



MAY 2026

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

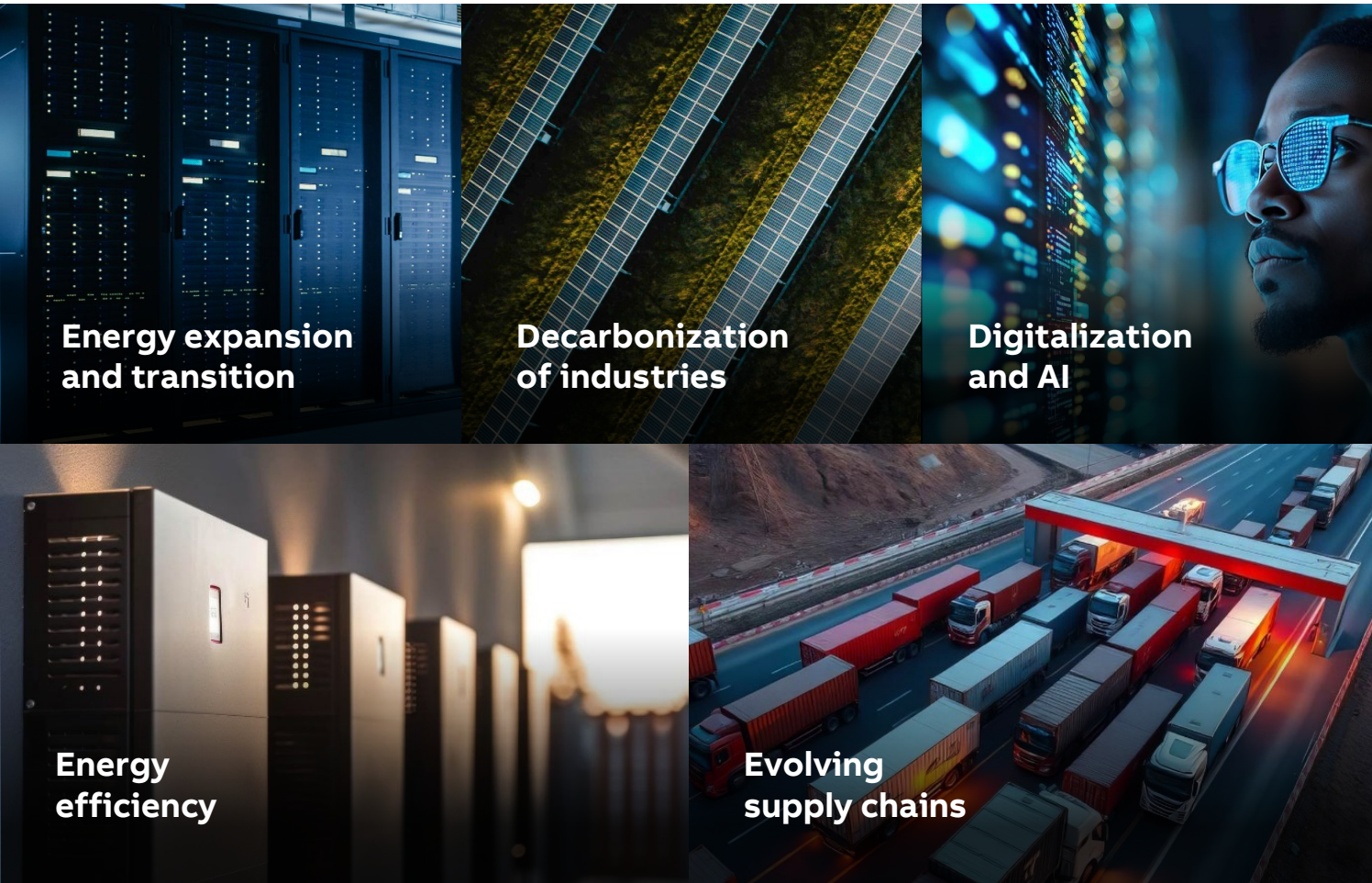


Leading with technology

[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

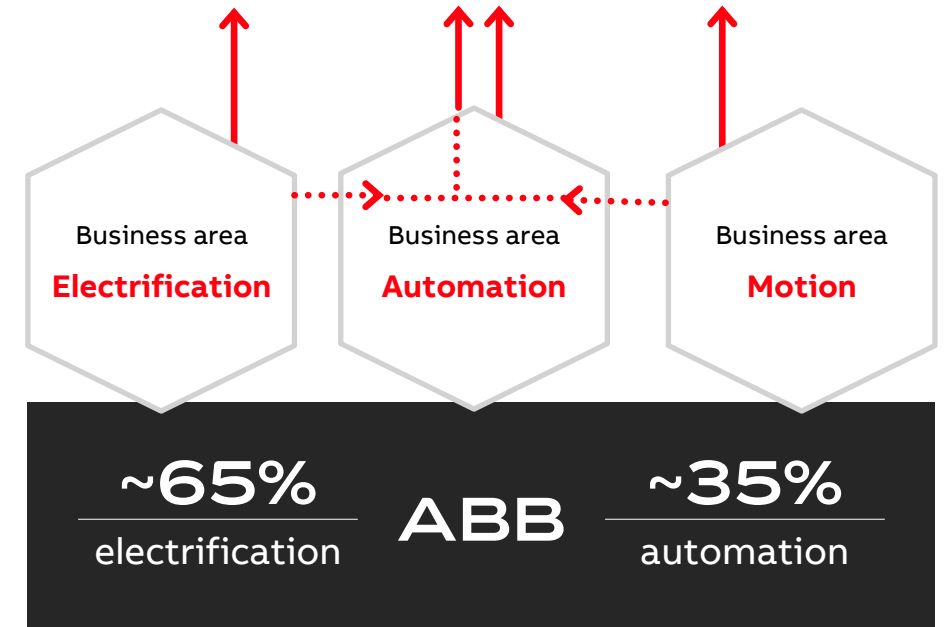


ABB in numbers



~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*

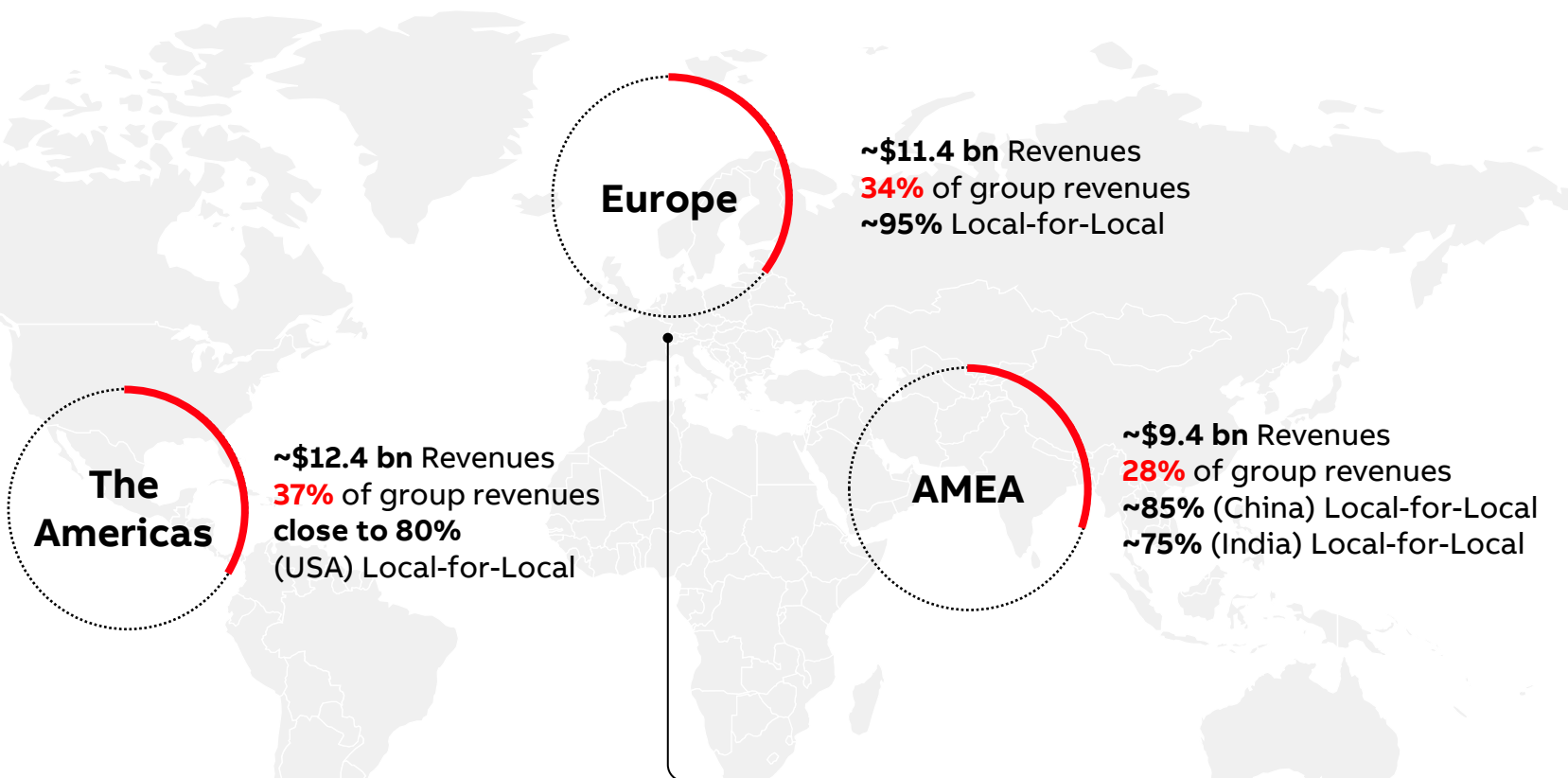


79%
Reduction in own
scope 1+2 GHG
emissions compared
to a 2019 baseline

140+
years history

Geographical presence

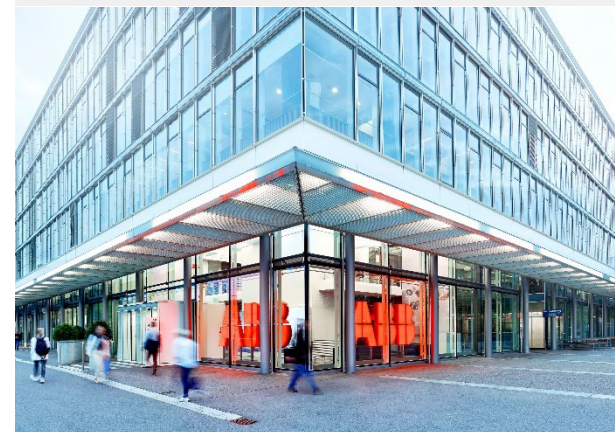
Serving customers in about 100 countries across three regions



 ~ 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

LE INDUSTRIE



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

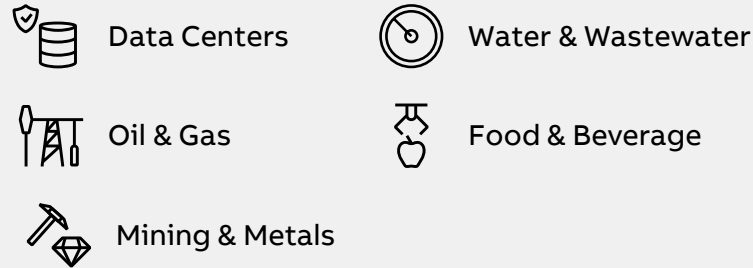
Our leading electrification technologies are helping to decarbonize the world's most essential industries.

Serving customers from a wide range of end-markets

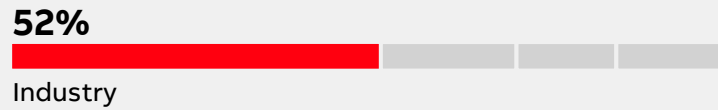
Deep domain expertise and a commitment to customer value

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.

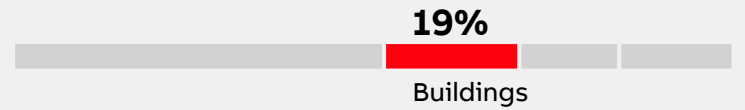
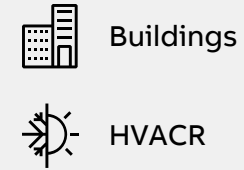
Industries



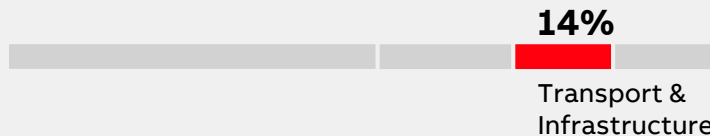
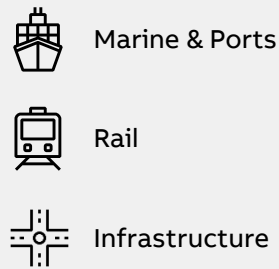
% of ABB Revenues by sector¹



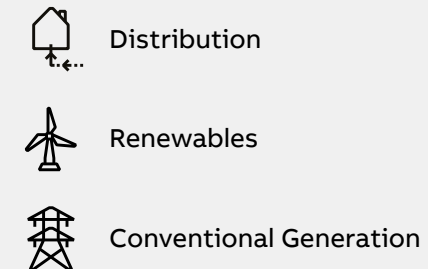
Buildings



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.

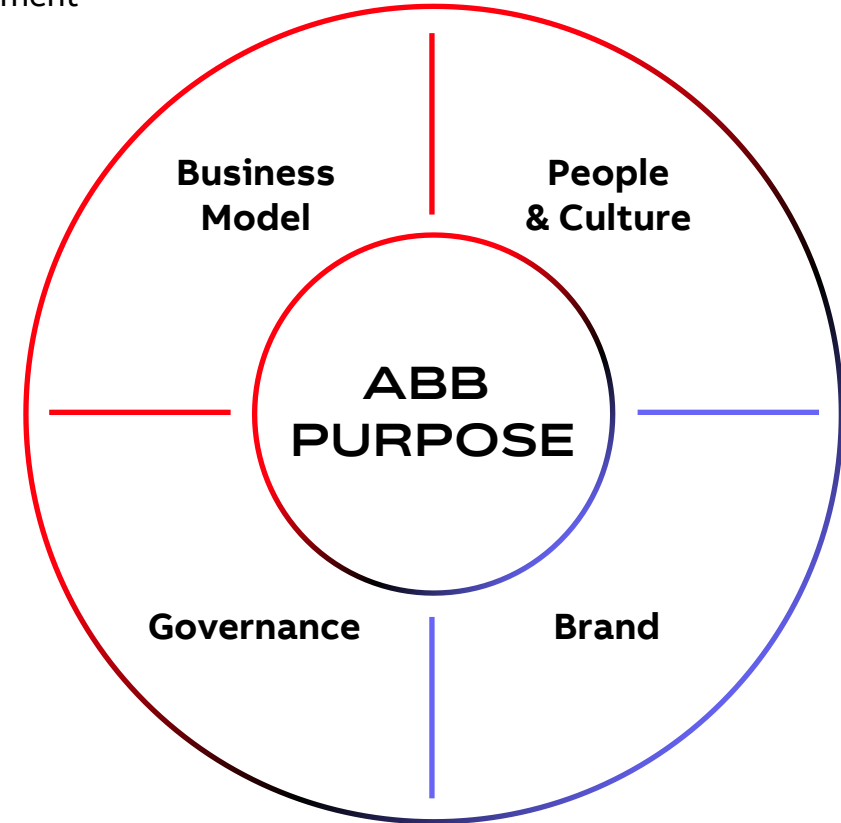
The ABB Way consists of two parts:

“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

OUR BUSINESS AREAS



ELECTRIFICATION



MOTION



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.



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.



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

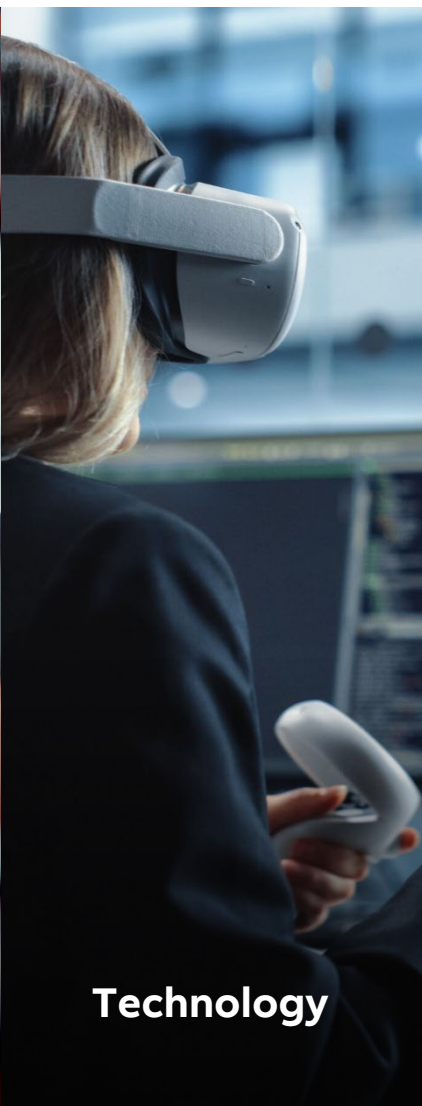
ABB's Automation business area enables customers to operate some of the world's largest and most complex industrial infrastructures that deliver essential resources, from energy and materials to water and manufactured goods, helping them outrun – leaner and cleaner.

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.

Our priorities



**Market
leadership**



Technology



**Portfolio
management**



Sustainability



**Financial
performance**



People



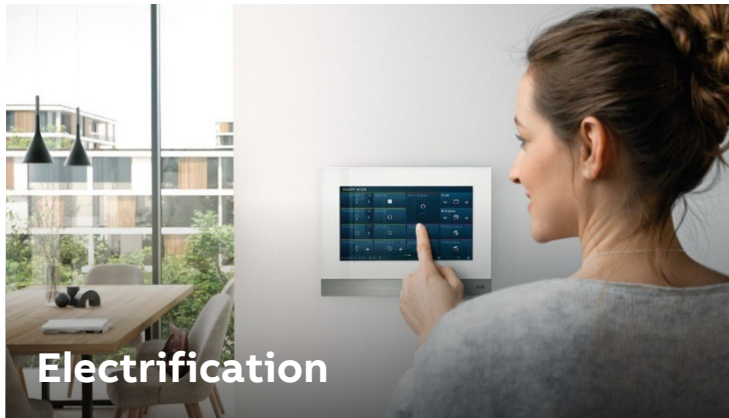
Maintaining or strengthening a number 1 or 2 market position in every division's respective market segments

Global market position¹

No. 2

No. 1

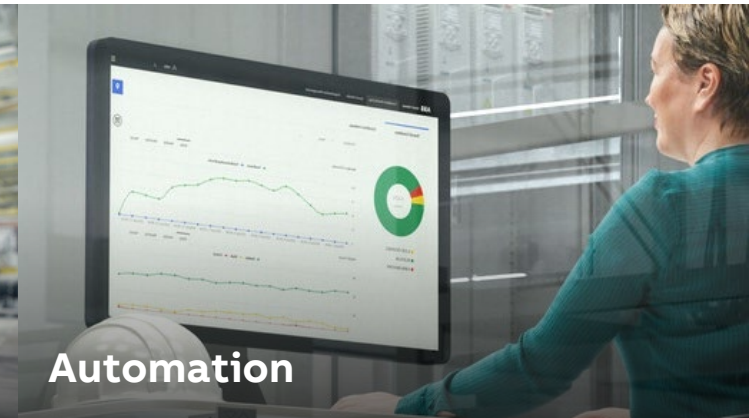
No. 2



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-mobility²
- Robotics³

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 revenues¹ 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



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](#)





At a glance

With more than 150 years of history in innovation, ABB in Italy today drives industrial and energy transformation by focusing on sustainability, technology leadership, global presence and local expertise.

In Italy ABB has a presence in the North and Center with 3 business areas - Electrification, Automation and Motion - and 8 production sites.

As of January 2026, the divestment of the Robotics & Discrete Automation Business Area began.

Over time ABB has integrated expertise and historical brands in Italian electromechanics, including Ercole Marelli, SACE, IEL, Ansaldo Trasformatori, and Elsag Bailey.

ABB IN ITALY

Born in 1988 by the merger of Sweden's ASEA (founded in 1883) and Swiss Brown Boveri (1891), which in 1903 had acquired Tecnomasio Italiano, a historic electromechanical company founded in 1863.

[ABB.IT](https://www.abb.it)



ABB in Italy



~5,400

Employees



3,200 M€

Revenues



150 years

in the Italian market



8

Production sites



13

Offices



67%

Export

Headquarters

- Sesto San Giovanni (Milan)

Offices

- Bergamo
- Casalnuovo (Naples)
- Castelmaggiore (Bologna)
- Lucca
- Priolo Gargallo (Siracusa)
- Tavagnacco (Udine)
- Turin
- Vignate (Milan)



Production sites

- Dalmine (BG)
- Frosinone
- Garbagnate Monastero (Lecco)
- Genoa
- San Giovanni Valdarno (Arezzo)
- Santa Palomba (Rome)
- Tremezzina (Como)
- Vittuone (Milan)



ABB MISSION TO ZERO™

Our journey to reach net-zero emissions and more sustainable operations, powered by passionate people and driven by digital solutions.

Our priorities
Technology



37
sites worldwide

>66,000
tCO₂e reduced from
our operations*

82%
reduction in facility
and fleet emissions
since 2019

*from 2019 – 2024

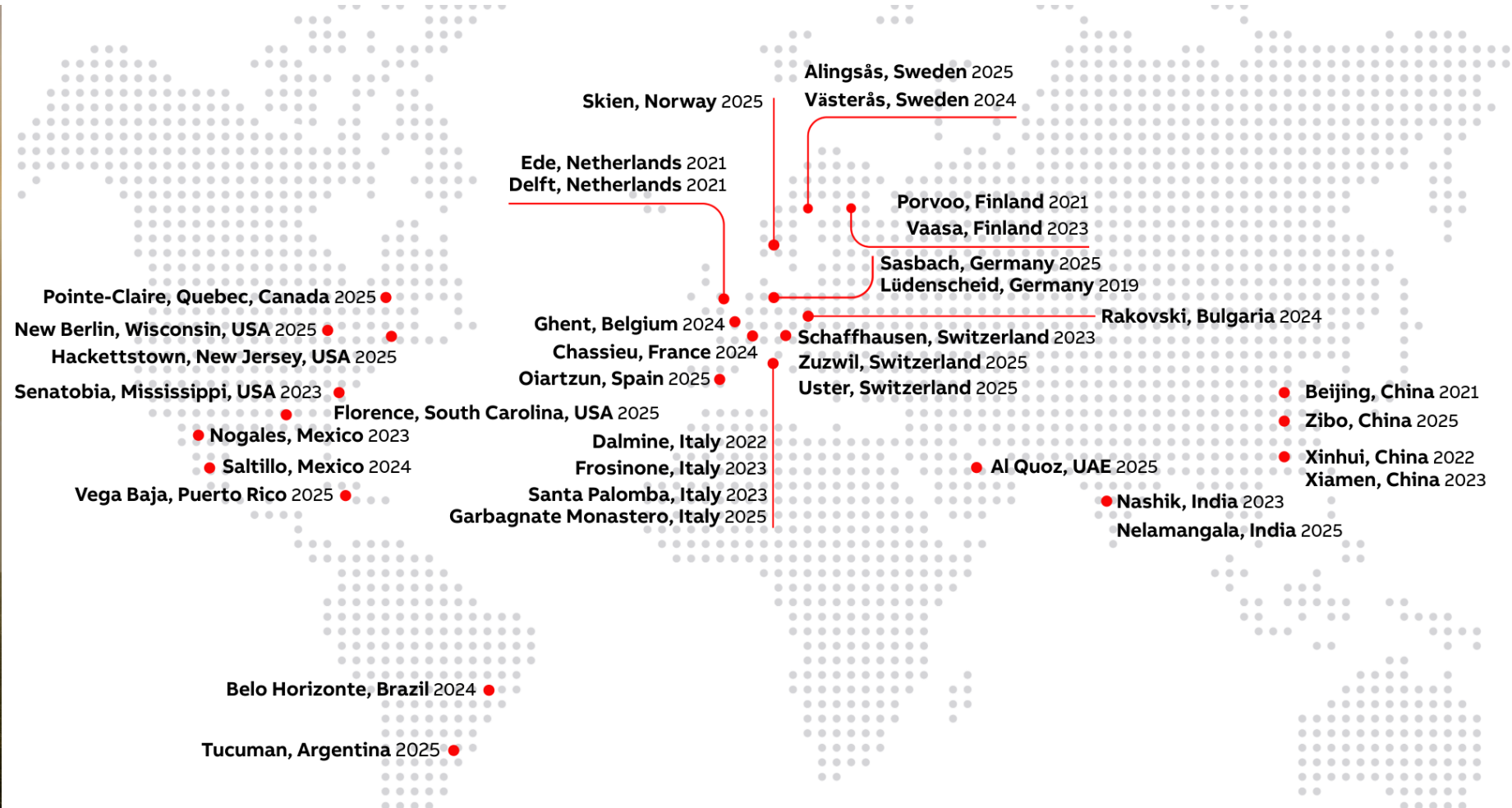
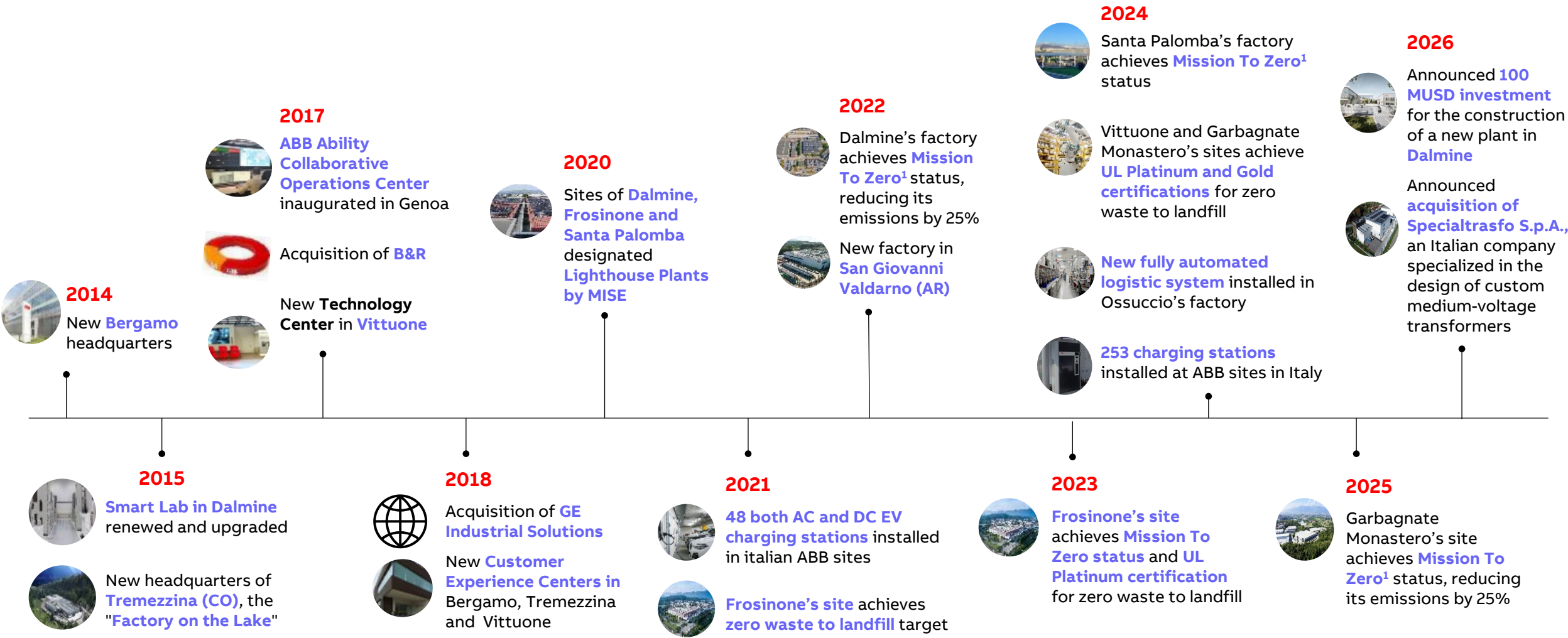


ABB invests in Italy

Subtitle



1. Mission to Zero is ABB's global program for transitioning its production sites toward net-zero emissions by 2030

Our Lighthouse Plants

- Designation received from the Ministry of Enterprise and Made in Italy
- Concrete application of digital solutions
- Reference for the Italian industrial landscape
- ABB Group Technology Leader





We support businesses in Italy

Some of our 2025 references

ABB and Ansaldo Energia collaborate on gas turbine control system modernization

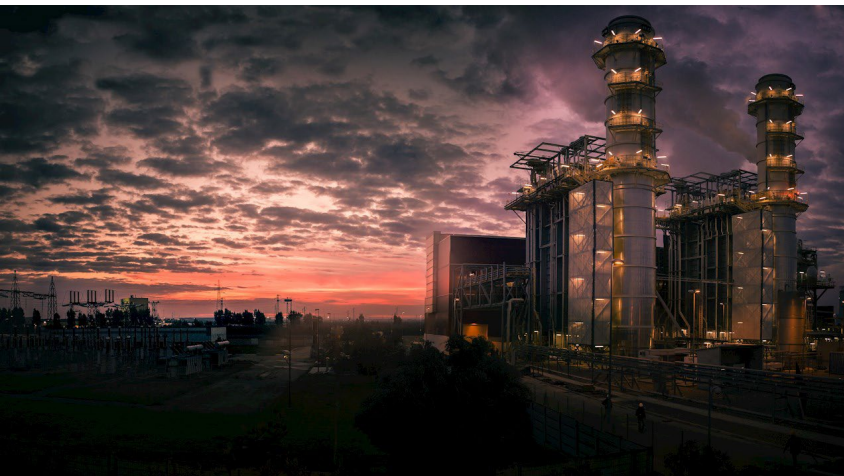
Ansaldo Energia has completed the modernization of the first unit of Sorgenia's 810 MW combined cycle power plant in Modugno, Bari. In this project, ABB modernized the gas turbine control systems with ABB Ability™ System 800xA technology.

ABB's hybrid-electric retrofit guides Italian lake ferries toward a more sustainable future

Gestione Navigazione Laghi, operator of ferries on Lakes Garda, Maggiore and Como, is modernizing its fleet to reduce its environmental impact. ABB supports the route with short-range transportation solutions, such as the hybrid-electric propulsion system installed on the Adamello ferry on Lake Garda, during the retrofit in Peschiera del Garda.

Technology in the service of innovation: Sorgenia's combined cycle power plant in Lodi

Thanks to a new digital evolution, Sorgenia is strengthening its maintenance strategy at the Bertonico-Turano Lodigiano CCGT power plant: real-time data on some equipment increases plant reliability and reduces downtime. The solutions adopted also reduce the maintenance costs of some components by up to 30 percent.





We support businesses in Italy

Some of our 2025 references

ABB ensures business continuity at Duferco Beams and Profiles steel mill

The Duferco site in San Zeno Naviglio (Brescia), the Group's largest, produces up to 950,000 tons of steel a year using electric arc furnaces. To ensure continuity and safety in the more than 30,000 maneuvers per year, ABB technology with the VD4 AF1 medium-voltage circuit breaker was chosen, ensuring reliability and reduced operating costs.



Skills and engineering: collaboration with M.E.P. Pellegrini and ABB is "high" 56 meters

M.E.P. Pellegrini Marine Equipments, an Italian company that has been active in ship lifting and mooring solutions for more than 40 years, operates in international markets with contract projects. The collaboration with ABB is based on the use of PLCs and electric motors, chosen for quality and technical support, to support the development of naval and special applications.



The winning collaboration between ABB and Biesse Sistemi: a strategic alliance for innovation

Biesse Sistemi of Ravenna, with more than 50 years of experience in marine and offshore automation and plant engineering, partners with ABB for high-performance solutions. ABB ACS880 converters are also used in offshore wind platform cranes, providing control and reliability in demanding marine conditions.





Our approach to sustainability



We promote social progress

We preserve resources

We create the foundation for a low-emission society

[EXPLORE](#)

Health and safety and environment, CSR and integrity

OBJECTIVES

Zero injuries to our people and contractors and a gradual reduction in hours lost due to accidents.

Our long-term success, reputation and role as a partner of choice for customers and other stakeholders depend on our ability to ensure the safety of our people and contractors.

In Italy, ABB has adopted an **Organizational Model** that includes the management of safety aspects (ref. Legislative Decree. 231/01).

Health, Safety and Environmental Management Systems for the entirety of the production sites (ISO45001 and ISO14001) for activities carried out in the factory and on site.

ABB maintains a structured program aimed at improving the health and well-being of its workers and providing psychological support (**EAP**).

Our priorities
People





ABB creates value in Italy, with and for its people

A reality focused on cultural openness, diversity and the future

5 Local teams focused on:

Gender
Generations
Abilities
Ethnicities
LGBTQIA+

10+ Active Partnerships

Corefab, Dynamo, JA Italia, Link@ut, Agedo, PARI, Special Olympics Italy, ValoreD, WeWorld, Wise Growth, Women&Tech

ABB is a member of the National Equal Opportunity Commission.



"Best Employer in Italy" award recognized by Corriere della Sera



"Innovation Leader 2026" award recognized by Corriere della Sera



Certification on Gender Equality issued by DNV



Initiatives aimed at the well-being of our people to improve work-life balance and innovate the spaces in which they work



More than 71000 hours/year of high-tech, digitization-focused training



Business Ethics and Integrity

Human rights managed along the entire value chain and integrated into our daily activities



Multicultural **work environment** that is inclusive and promotes a culture of diversity



Education

Youth orientation to STEM combined with entrepreneurship projects targeting middle and high schools that reach more than 20000 young people each year



Systematic collaboration

With academia and partnerships with the most prestigious institutions

ABB

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

ABB in Italy

As of march 2026

Country Holding Officer: S. Alberini¹

Business Areas

Electrification

G. Lilli²

Motion

F. Massariello
Primus Inter Pares

Automation

M. Madrigano
Primus Inter Pares

Divisions

Distribution Solutions

M. Callioni

Smart Power

A. Rovardi

Smart Buildings

D. Dominicis

Installation Products

P. Colombo

Service

R. Zanni

Drive Products

L. Michini

Motors High Power

S. Saltalamacchia

Motion Services

P. Pitzurra

Motors & Generators

F. Morrone

Traction

F. Massariello

Energy Industries

M. Mannucci

Process Industries

L. Rutolo

Marine and Ports

A. De Santis

Measurement and Analytics

M. Madrigano

Process Control Platform

S. Lanata

Machine Automation*

M. Grattieri

Functions

EL Leading Business

Communications

L. Tullio

Human Resources

E. Diotallevi

Health Safety Environment

L. Di Pede

Indirect Procurement

F. Colasanti

Information Systems

A. Iacop

Legal and Integrity

R. Melzi

Real Estate

S. Tentori

Security

M. Tassoni

Corporate

Finance and Control

S. Alberini

Front Office Coordinator

G. Sola

Tax

L. Diani

Trade compliance

S. Baggi

Treasury

L. Tenzoni

ABB S.p.A.

B&R Automazione Industriale S.r.l.*

ABB E-Mobility S.p.A.

ABB Robotics Italy³

¹ President of the Board of ABB S.p.A. - ² Country Commercial Lead - ³ Carveout announced by June 2026 - Resp. L. Leani

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.

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 even

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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media.relations@ch.abb.com

Corporate Communications, ABB in Italy

Loredana Tullio

loredana.Tullio@it.abb.com

Serving customers from a wide range of industries

Deep domain expertise and a commitment to customer value



Agriculture



Automotive



Batteries



Building



Cement



Chemicals & refining



Data centers



Education



Electronics



Food & Beverage



Healthcare and Life Sciences



HVACR



Hydropower



Hydrogen



Logistics



Marine



Metals



Mining and minerals



Nuclear



OEM



Oil & Gas



Packaging



Ports



Pulp & Paper



Retail



Rubber and plastics



Solar



Space



Sustainable fuels



Transportation



Utilities



Waste Management



Water and wastewater



Wind