



# WELCOME TO ABB

## CORPORATE PRESENTATION

ENGINEERED  
TO OUTRUN

## 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

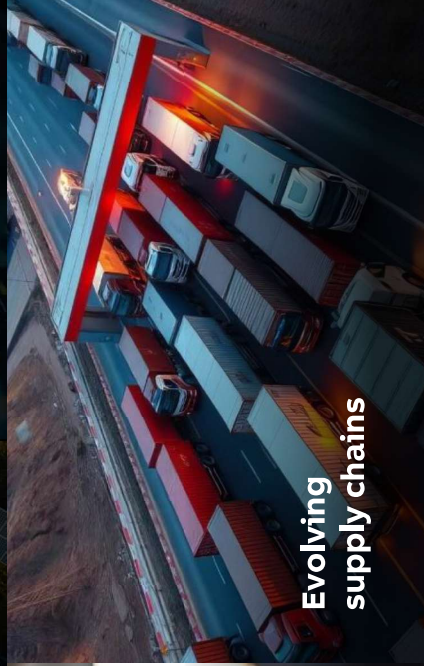
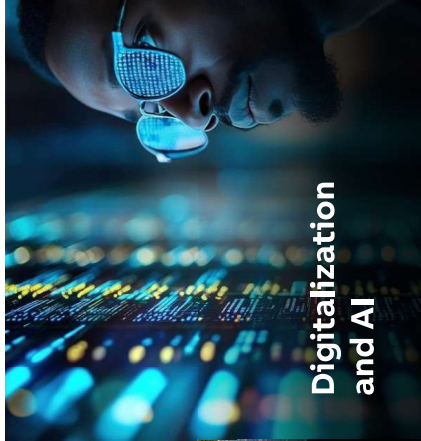
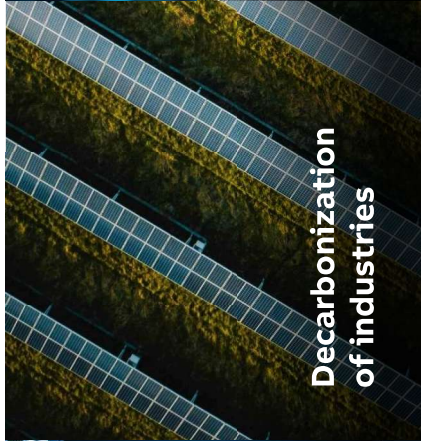
[ABB.COM](http://ABB.COM)

**ABB**



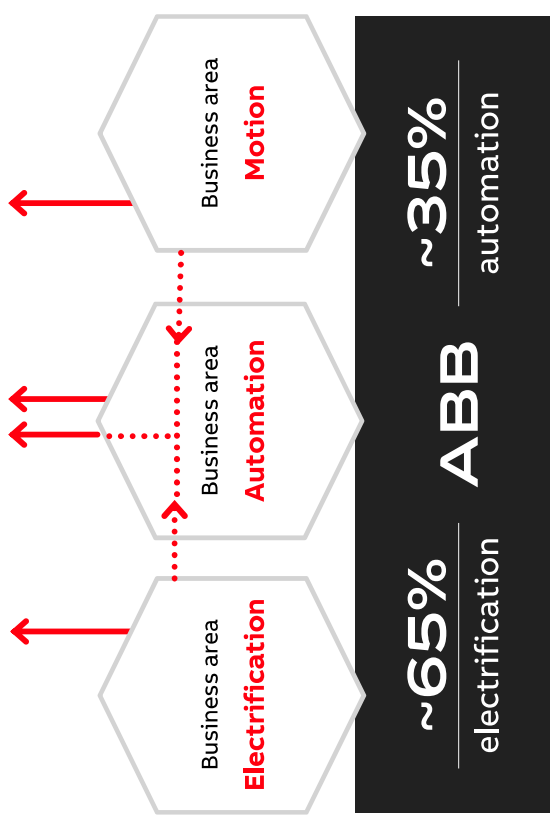
# ABB purpose and offering align with key global megatrends

## 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\*

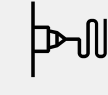


**79%**  
Reduction in own  
scope 1+2 GHG  
emissions compared  
to 2019 baseline

**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

# 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**

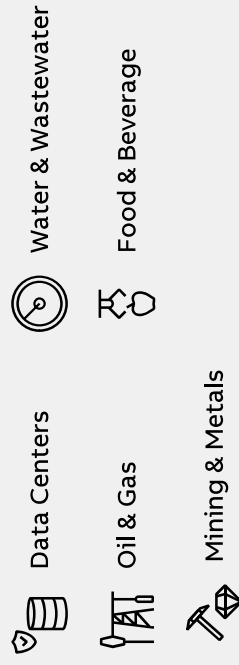
**Deep domain expertise  
and a commitment  
to customer value**

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.

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Slide 7

## Industries

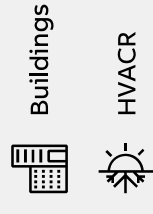


% of ABB Revenues by sector<sup>1</sup>

**52%**

Industry

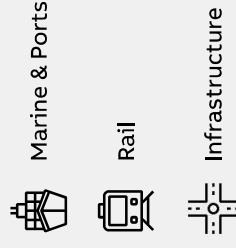
## Buildings



**19%**

Buildings

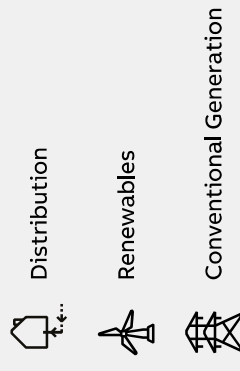
## Transport & Infrastructure



**14%**

Transport & Infrastructure

## Power



**16%**

Utilities

# The ABB Way

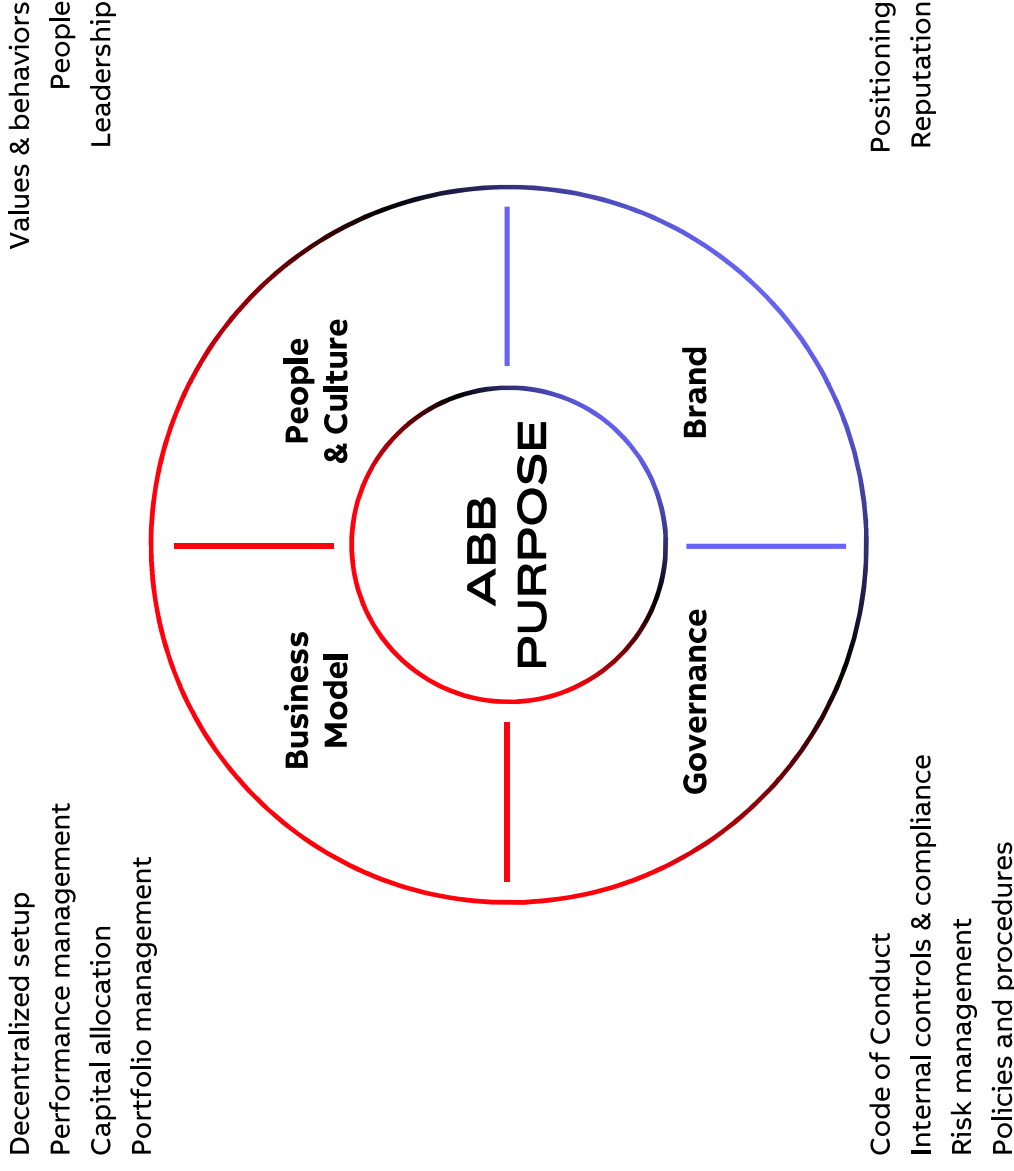
## Our operating model

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







# ELECTRIFICATION BUSINESS AREA



**Revenues** \$17.4 bn



**Employees** ~53.4 k



**Global  
market  
position**

No. 2

## **Divisions**

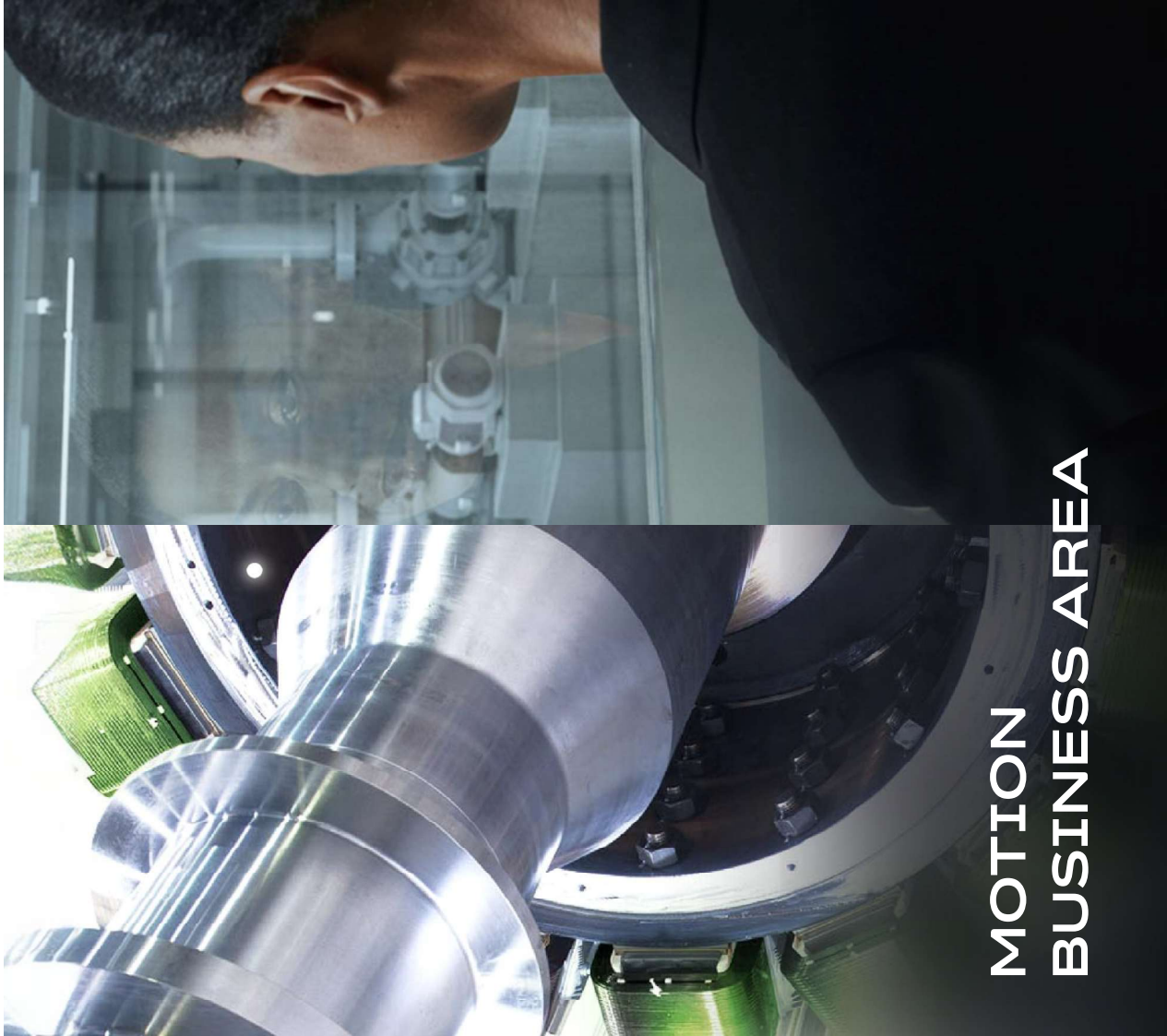
- Distribution Solutions
- Smart Power
- Smart Buildings
- Installation Products
- Service

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.

FY 2025 results.

**ABB**



# MOTION BUSINESS AREA

 **Revenues**    \$8.2 bn

 **Employees**    ~22.9 k

 **Global  
market  
position**    No. 1

## **Divisions**

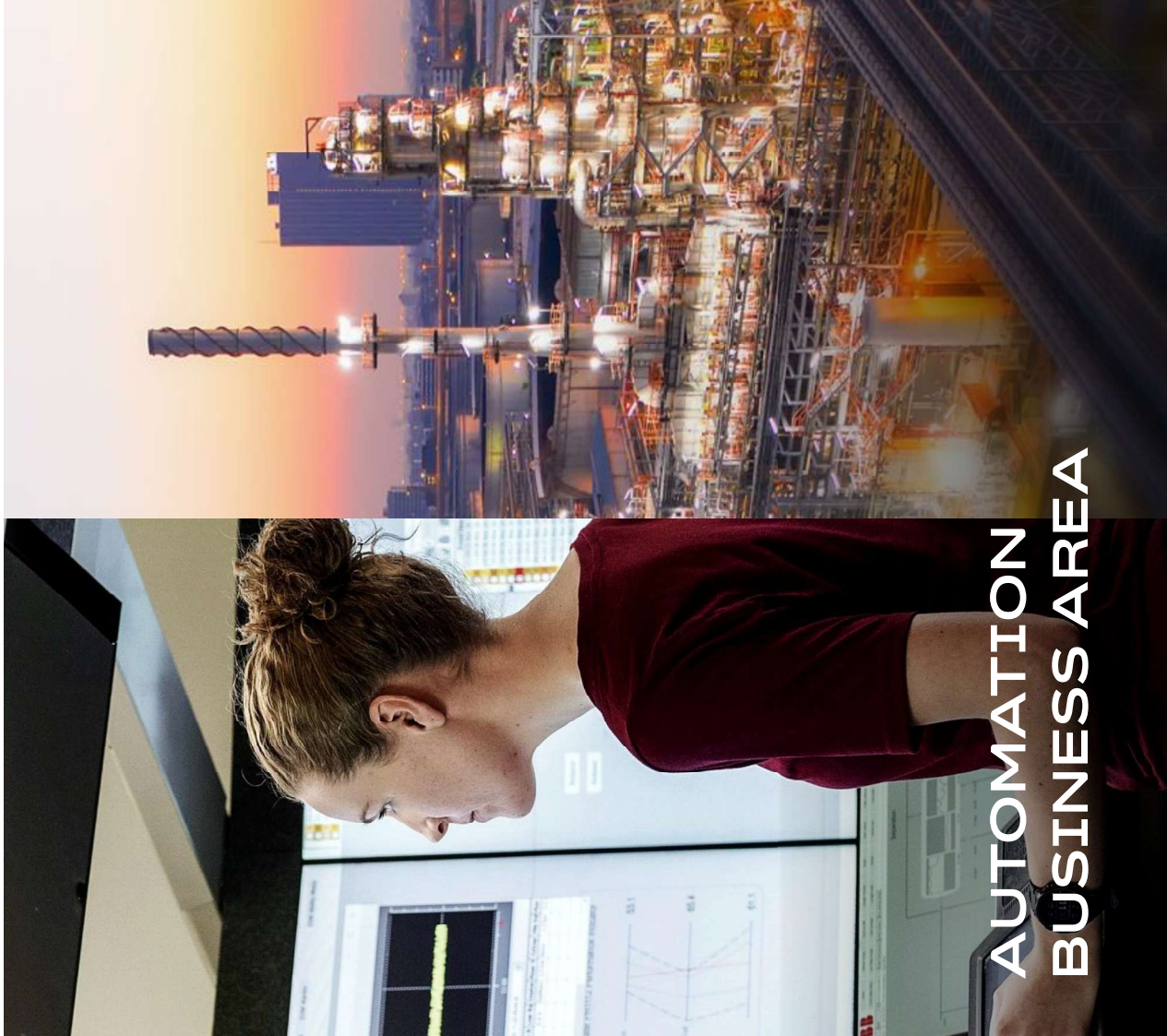
- Drive Products
- Motion High Power
- Motion Services
- NEMA Motors
- IEC LV Motors
- Traction

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.





## AUTOMATION BUSINESS AREA

 **Revenues** \$8.1 bn

 **Employees** ~26.3 k

 **Global  
market  
position** 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.

FY 2025 results

**ABB**



# Our priorities



Market leadership



Technology



Portfolio management



Sustainability



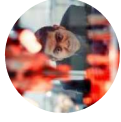
Financial performance



People



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



Our priorities  
Market leadership

Global market position<sup>1</sup>

No. 2



Electrification

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

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

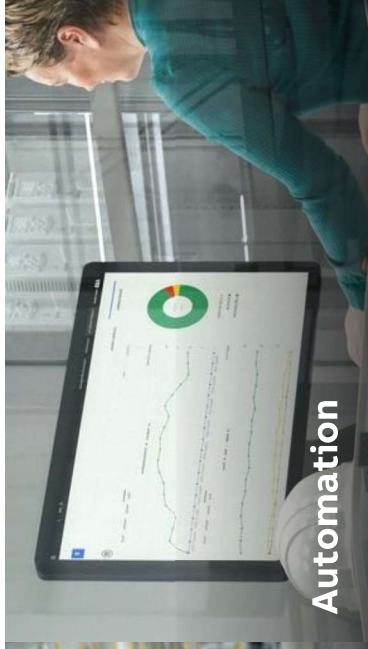
No. 1



Motion

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

No. 2



Automation

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

Business Area

Division

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



Our priorities  
**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**

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

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

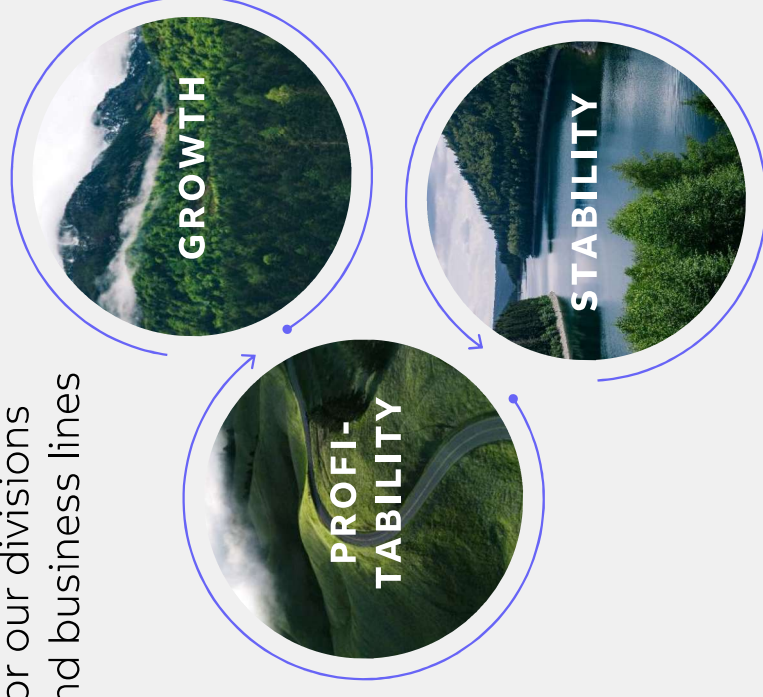
- ABB Purpose
- ABB Way operating model
- Embedded software and AI
- Maintaining strong investment grade rating

Our priorities  
Portfolio management



## STRATEGIC MANDATES

For our divisions and business lines



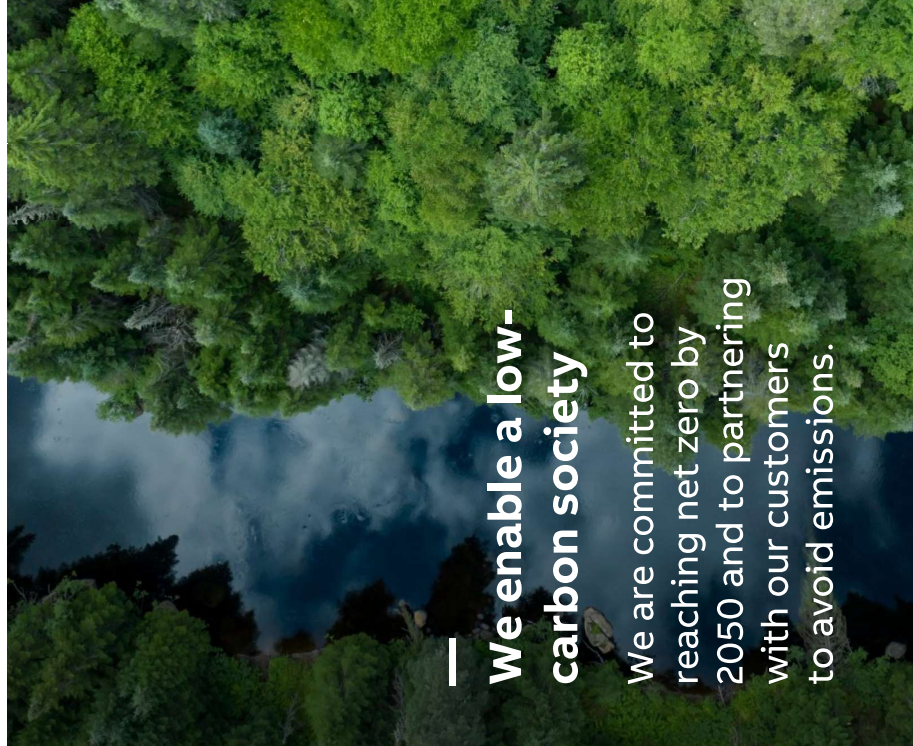


## **Our Sustainability Agenda pillars**

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

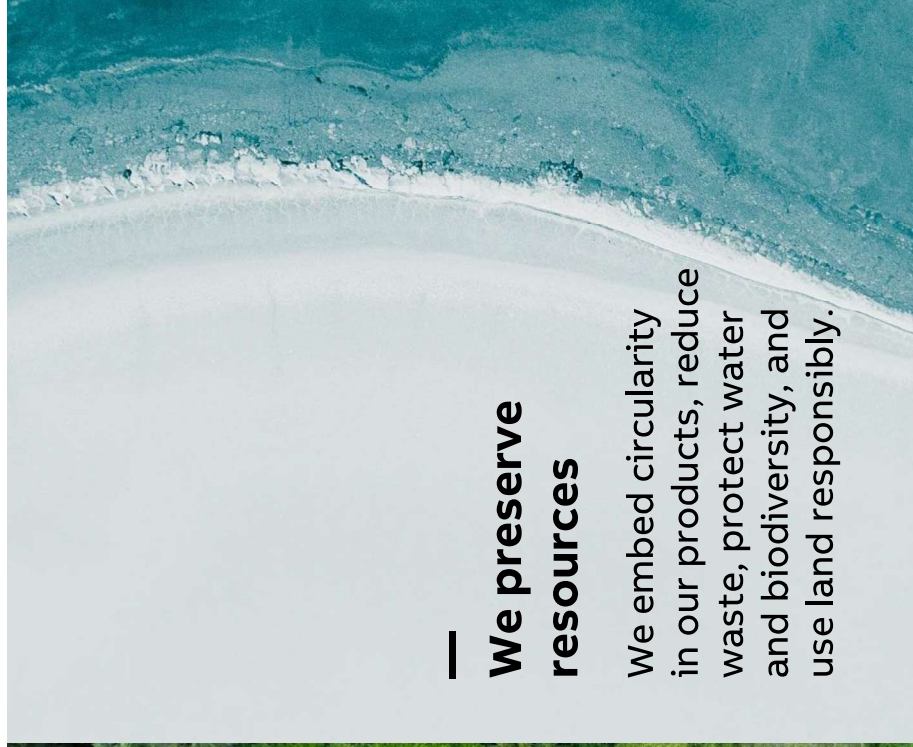


Our priorities  
**Sustainability**



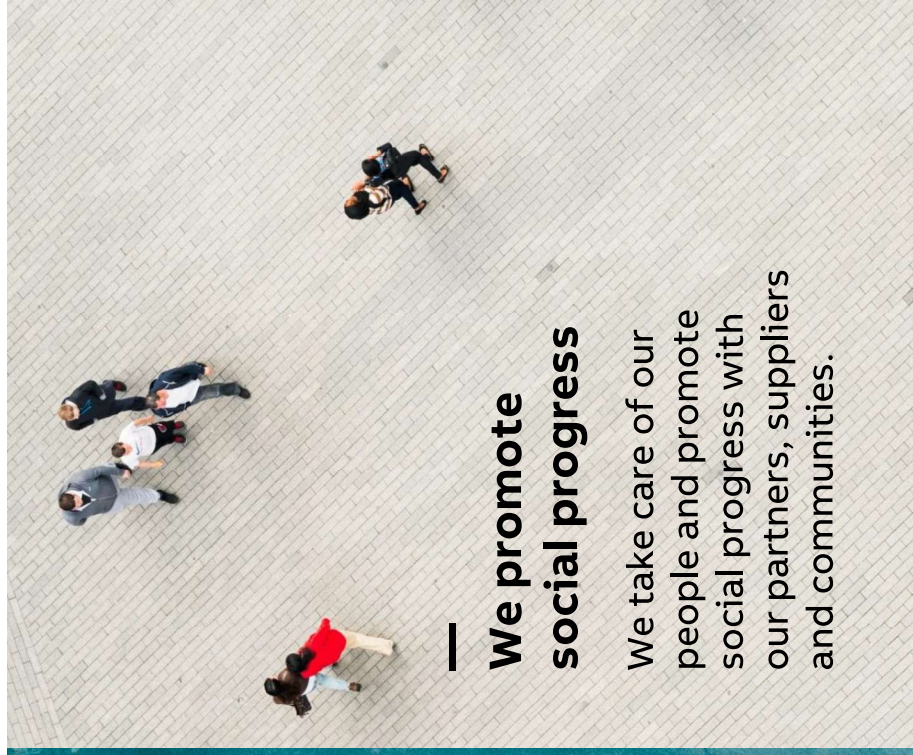
### **— We enable a low-carbon society**

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**





# Financial targets

Our priorities  
Financial performance



**Growth** through economic cycle

**Comparable**

**5-7%** average

Excluding FX impacts, acquisitions and divestments

**Acquired**

**1-2%** average

Acquired growth target is the net of acquisitions and divestments; excluding deals of full Business Area or Division or divestments larger than 3% of Group revenues



**Operational**  
**EBITA margin** annual

**18-22%**

**Business Area target ranges**

Electrification 22-26%

Motion 18-22%

Automation 14-18%

**EPS growth basic,** average through economic cycle

**At least high**  
**single-digit %**



**ROCE** annual

**>20%**

**FCF conversion** to net income annual

**>95%**

ROCE: Return on capital employed. EPS: Earnings per share. FCF: Free cash flow.





## 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.



## **ABB Formula E Partnership**

Showcasing how we help industries outrun

**Since 2018, ABB has been Title Partner** of the ABB FIA Formula E World Championship, the all-electric racing series.

This platform enables us to tell our ‘Engineered to Outrun’ story by showcasing how our technologies help industries outrun, while reaching a wider global audience.

Learn more about the partnership [here](#)



# Executive committee (as of February 1, 2026)



**Morten Wierod**  
Chief Executive Officer



**Christian Nilsson**  
Chief Financial Officer



**Carolina Granat**  
Chief Human  
Resources Officer



**Karin Lepasoon**  
Chief Communications  
and Sustainability Officer



**Mathias Gaertner**  
General Counsel and  
Company Secretary



**Giampiero Frisio**  
President  
Electrification



**Brandon Spencer**  
President  
Motion



**Peter Terwiesch**  
President  
Automation

## Important notices

This presentation includes forward-looking information and statements including 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).

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**ABB**  
**ABB**

# Backup

## How to use the deck

- This presentation is intended to provide an introduction to ABB
- You may use the full deck as provided or adapt it to suit the specific needs of your event

## Useful resources

[‘Wow’ presentation deck](#)  
[ABB values & behaviors presentation](#)  
[Sustainability at ABB presentation](#)  
[ABB factsheet](#)  
[ABB boilerplate](#)  
[ABB annual reporting suite 2025](#)

## Contact

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# Serving customers from a wide range of industries

Deep domain expertise and a commitment to customer value

