



ABB Group in France

March 16, 2026

ENGINEERED
TO OUTFIT

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01

ABB Presentation

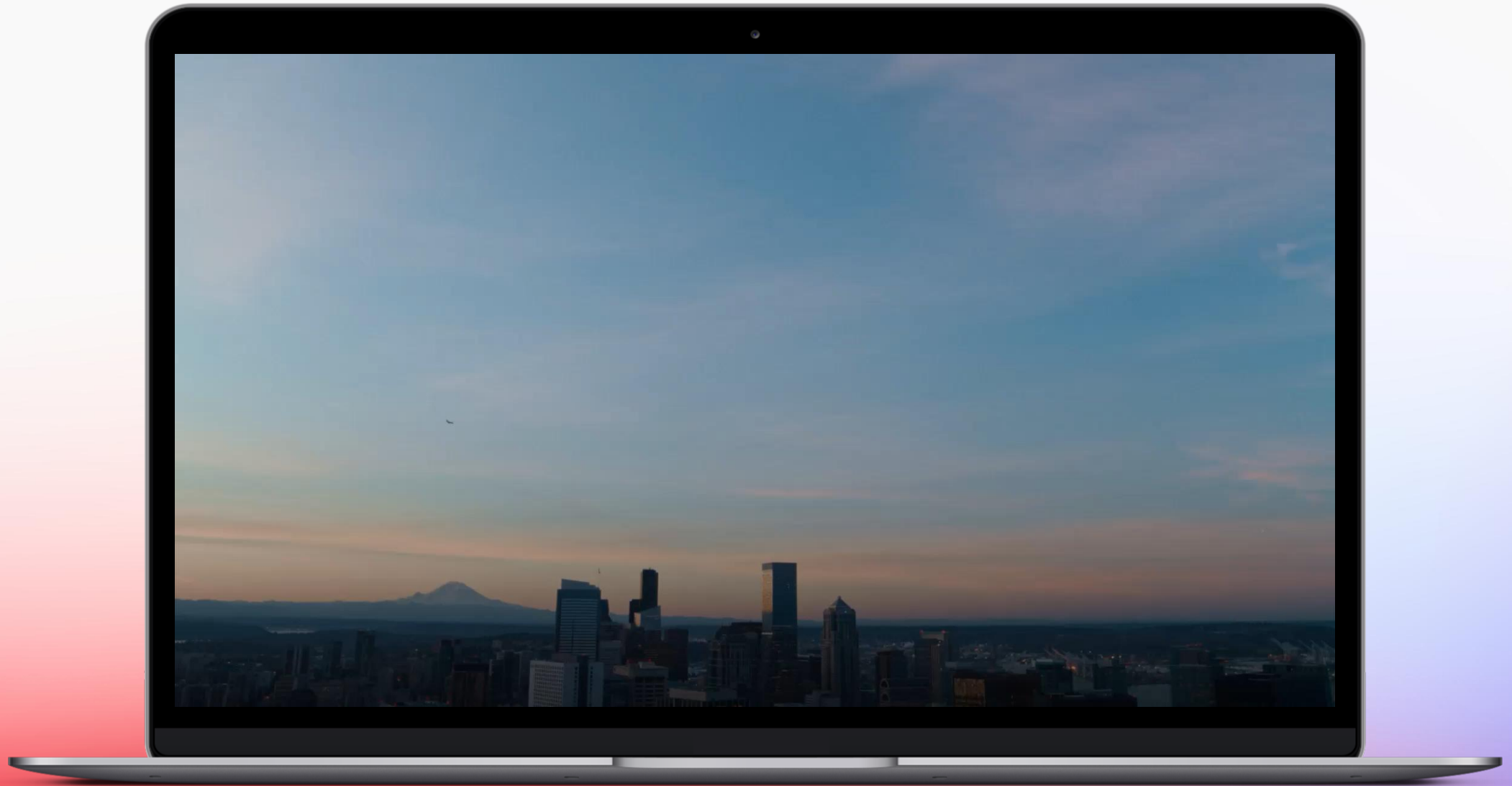
ABB Group

Our values

Our presence in France

Our Executive Committee

Our business areas



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

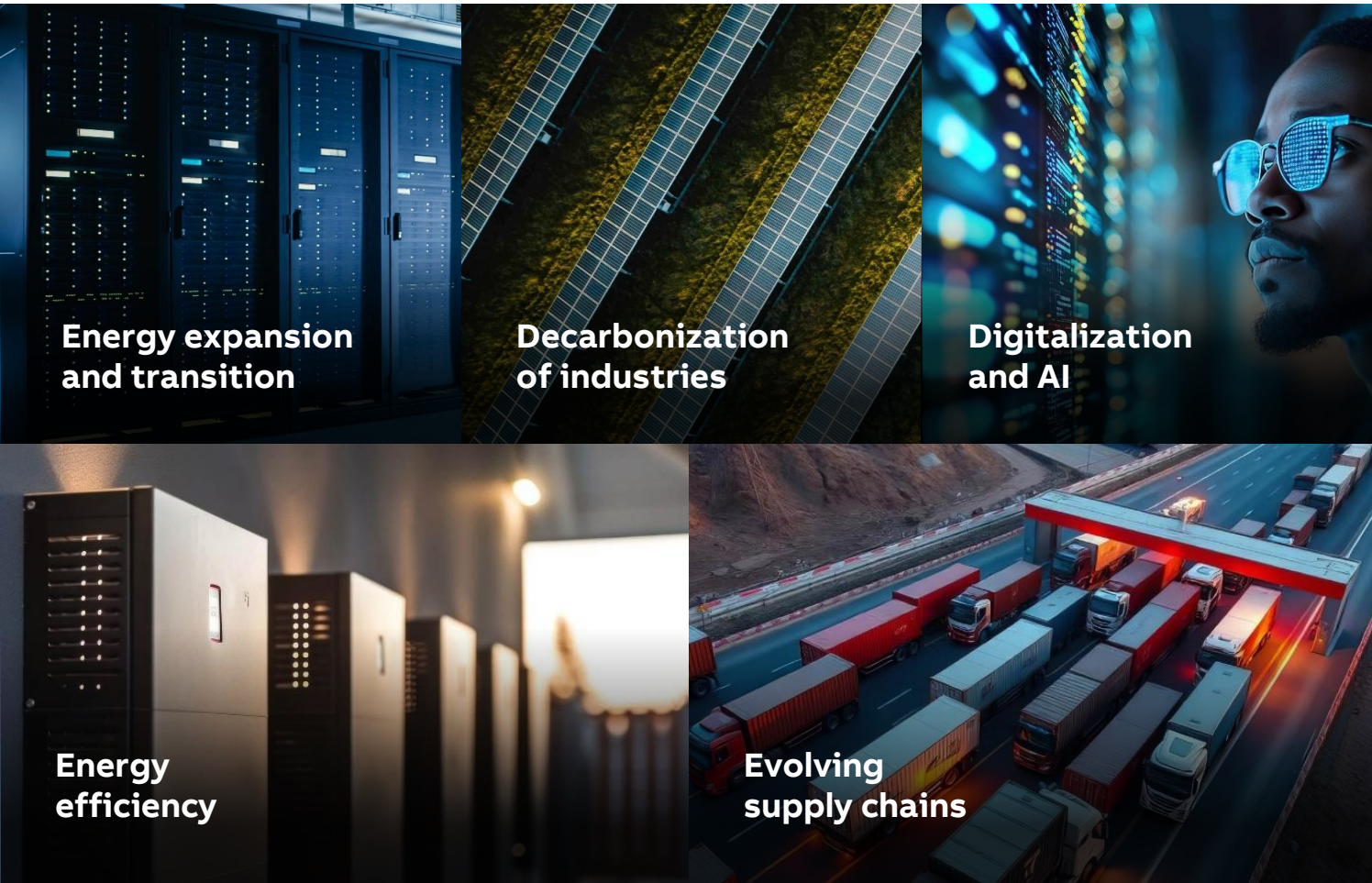


Leading with technology

[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

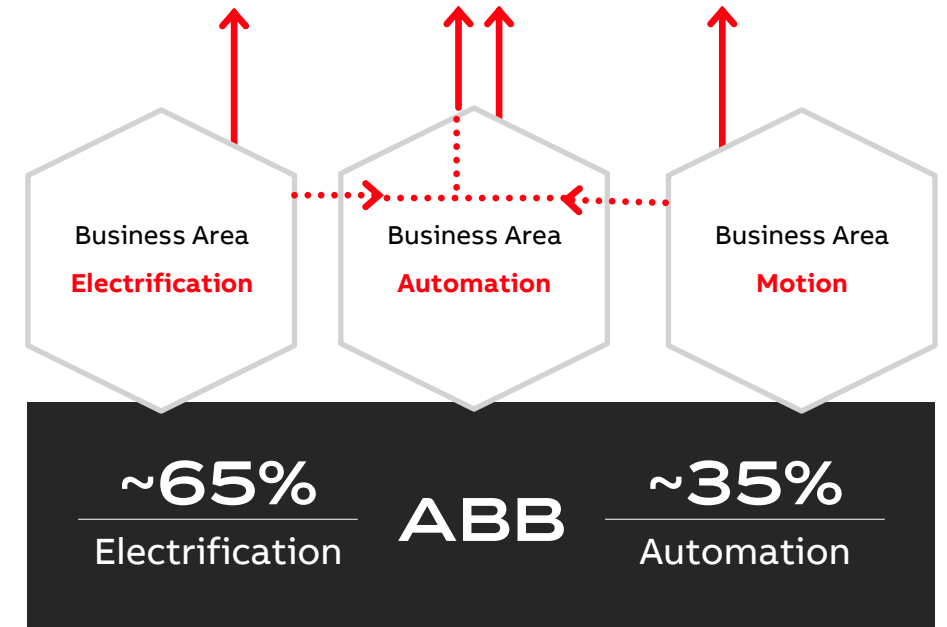


ABB in numbers



~110k

Employees globally*



€33.4 bn

Order intake



€30.2 bn

Revenues



19.0%

Operational EBITA margin



>160

Manufacturing sites



€1.3 bn

R&D investment



22.6%

Women in senior management*



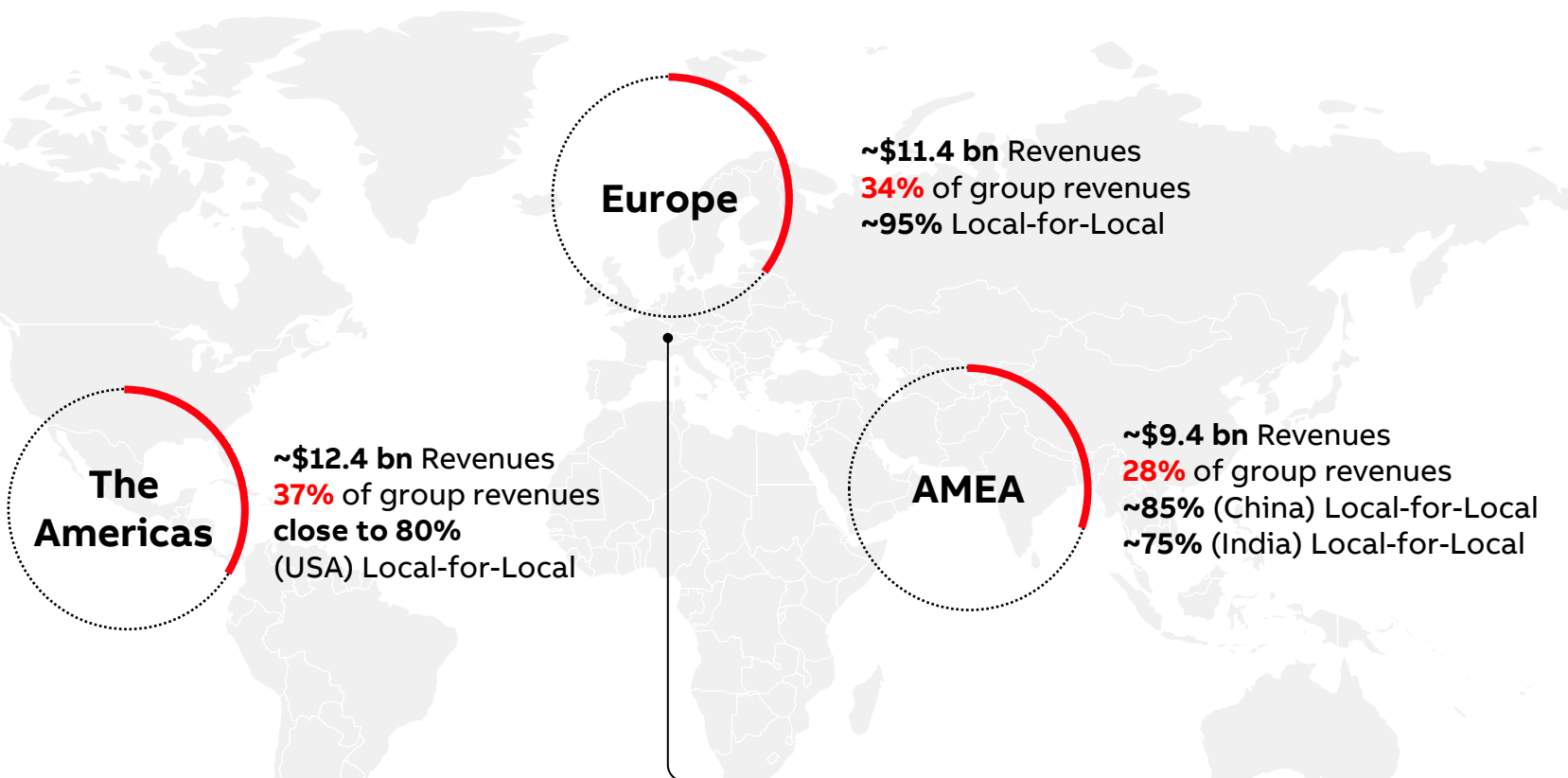
79%

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

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

Industries that generate electricity and energy 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

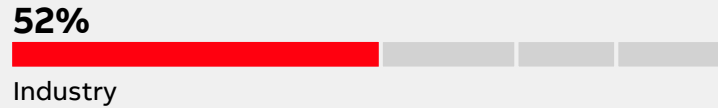
Deep domain expertise and a commitment to customer value

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.

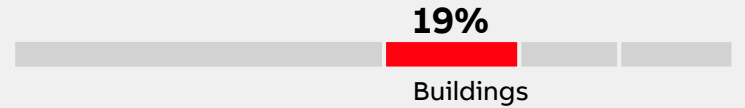
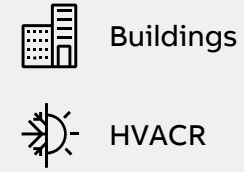
Industries



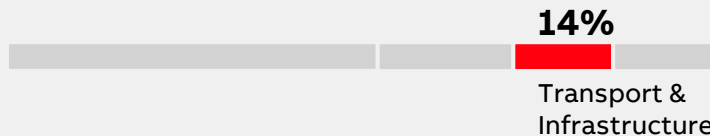
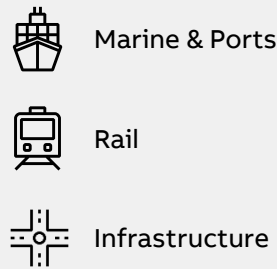
% of ABB Revenues by sector¹



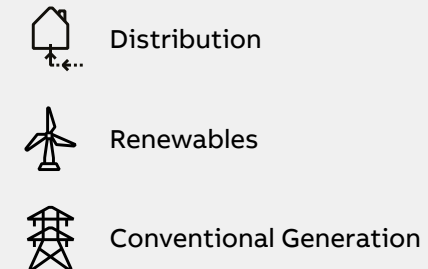
Buildings



Transport & Infrastructure



Power





COURAGE

|



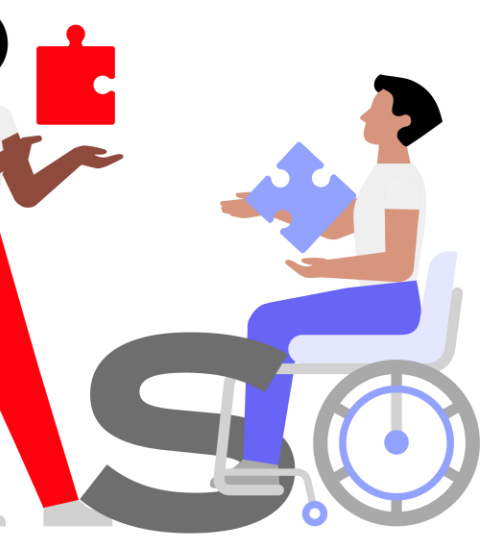
CARE

|



CURIOSITY

|



COLLABORATION

ABB in France

Key figures



1,350
employees



8
global
centres of
excellence



5
training centers



Present in France
since **1885**¹



527 M€
in turnover in 2025²



32%
of export sales



6
production
sites



(1) This is the company CEM (Compagnie Electro-Mécanique) founded in December 1885, based in Paris, Le Havre, Le Bourget, Nancy, Dijon and Lyon. The company was taken over in 1894 by the Swiss company Brown Boveri & Co., which became Asea Brown Boveri (ABB) in 1988 through the merger with the Swedish competitor (ASEA). (2) Turnover (US GAAP) for all French legal entities of the ABB Group.

Our presence in France

25 sites at the heart of production and innovation

21 Commercial and Service Centers

• Beynost	01
• Gauchy	02
• Marseille	13
• Toulouse – rue Paul Gauguin	31
• Toulouse – rue de Lourdes	31
• Mérignac	33
• Vertou	44
• Metz	57
• Boulay-Moselle (SIB)	57
• Villeneuve d'Ascq	59
• Bagnères-de-Bigorre	65
• Entzheim	67
• Saint-Priest	69
• Aix-les-Bains	73
• Paris 20 ^e (BrightLoop)	75
• Serris	77
• Piffonds	89
• Orsay	91
• Villebon-sur Yvette	91
• Cergy	95

5 production sites

• Lannion (BrightLoop)	22
• Boulay-Moselle (SIB)	57
• Bagnères-de-Bigorre	65
• Chassieu	69
• Dourdan (BrightLoop)	91

5 training Centres

• Beynost	01	• Serris	77
• Vertou	44	• Cergy	95
• Saint-Priest	69		

1 Showroom

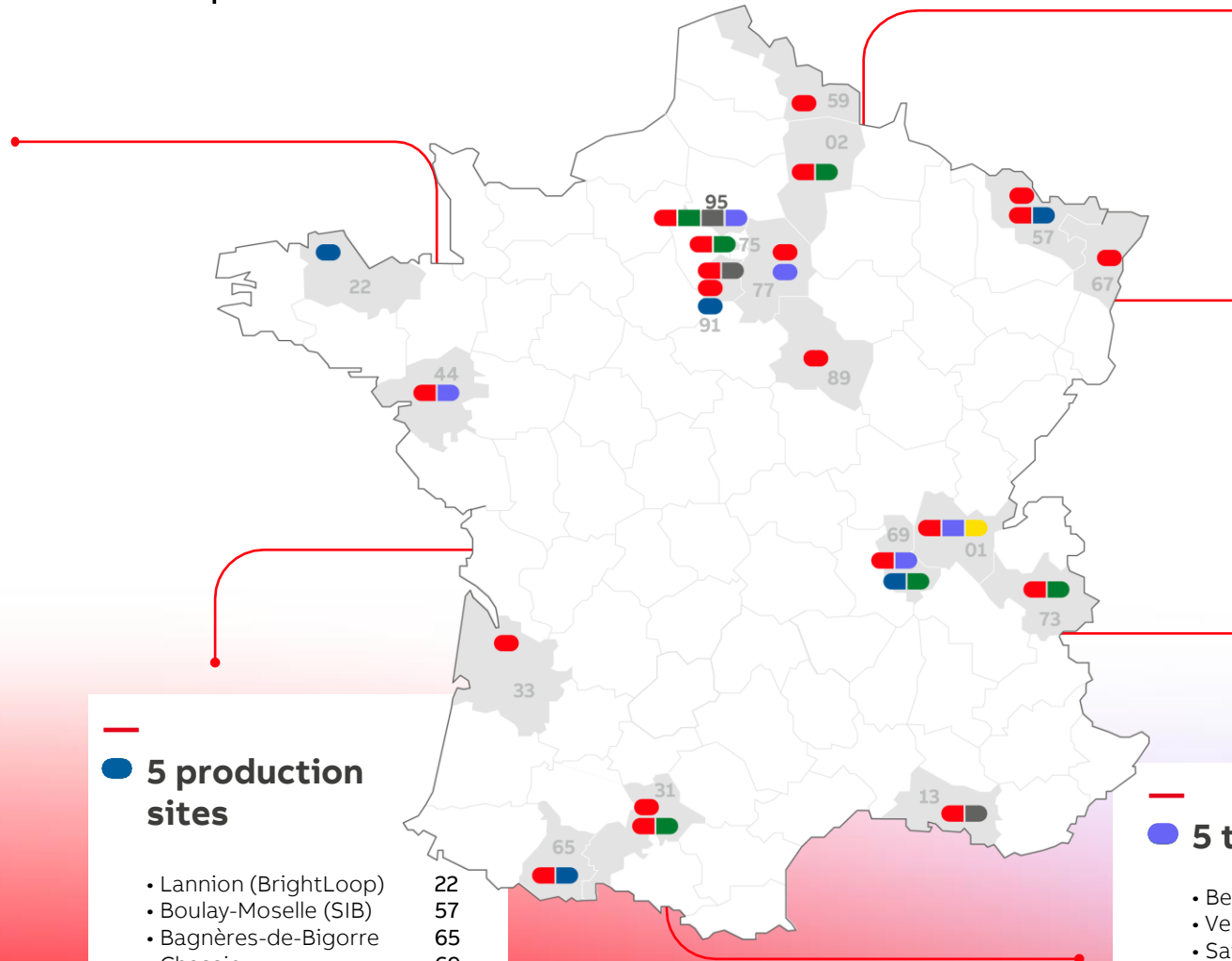
• L'eXperience@Lyon	01
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3 Lab

• Marseille	13
• Orsay (PAMA)	91
• Cergy (EL)	95

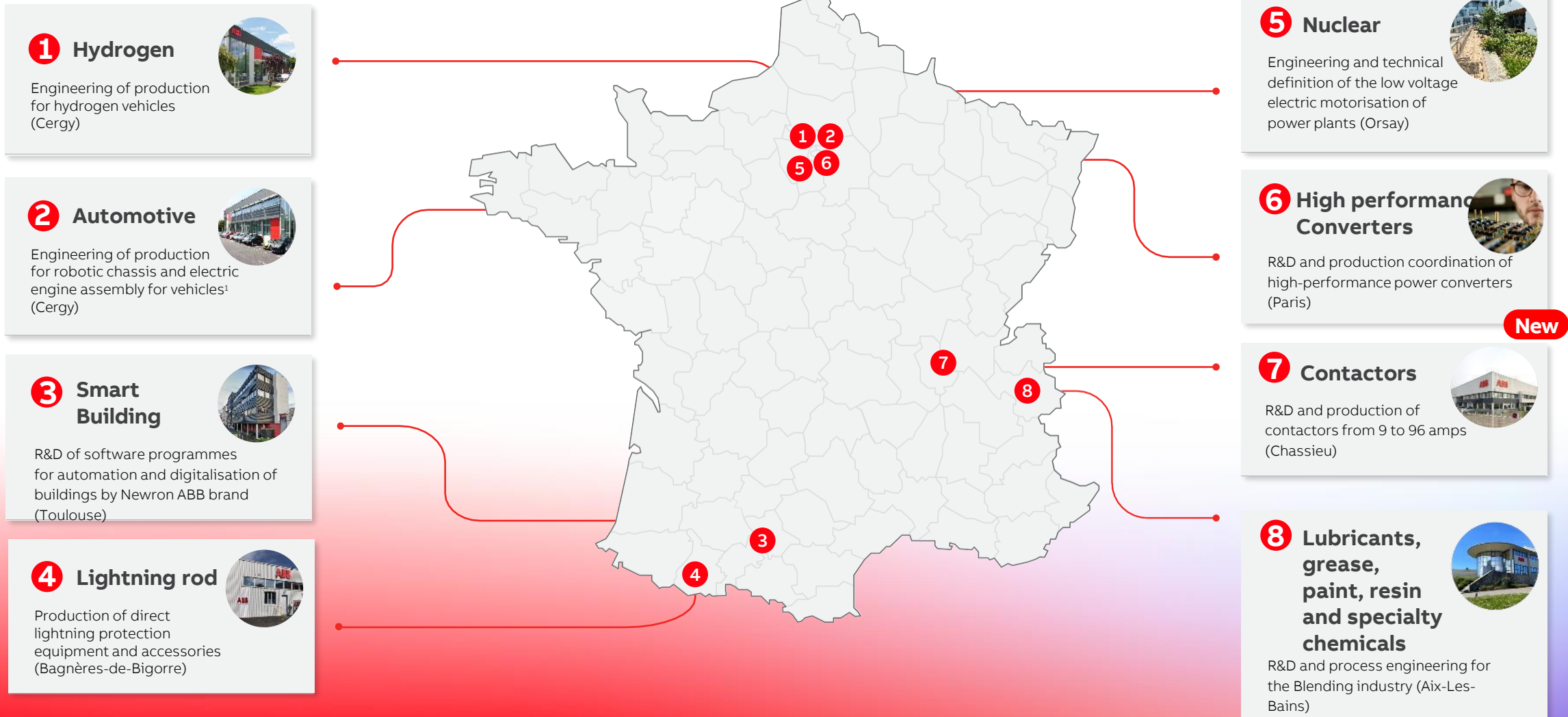
7 engineering and R&D Centres

• Gauchy	02
• Toulouse	31
• Chassieu	69
• Aix-les-Bains	73
• Paris 20 ^e (BrightLoop)	75
• Orsay	91
• Cergy	95



8 French global centres of excellence

Local expertise with global recognition



(1) Il s'agit de deux centres d'excellence européens : un centre d'excellence en châssis et carrosseries ainsi qu'un centre d'excellence en moteurs électriques.

Executive committee France



François ROUSSEAU
President & Country
Holding Officer ABB in
France



Fabien LALEUF
Vice President Marketing
& Sales Electrification
France



Alain PITTE
Automation Director



Mohamed AIT-MOULAY
Motion Director



Robertino CINELLI
ABB Robotics France
Director



Fabien LALEUF
General Manager ABB France



Marc EROVIC
B&R France
General Manager



Claude SINTES-TOFFIN
Legal and Integrity
Director



Elodie CHARIF
Human Resources
Director



Lucie ROY
HSE Director



Claude SINTES-TOFFIN
General Manager ABB France
et Legal Director France



Patricia LEONARD
Manufacturing Unit Director
France



Cécilia AYALA
Corporate Communication
Director



Sébastien MEUNIER
Head of Government Relations
and Public affairs



Julien COLAS
Director of Sustainable
Development



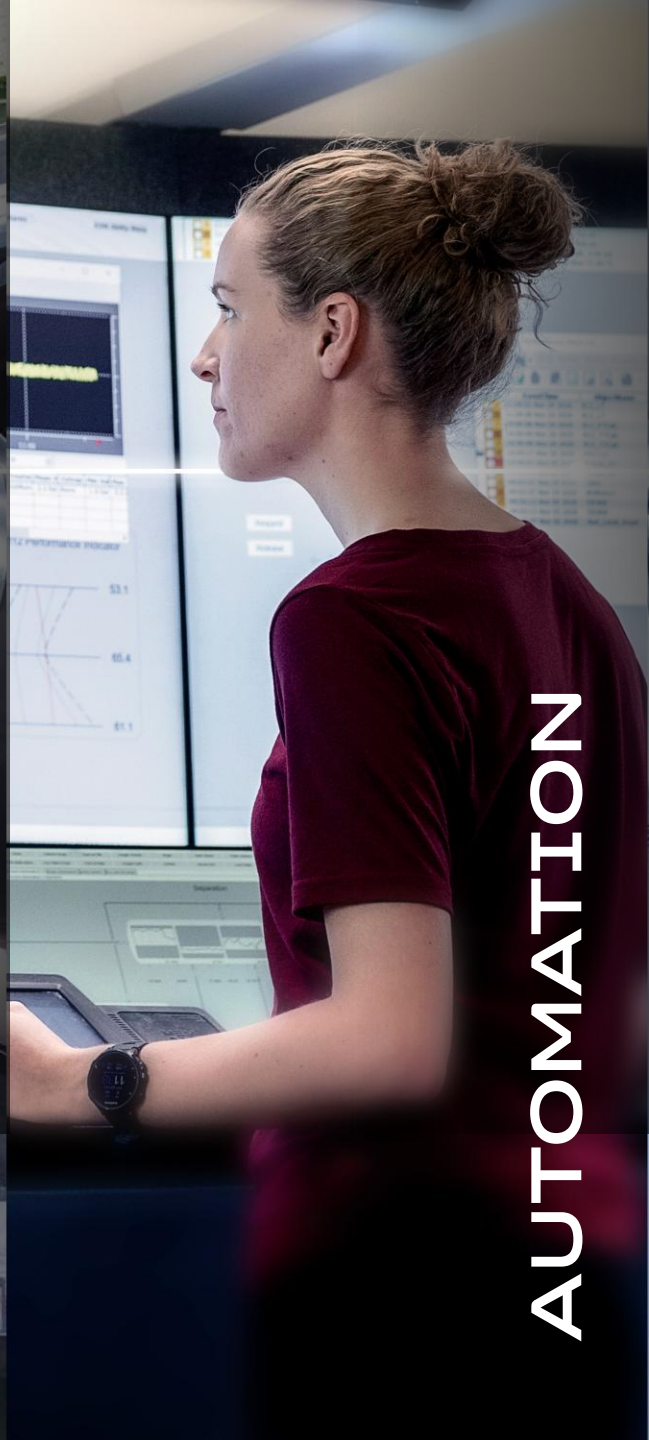
OUR BUSINESS AREAS



ELECTRIFICATION



MOTION



AUTOMATION

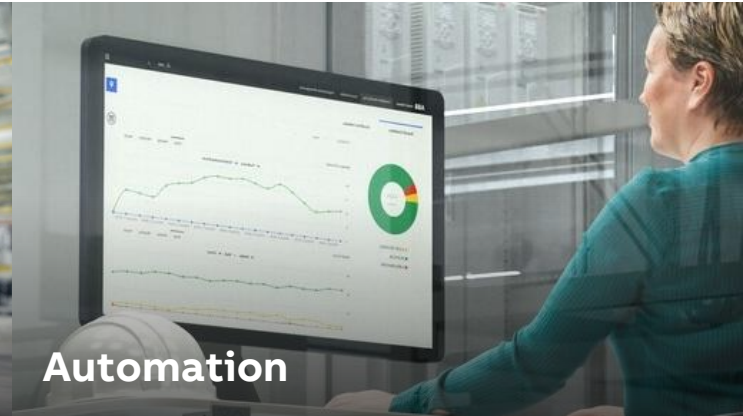
Maintaining or strengthening a number 1 or 2 market position in every division's respective market segments

Global market position¹

No. 2

No. 1

No. 2



Business Area

Electrification

Motion

Automation

Division

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

- Drive Products
- High Power
- 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. The Robotics activity was transferred in France to the legal entity ‘ABB Robotics France SAS’ on January 1, 2026. Its acquisition by SoftBank is expected to be finalized in 2026.



ELECTRIFICATION BUSINESS AREA

 **Revenues** €15.8 bn

 **Employees** ~53 400

 **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** €7.5 bn

 **Employees** ~22 900

 **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** €7.4 bn

 **Employees** ~26 300

 **Global market position** No. 2

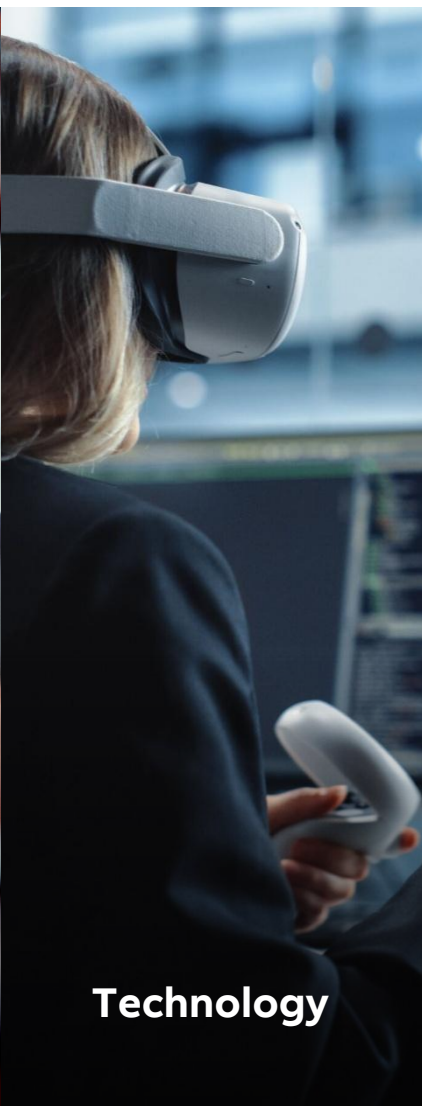
Divisions

- 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



02

OUR COMMITMENTS

Sustainable Development
Our Human Resources approach
Integrity

ABB Values & Behaviors



COURAGE

Speak openly

We engage in constructive discussions and share our thoughts and concerns, even when the topics are uncomfortable.

Challenge ourselves

We push ourselves to aim higher, dare to try new things, and take smart risks.

Act with integrity

We do what is right for our stakeholders, customers, society and environment, not afraid of making difficult decisions.



CARE

Care for ourselves

We foster our mental, physical and emotional well-being, and prioritize safety, even under pressure.

Care for each other

We regularly check in on each other, show empathy, compassion, and offer support.

Care for customers

We seek to understand our customers' needs, build strong relationships and create value together.



CURIOSITY

Stay open minded

We are receptive to new ideas, invite creative perspectives, and ask for feedback.

Go beyond

We ask: "What if?", step back to look at the big picture from several angles and think one level up.

Innovate

We experiment to find innovative solutions that help our customers thrive, and we learn throughout the process.



COLLABORATION

Co-create

We listen to understand, share knowledge, adopt and adapt ideas from others, and celebrate joint successes.

Build trust

We demonstrate authenticity, inclusivity and vulnerability to build trust, knowing that we work better together.

Connect the dots

We identify and resolve critical collaboration points between teams to maximize value for our customers.

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.

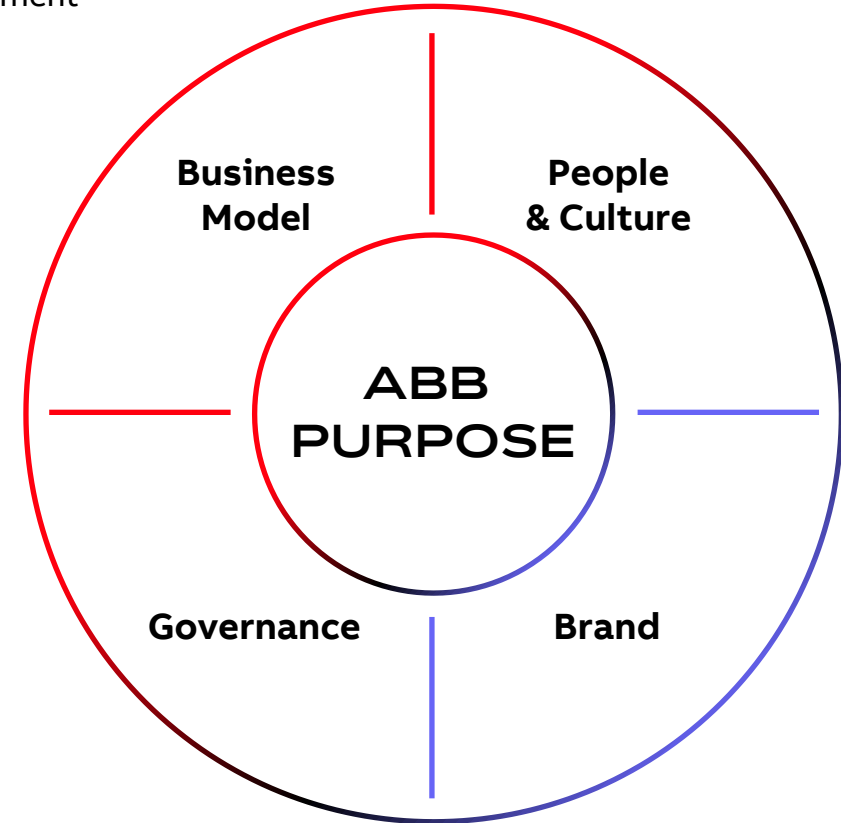
The ABB Way consists of two parts:

“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 Purpose

We enable a low-carbon society

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

Integrity

We promote social progress

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

Transparency

We preserve resources

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

Our sustainability agenda

Our commitments



We enable a low-carbon society

- Reduce own scope 1 and 2 CO₂e emissions by **at least 80%** by 2030 and by **100%** by 2050
- Reduce scope 3 CO₂e emissions by **25%** by 2030 and by **90%** by 2050
- Ambition to avoid **600 megatons** CO₂e emissions throughout lifetime of products sold from 2022 to 2030



We preserve resources

- Cover at least **80%** of ABB's portfolio of products and solutions with our Circularity Approach by 2030
- Send **zero waste** to landfill while reducing waste generation by 2030



We promote social progress

- **Zero life changing events** for our employees and contractors measured in absolute number of serious incidents and fatalities.
- Increase proportion of women in senior management¹ roles to **25%** by 2030².
- Achieve a top-tier employee engagement score

1. At ABB, senior managers are defined as employees in Hay grade 1–7, including Division Presidents.

2. This target relates to countries where policies legally permit and to the extent that it does not conflict with any applicable laws, where ABB operates, therefore 13 percent of total senior management is not included in the disclosure.

An inspiring and kind working environment for our employees

A culture of diversity, inclusion and equal opportunities at the heart of our concerns.



Reducing the carbon footprint of our employees

- **100% reimbursement of the public transport pass**
- **A mobility package**
- **Installation of electrical charging points** at our main sites
- **Mobility guides** offering **transport and car pooling solutions**



A working environment that fosters diversity

- **100% paid childcare leave**
- **Training for managers to inform them of unconscious biases**
- **Facilitating the return to work after maternity and paternity leave** (possibility of coming back part time 80% paid at 100% for 3 months for mothers and 1 month for fathers)
- **Facilitating absences for fertility treatment**



A kind working environment that promotes well-being

- **Working from home for a better work-life balance** (1 to 3 days a week)
- Remote working is possible at your **main residence, second home and co-working space**
- Partnership with a **network of crèches**
- Training for managers on **managing employees working from home**



Valuing, supporting and developing our employees

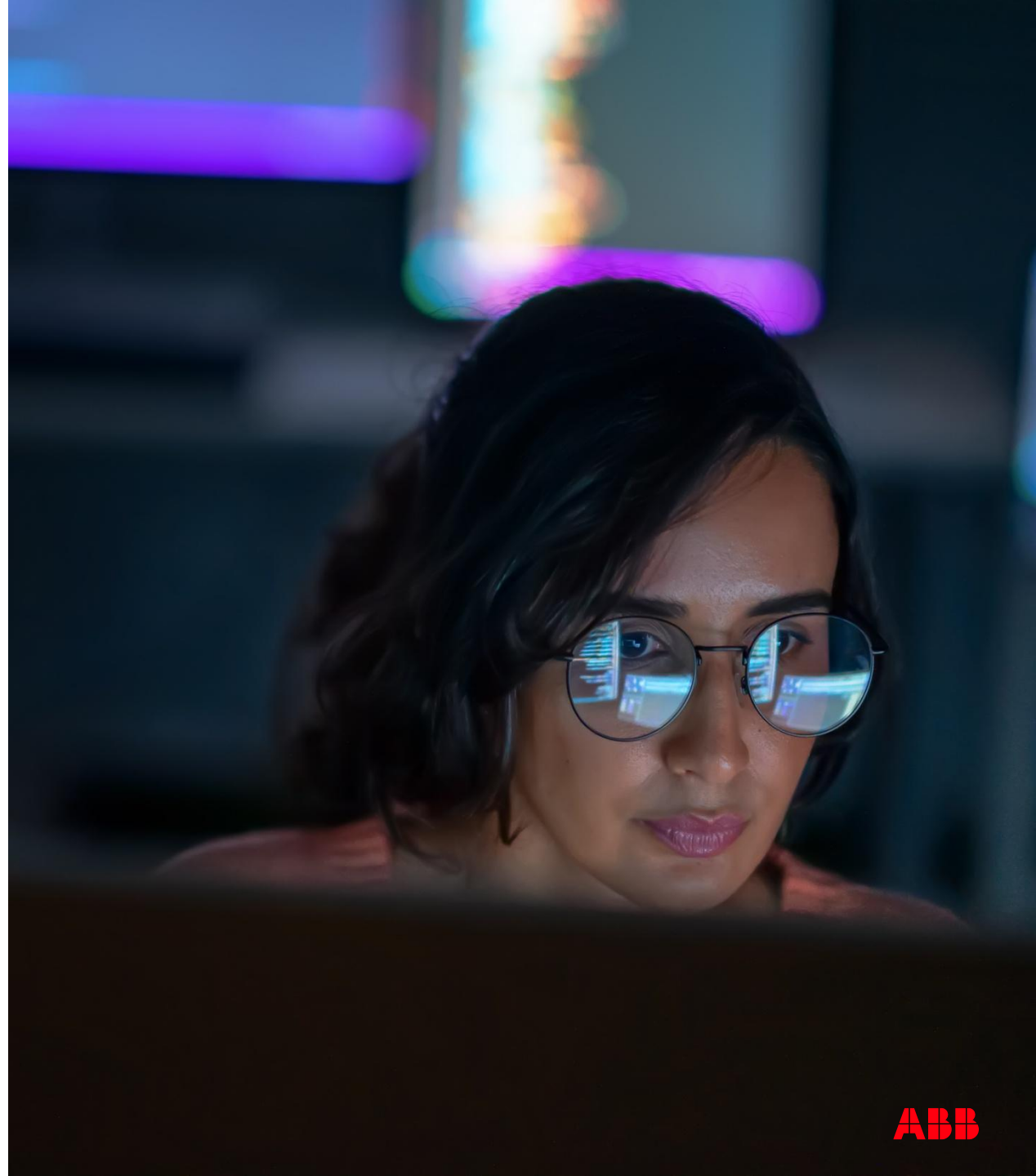
- A score of **87/100** in the professional equality index in 2025
- An **employee engagement score of 73/100** in 2025
- A **free assistance service** available **24/7** for the **employee and their family**
- A **free skills development platform** in **partnership with Harvard**
- **Two volunteer days** offered to support solidarity initiatives.

Integrity

Our **commitment to integrity** in everything we do is embedded in our **ABB Code of Conduct, the Supplier Code of Conduct, and a wide range of policies and procedures.**

We have an integrity training program that takes a hybrid approach, combining self-guided learning with bespoke, role-specific, mandatory training, to encourage individual ownership and accountability.

- ↳ Integrity at ABB
- ↳ ABB Code of Conduct
- ↳ Annual reporting suite
- ↳ Global ABB Integrity Program
- ↳ Supplier Code of Conduct
- ↳ Integrity Awareness Portal
- ↳ Straight talk



03

Our innovations

Key technological innovations

Our history of innovations

ABB FIA Formula E

Key technological innovations

Flagship applications and technologies



The SynRM ATEX reluctance motor

A solution for the future with this motor without magnets or coils, which improves productivity while reducing energy consumption by 40% compared with the IE3 motors currently in use.



Terra 360 high-power charging station

Launched in 2022, this 360 kW charging station makes it possible to fully charge certain EVs in under 15 minutes.

It was hailed by Time Magazine as one of the best inventions of 2022 in the automotive sector.



InSite energy management system

Makes it possible to monitor and control the flow of energy in the main distribution and divisional boards of buildings.

A smart solution to optimise energy efficiency, have comprehensive management of energy consumption and save up to 20% on your energy bill.



Dynafin

Inspired by the dynamic movements of a whale's tail, the new ABB Dynafin™ concept is a revolutionary propulsion system, providing an innovative approach to efficiency in the marine industry, and reducing energy consumption by up to 22%.

Our history of major technological innovations



Watch the video about ABB's 130 years of history by clicking [here](#).

1891

Charles E. L. Brown and Walter Boveri created Brown, Boveri & Cie in Baden, Switzerland.

Brown Boveri, 1st company to provide high-voltage energy.

1891



Construction of the 1st combined heat and power plant generating alternating current.

1893



The 1st thermal-magnetic circuit breaker, tens of millions of which were sold.

1923



Installation of the world's 1st high-voltage direct current (HVDC) transmission line.

1954



Construction of the world's most powerful transformer at 1,300 MVA (Mega Volt Amps).

1971



Launch of the 1st all-electric industrial robot.

1974



1988

ASEA and BBC merged to create the new ABB Group.

Launch of AZIPOD, a family of electric propulsion systems that increase manoeuvrability, efficiency and available space on board.

1990



2023

ABB unveils ABB Dynafin™ a revolutionary propulsion concept to significantly increase the efficiency of ships.



2020

ABB Ability™ Genix Industrial Analytics and AI Suite aids timely decision-making, achieving a high degree of optimisation and control.



2019

ABB NeoGear™ revolutionises low-voltage switchgear.



2018

ABB joined the ABB FIA Formula E World Championship as a partner and main sponsor.



2017

Launch of the ABB Ability™ offer, grouping all our digital products and services.



2015

Launch of YuMi®, 1st robot in the world enabling full collaboration with humans in a fully secure manner.



2012

Design and development of a hybrid DC circuit breaker suitable for the creation of large inter-regional DC networks.



O4

Sectors & references

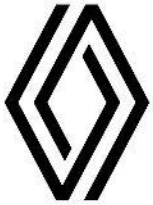
Our areas of expertise

Our business sectors

Customer and partner references

Our valued customers

ALSTOM


RENAULT

Schmidt
GROUPE


fives

rexel

ETN

GROUPE
SNEF

YESSS
ELECTRIQUE

ARKEMA

 **sonepar**

CRISTAL UNION

C'est ensemble
que nous avançons.

Professional organisations



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](#)



Customer references in France



Hynamics

ABB is collaborating with EDF and its subsidiary Hynamics to develop decarbonised hydrogen. The new energy management system, ABB Ability™ OPTIMAX® for hydrogen from renewable sources, will be deployed at Hynamics' production sites to power transport in France, starting with Auxerre. This new project will eliminate 2,200 tonnes of CO2 emissions each year.



Shore connection solution Toulon

ABB is leading a consortium providing a shore-to-ship electrical connection for ferries and cruise ships in the port of Toulon. ABB's shore connection technology reduces emissions and noise while in port. This onshore energy storage system helps to manage fluctuations in local grid energy demand and to take advantage of emerging renewable energy sources.



ArcelorMittal Construction

As part of a modernisation project, ArcelorMittal Construction will use the ABB Ability™ MOM4METALS digital solution for its Contrisson cold rolling mill. Specifically designed for metal processing, ABB's management and planning system will help the world's largest steel producer optimise productivity while improving performance and quality.



CERN

ABB is contributing to the discovery of the constituents and laws of the universe by providing power and electrical protection for the LHC, the world's largest particle accelerator at CERN (The European Organization for Nuclear Research). ABB supplies the MNS 3.0 plug-in switchboards, ensuring continuity of operation at the various sites of CERN, the world's most prestigious scientific laboratory.

[Click here to find out more about our references.](#)

Our areas of expertise



New Energy Systems

ABB is contributing to the development of low-carbon energies and accelerating the energy transition.



Hydrogen

ABB is contributing to the decarbonisation of Industry and Mobility with low-carbon hydrogen.



New Automobile

ABB is contributing to a more sustainable and resource-efficient mobility future.



Solutions for Industry of the Future

ABB equips factories with numerous solutions for a competitive, low-carbon industry.



Intelligent buildings

ABB offers energy and digital control solutions for high-performance buildings.

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

Appendices

References by Business Area

Customer references Electrification France



CERN

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MELUN Clinic

ABB has equipped the electrical distribution installations of the 90,000 m² Melun hospital to ensure continuity of services and solutions to monitor the building's energy consumption. In this way, ABB is helping to shape the future of healthcare establishments with connected, scalable solutions for energy and asset management.



ARIANEO

As part of a project to modernise the Arianeo Nice green energy production centre, ABB is supplying a retrofit solution for low-voltage switchgear for extraction fans. The site is part of a sustainable development approach, converting waste into energy and supporting a more efficient and responsible industry.



THESEE Data Center

ABB is protecting the technical protection and safety equipment of Thésée DataCenter, the first DataCenter campus to be certified Tier IV. ABB is supplying the UNISEC medium-voltage cubicles fitted with RELION relays, as well as the Emax2 open circuit breakers and Tmax XT moulded-case units, together with all the terminal protection and even the emergency lighting.

Customer references Automation France



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DOD* printing on object

Specialising in the design and manufacture of assembly and packaging machines for the pharmaceutical industry, Neyret Group has built a new DOD inkjet printing machine based on a B&R SuperTrak intelligent conveyor. The result: productivity gains of 5 to 10% with impeccable print quality and downtime reduced by a factor of 4.

**Our
innovations**

Our technological innovations – Electrification

Flagship applications and technologies



InSite energy management system

Makes it possible to monitor and control the flow of energy in the main distribution and divisional boards of buildings.

A smart solution to optimise energy efficiency, have comprehensive management of energy consumption and save up to 20% on your energy bill.



ABB SACE INFINITUS

The first ‘solid state circuit breaker’ making it possible to explore new possibilities in the infrastructure of tomorrow (up to 1 kV DC) and to dramatically increase the energy efficiency of DC networks. (up to 70% less loss). The first circuit breaker in the world to be certified IEC 60947-2 with semi-conductor technology providing an all-in-one device to protect and control the DC power supply.



Unisec V500

Medium voltage switchboard for secondary distribution. Unisec V500 is a modular air-insulated switchboard specially developed in collaboration with ENEDIS for Source sub-stations. Safety, reliability and environmental sustainability to accelerate the reduction of SF6 usage.



Raise/Closer digital solutions

Solutions that use augmented reality technology for remote assistance. ‘CLOSER’ provides interactive user and troubleshooting guides, whereas ‘RAISE’ enables remotely-guided repairs or maintenance assistance for ABB solutions.



PMA TRUST™ modular support system

This system secures several conduits and cables of different sizes and facilitates the distribution of cables and conduits on rolling stock. The most versatile, compact and lightweight model in its class, offering high impact resistance, and full flexibility for demanding installations.

Our technological innovations – Automation

Flagship applications and technologies



ABB Ability™ Optimax

This energy management system for industry makes it possible to monitor and control energy production, consumption and storage in a continuous manner. This practically autonomous digital solution calculates the optimal energy flow using provisional data, then compensates for any discrepancies in real time.

ABB Ability™ 800xA

Both a decentralised control system (DCS) and process automation platform, the 800xA system improves operational visibility, factory uptime and the availability of assets for a lower total automation cost. Thanks to a wide range of applications, it provides full integration with a multitude of systems.

Sensi+ Analyser

A new reliable solution that simplifies the operation and maintenance of sites without supervision, while reducing costs. The only device to provide precise, real-time analysis of up to three pollutants (H₂S, H₂O and CO₂) in natural gas. Practically all false positives are eliminated for reliable process control.

Shore connection technology

Ships docked without generating polluting emissions by switching off on-board generators during port calls – that's the promise of ABB's shore connection technology.

Reduced machine maintenance costs for cleaner and more sustainable energy!

Magnetic levitation

The ACOPOS 6D system introduces a new way of thinking about product flows within machines. Its individually controlled shuttles transport products freely over a flat surface and by following routes calculated depending on the process with rotating and tilting movements.

Our technological innovations – Motion

Flagship applications and technologies



AC500 PLC

Proven technology for advanced solutions. Easy to integrate and with a long life cycle, our automation devices help our customers, partners and equipment manufacturers to improve their productivity, reliability, safety and secure connectivity with the cloud.



The SynRM ATEX reluctance motor

Developed to be used in potentially explosive environments for a wide range of demanding, variable-speed industrial applications, such as pumps, fans and compressors. It offers up to 40% less energy loss compared to commonly-used IE3 motors.



ABB Ability™ Monitoring Service

Our experts proactively monitor the performance of your drives, detect potential anomalies and enable you to avoid unplanned shutdowns. Optimise your energy efficiency and extend the lifecycle of your electric motors and variable speed drives thanks to our reliable and practical remote monitoring solution.

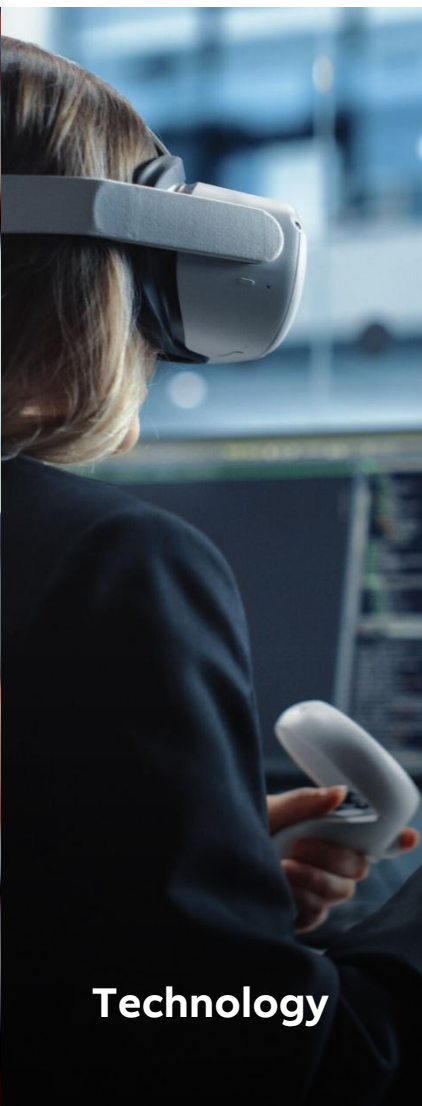


The ACS180 variable speed drive

ABB has launched its new range of variable speed drives dedicated to OEMs, designed specifically to meet the constraints of difficult environments while integrating the essential features to meet your needs in terms of precisions and compact design.

**Our
priorities**

Our priorities





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

Global market position¹

No. 2

No. 1

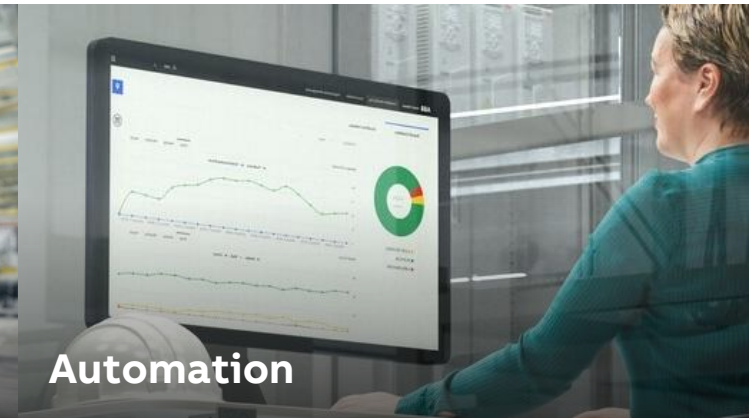
No. 2



Electrification



Motion



Automation

Business Area

Division

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

- Drive Products
- High Power
- 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. The Robotics activity was transferred in France to the legal entity 'ABB Robotics France SAS' on January 1, 2026. Its acquisition by SoftBank is expected to be finalized in 2026.



Creating value through world-class technology

€1.2 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

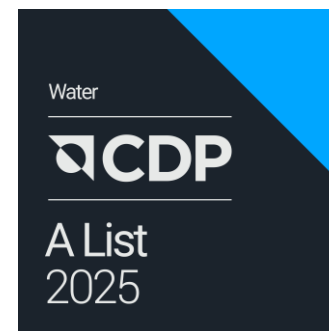
We take care of our people and promote social progress with our partners, suppliers and communities.

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.

DISCOVER MORE

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.

AABB