forward-looking statement are based upon reasonable assumptions, **it can give no assurance that those expectations will be achieved.**

This presentation contains alternative performance measures. Definitions of these measures and reconciliations between these measures and their US GAAP counterparts can be found in the “Supplemental Reconciliations and Definitions” section of the “Financial Information” booklet found under “Q4 2025” on our website at

[global.abb/group/en/investors/quarterly-results](https://global.abb/group/en/investors/quarterly-results).

**AABB**