ZURICH, SWITZERLAND | APRIL 17, 2025, | MORTEN WIEROD, CEO; TIMO IHAMUOTILA, CFO

Q1 2025 RESULTS

Strong start to the year; Optimizing value creation with portfolio management

ENGINEERED TO OUTRUN

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 "Q1 2025" on our website at global.abb/group/en/investors/quarterly-results.

Q1 2025

Selected highlights

STRONG START TO THE YEAR

Financial performance

- Order growth +5%[1];
  Revenue growth +3%[1]
- Op. EBITA margin 20.2%, including ~170 bps impact from real estate gain; Improvement in 3 out of 4 BAs
- FCF of $652 mn, +$101 mn YoY supported by proceeds from sale of real estate ~$100 mn

Acquisitions

- Completed acquisition of Siemens Wiring Accessories business in China; Generating >$150 million in revenues
- Completed acquisition of Sensorfact expanding digital energy management offering

Organic growth investments

- Announced plan to invest $120 million to expand US manufacturing at two sites
- Ranked second top Swiss company for patent applications in 2024

New share buyback program of up to $1.5 billion

- Repurchased a total of 16,715,684 shares – for a total amount of approximately $0.9 billion under previous program

1. YoY comparable.

Sustainability highlights 2024

Reduction of own scope 1 and 2 GHG emissions

78%

compared to **2019** baseline

Avoided customer GHG emissions

66Mt

avoided throughout the lifetime of products sold in 2024

Women in senior management roles

21.3%

Reduce scope 3 CO_2e emissions by 25% by 2030

↓ 8%

compared to **2022** baseline

Waste sent to landfill

5.8%

of total waste

Lost-time injury frequency rate (LTIFR)

0.15

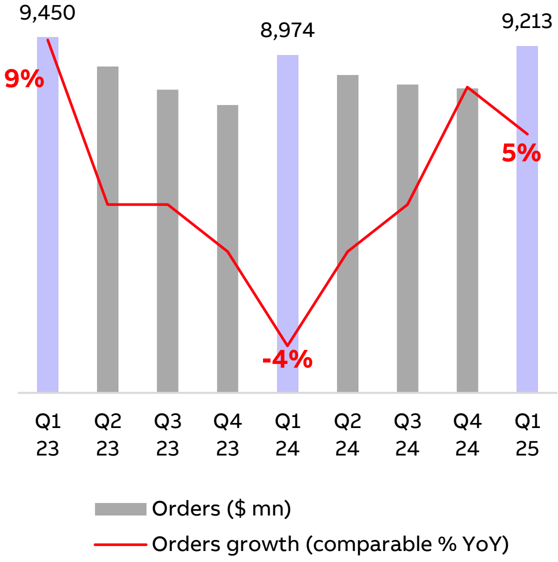
Employee engagement score

78/100

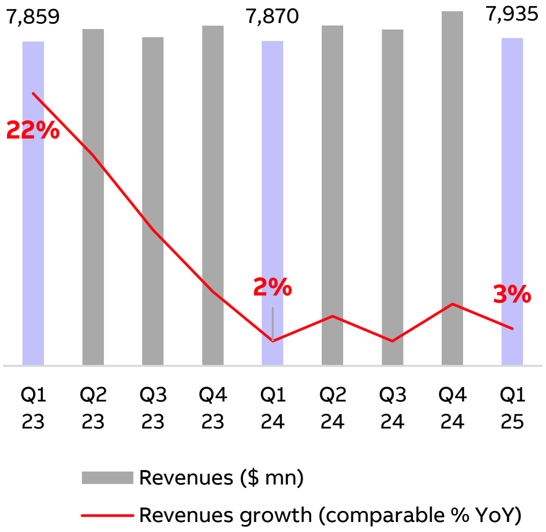
Order growth from high comparable

Up in 3 out of 4 Business Areas

Orders +5%[1]



Revenues +3%[1]



Book-to-bill 1.16

Notable orders developments

(comparable % YoY, unless otherwise indicated)

Short-cycle

Mid single-digit growth, up in all Business Areas

Data centers & Utilities

Utilities strong

Data centers underlying strong but slightly down in the quarter

Discrete

Positive in automotive and consumer electronics despite tough underlying market; Growth in food & beverage, fashion industry and industrial machinery; Machine builders inventory largely normalized

Process

Stable or improved in most customer segments, muted in chemicals and pulp & paper

Transport & infrastructure

Strong growth in marine & ports; Strength in infrastructure; Rail down on tough large order comps

Buildings

Up year-on-year driven by commercial building outside of China; Residential stable at low base outside China

Order backlog at $23.0 bn, +5%[1]

1. YoY comparable

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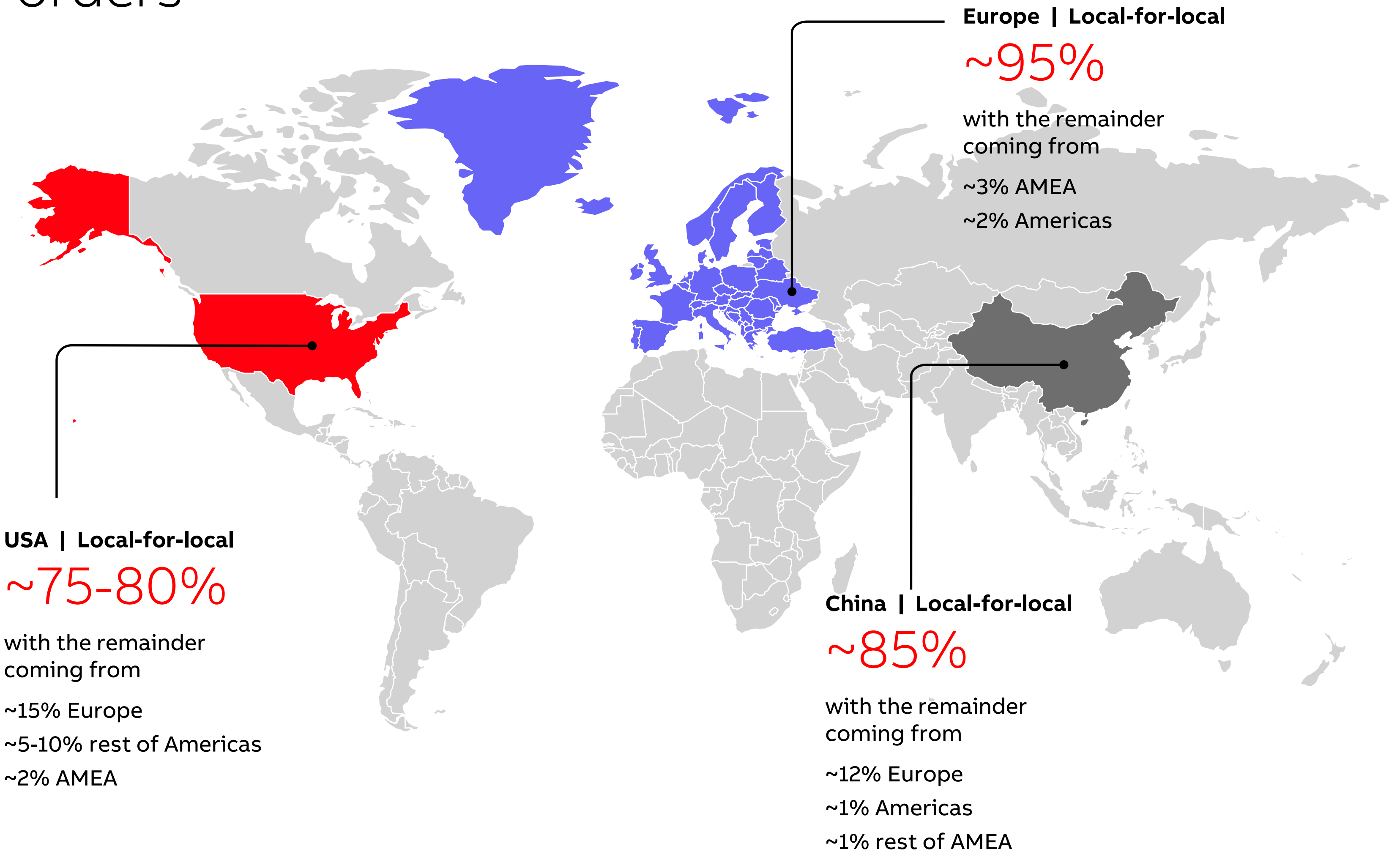
Growth in all regions – strong local-for-local footprint

Q1 2025 regional, country orders

The Americas	+11%
USA Up in all Business Areas	+9%
Canada	+20%
Brazil	+82%

Europe	+1%
Germany Steep growth in PA and RA; Strong decline in EL and MO	-4%
Italy	+47%
United Kingdom	+27%

AMEA	+4%
China Up in all Business Areas	+13%
India	+1%
United Arab Emirates	+29%



All data presented on a YoY comparable basis; all growth comments refer to comparable growth trends. Performance highlighted for largest 3 countries in $ mn terms in each region.
EL = Electrification. MO = Motion. PA = Process Automation. RA = Robotics & Discrete Automation. Note: local-for-local figures based on Management estimates and % based on revenues 3rd party 2024.

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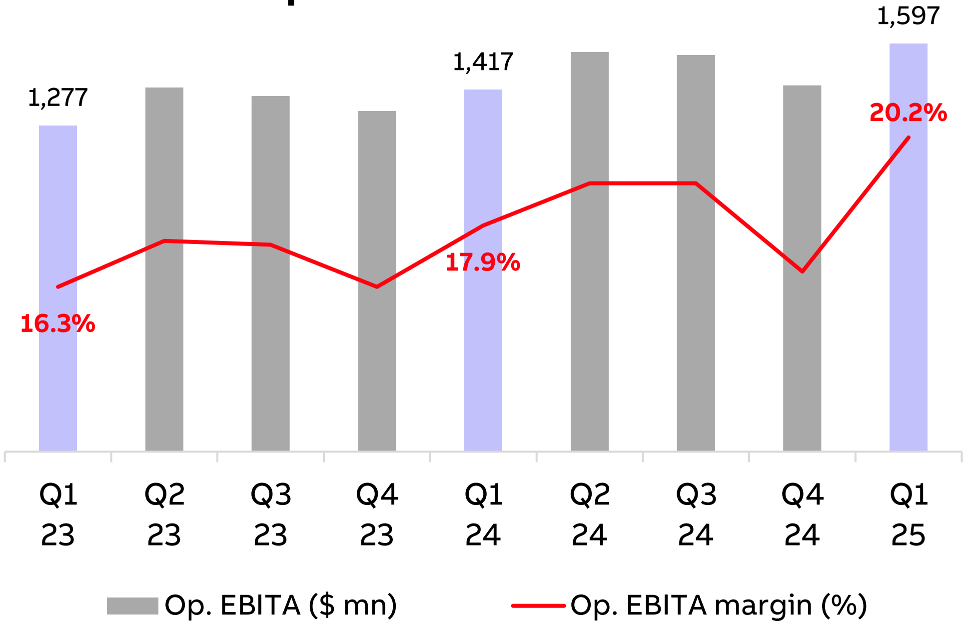
Operational EBITA margin

Improvement in 3 out of 4 Business Areas

Operational EBITA +13%



Operational EBITA margin +230 bps

Including +170 bps impact from real estate gain

Profitability drivers

Gross Profit

- +11%[1]
- Gross profit as a % of revenues increased from 38.9% to 41.7%, +280 bps, includes ~+110 bps support from commodity & FX timing differences

SG&A expenses

- +8%[1]
- SG&A expenses as a % of revenues at 20.2%, up from 19.4% in the prior year

Corporate and Other Operational EBITA

- $22 mn, +$140 mn vs prior year of which:
  - Corporate costs and other +$69 mn, includes real estate gain of ~$140mn;
  - E-mobility -$47 mn, +$7 mn vs prior year

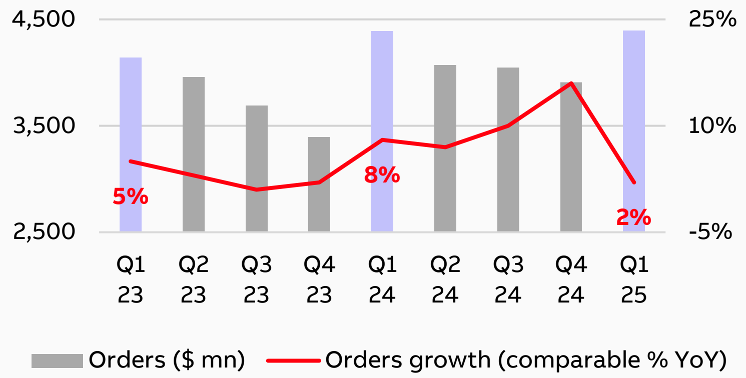
Basic EPS	**$0.60** **+$0.11 YoY**	**Cash flow** from operating activities	**$684 mn** **-$42 mn YoY**

1. Constant currency.

All-time-high order intake and order backlog; Strong profitability improvement

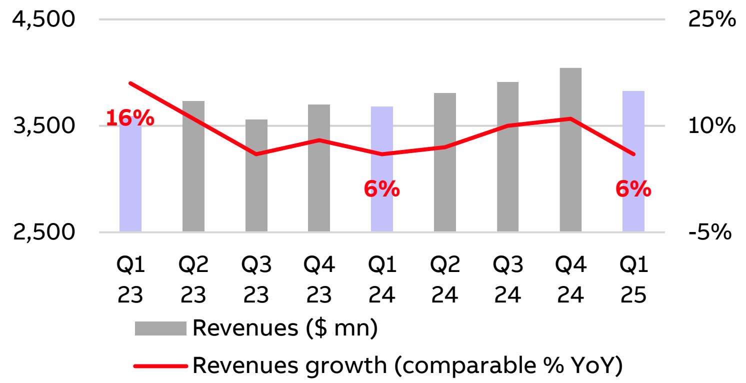
Q1 2025 Electrification

Orders $4,394 mn



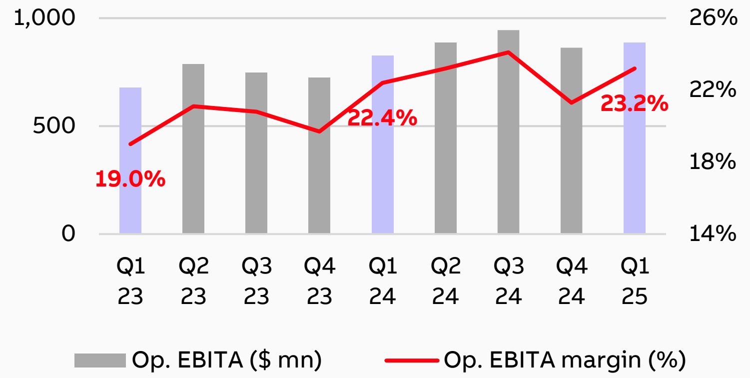
- Customer activity stable to positive in most of the customer segments, including utilities and buildings
- General sentiment in data center segment remains very strong, although quarterly orders declined slightly
- Orders increased in the Americas and AMEA, but declined in Europe
- Backlog $8.2 bn (prior Q-end $7.5 bn)

Revenues $3,825 mn



- Growth in majority of divisions
- Growth driven by higher volume, with solid execution from the order backlog related to medium voltage and power protection with additional support from the short-cycle business
- Book-to-bill 1.15x

Operational EBITA $886 mn, +7% YoY



- Operational EBITA margin +80 bps YoY
- Higher gross margin main driver of profitability improvement supported by volume leverage and operational efficiency measures, which combined more than offset higher SG&A

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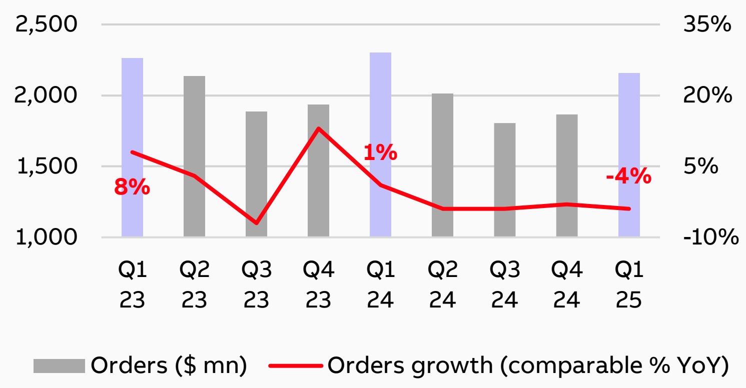
Orders down on record high comparable; Strong margin improvement

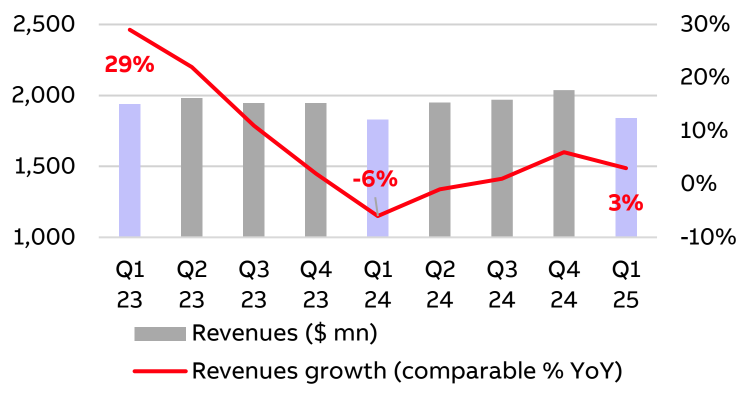
Q1 2025 Motion

Orders $2,156 mn



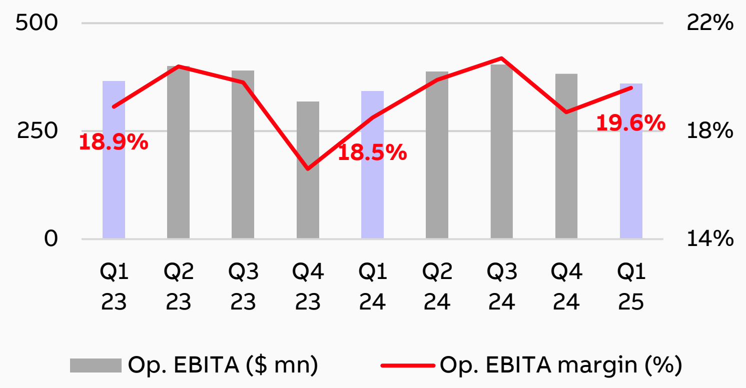
- Strong growth in service offset by declines in the long-cycle, mainly due to large traction order of $150 million in the prior year, while short-cycle was up slightly
- Strength in commercial building HVAC and power generation; Water & wastewater stable
- Orders declined in oil & gas, chemicals, food & beverage; Rail down due to tough comparable
- Orders increased in both the US and China
- Backlog $5.7 bn (prior Q-end $5.2 bn)

Revenues $1,840 mn



- Growth primarily driven by solid execution of the order backlog linked to the long-cycle divisions, with support from both volume and price
- Growth partially offset by declines in service
- Short-cycle broadly stable
- Book-to-bill 1.17x

Operational EBITA $360 mn, +5% YoY

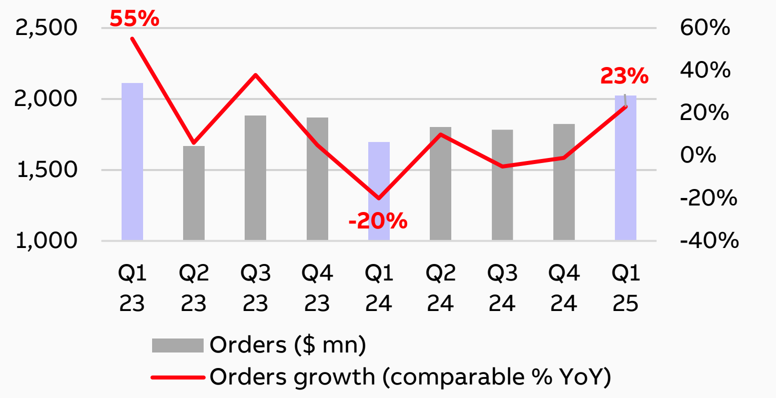


- Operational EBITA margin +110 bps YoY
- The gross margin improvement year-on-year was supported by positive price development, as well as improved operational efficiency
- Operational EBITA improved in majority of divisions

Record order backlog supporting future revenue generation

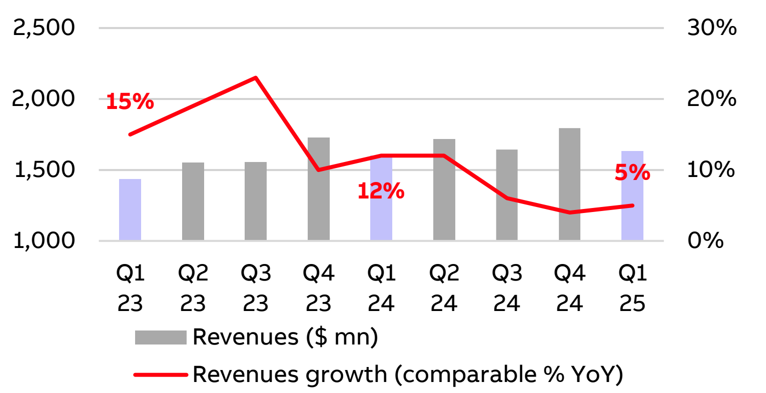
Q1 2025 Process Automation

Orders $2,024 mn



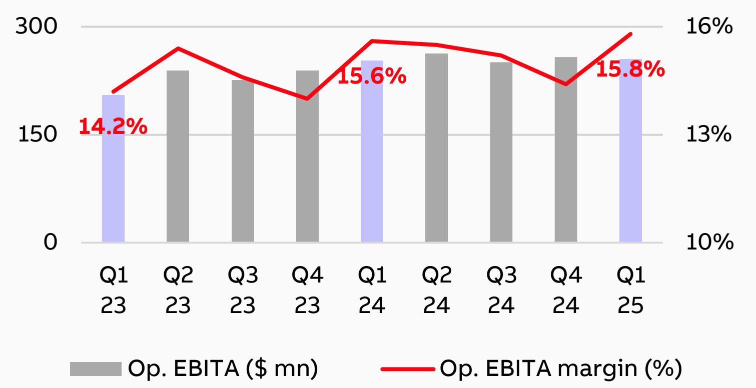
- Particular strength in marine and ports, main exposure linked to passenger and specialized vessels as well as port automation
- Stable to positive customer activity across most other customer segments
- Growth across all divisions
- Some increased uncertainty noted towards end of the quarter but strong secular drivers intact
- Backlog $8.1 bn (prior Q-end $7.4 bn)

Revenues $1,633 mn



- Growth driven by execution of the order backlog resulting in higher volumes with additional support from positive pricing
- Book-to-bill 1.24x

Operational EBITA $255 mn, +1% YoY

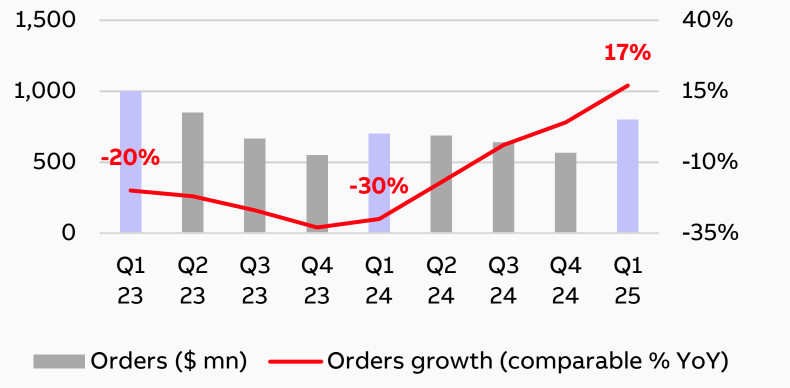


- Operational EBITA margin +20 bps YoY
- Driven by the execution of the order backlog, which had a higher gross margin, primarily in the project- and systems-related divisions
- Partially offset by the product division where weaker revenues weighed on profitability year-on-year

Both divisions in order growth YoY as well as sequential margin improvement

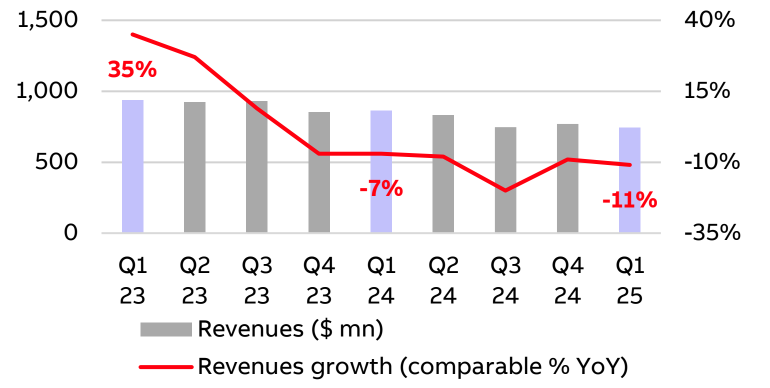
Q1 2025 Robotics & Discrete Automation

Orders $799 mn



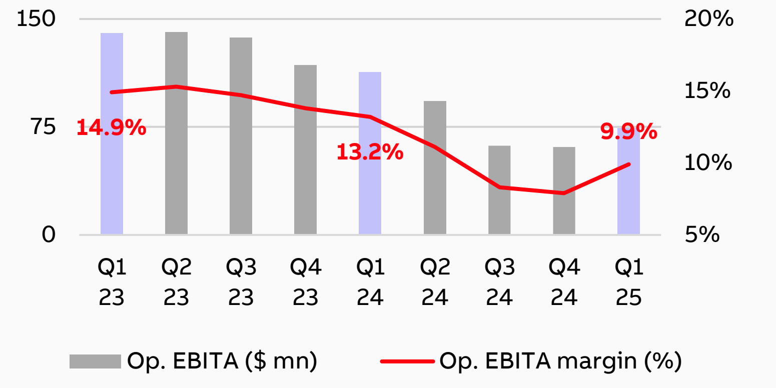
- Robotics orders were up double-digit. Both auto and consumer electronics grew despite a challenging underlying market. Growth also noted in food & beverage, fashion industry and industrial machinery; Strong growth in the Americas and AMEA, Europe down low-single digit
- Machine Automation orders increased sharply from low comparable as inventory adjustments at customers largely completed with some spillover into Q2; Expect slight sequential improvement going into Q2
- Backlog $1.5 bn (prior Q-end $1.4 bn)

Revenues $744 mn



- Growth in Robotics driven by higher volumes more than offset by a sharp volume decline in Machine Automation
- Book-to-bill 1.07x

Operational EBITA $74 mn, -35% YoY



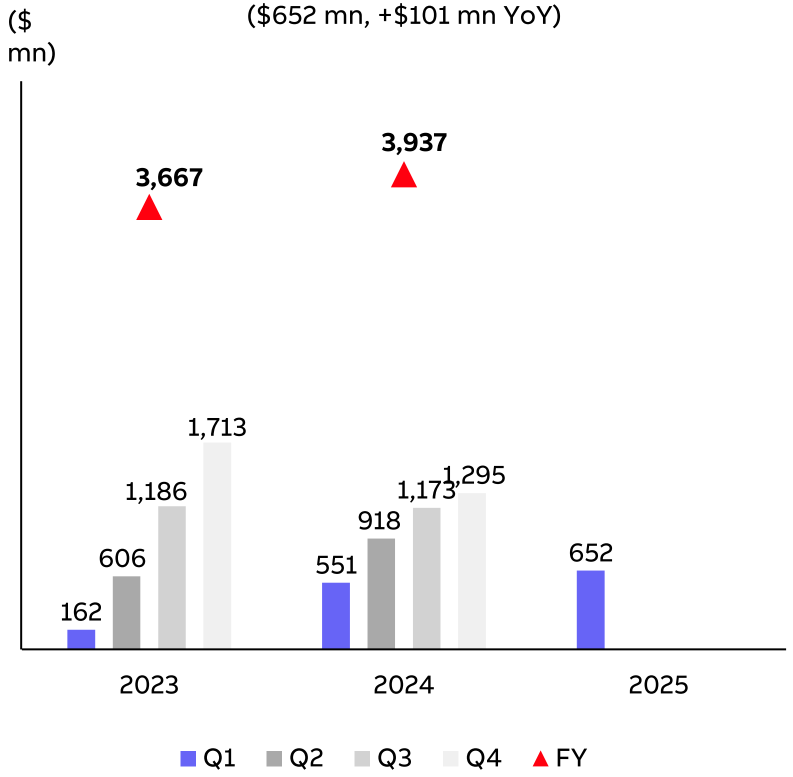
- Operational EBITA margin -330 bps YoY
- Decrease driven by lower production volumes in Machine Automation
- Machine Automation at a break-even level as the impact of cost savings measures offset the adverse impacts from lower production volumes
- Robotics margin remained in double-digit territory

Cash generation analysis

Q1 2025 cash flow drivers

Free cash flow

($652 mn, +$101 mn YoY)



1. YoY comparable.

Solid Free cash flow start to the year

Positive cash flow from operating activities in all business areas with additional support from real estate gain

Year-on-year increase driven by:

- Increase in operational performance offset by higher taxes and interest
- Gain on sale of real estate supported FCF by ~$100 mn
- Similar build-up of net working capital

Expect to improve Free cash flow from last year's $3.9 bn

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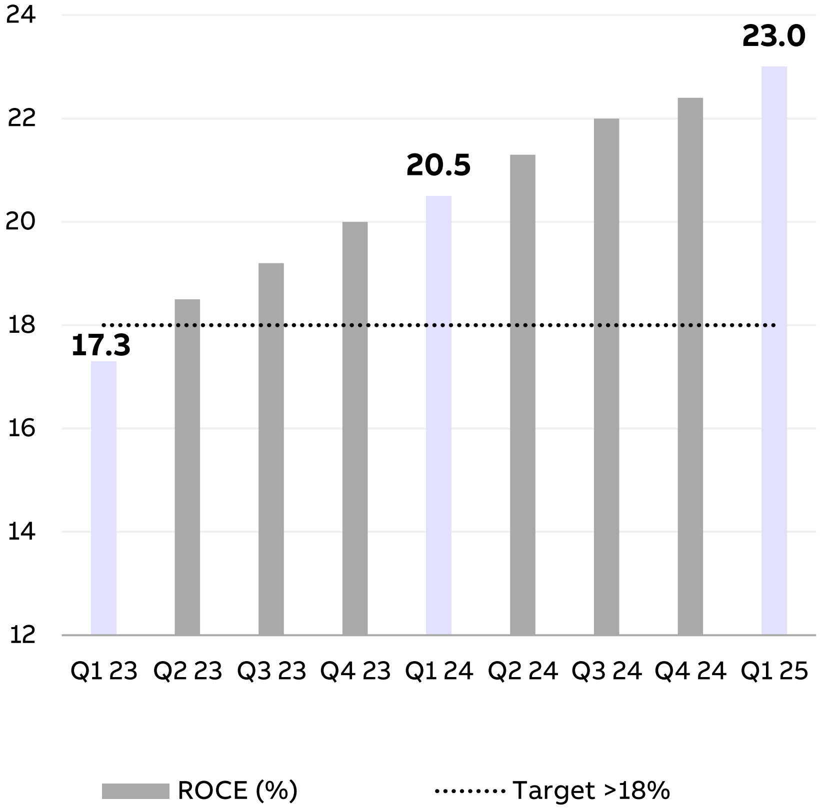
Return on Capital Employed in focus



Return on Capital Employed (ROCE)

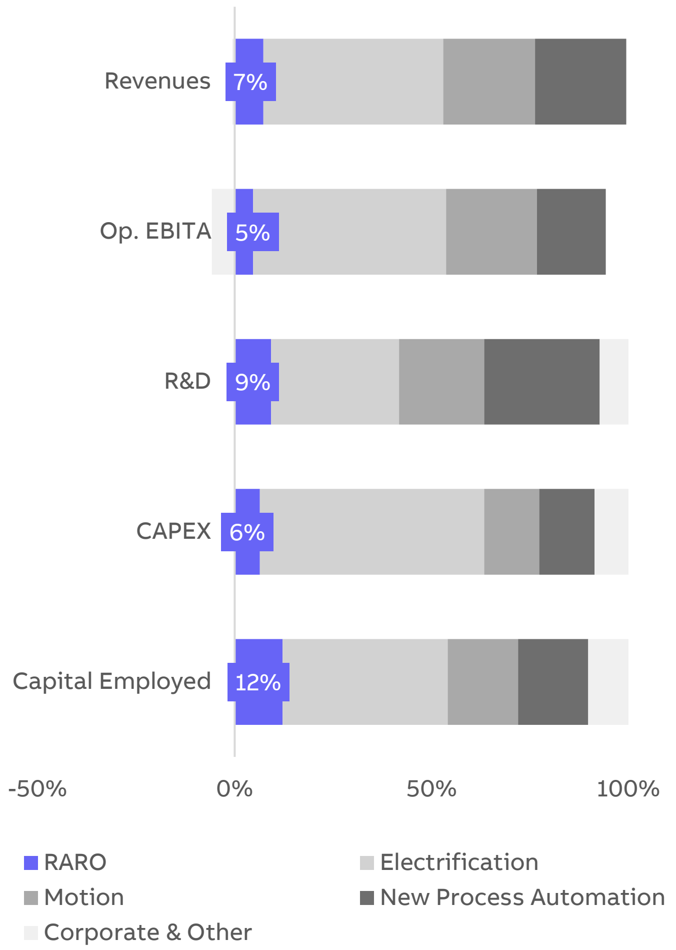
(23.0%, +250 bps YoY)

Improvement driven by higher earnings in 3 out of 4 business areas

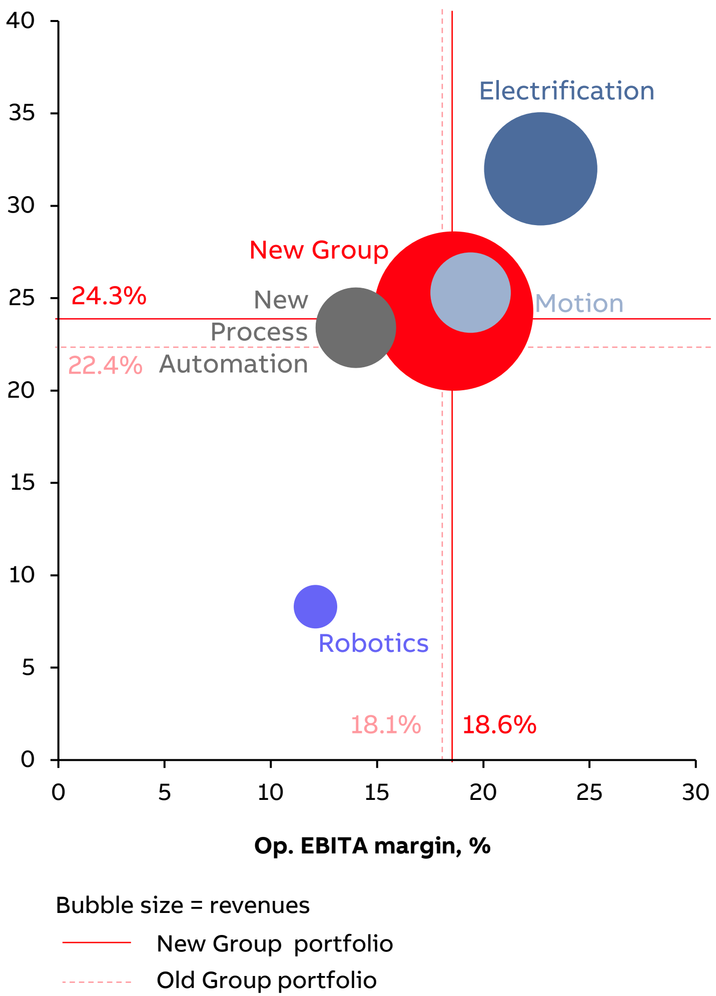
Additional support from improvements in Net working capital

Extracting full value creation

2022 – 2024 [1]



2024 ROCE % [1]



1 Preliminary estimate pre-carve out

Robotics division is planned to be spun-off as a separately listed company in the second quarter of 2026

Separation allows for optimized governance for ABB and Robotics

- Full focus from Board
- Evaluated on own merits
- First in mind for capital allocation
- Strong balance sheet gives flexibility

Create a pure play robotics company in market with strong long-term automation trends

ABB Robotics

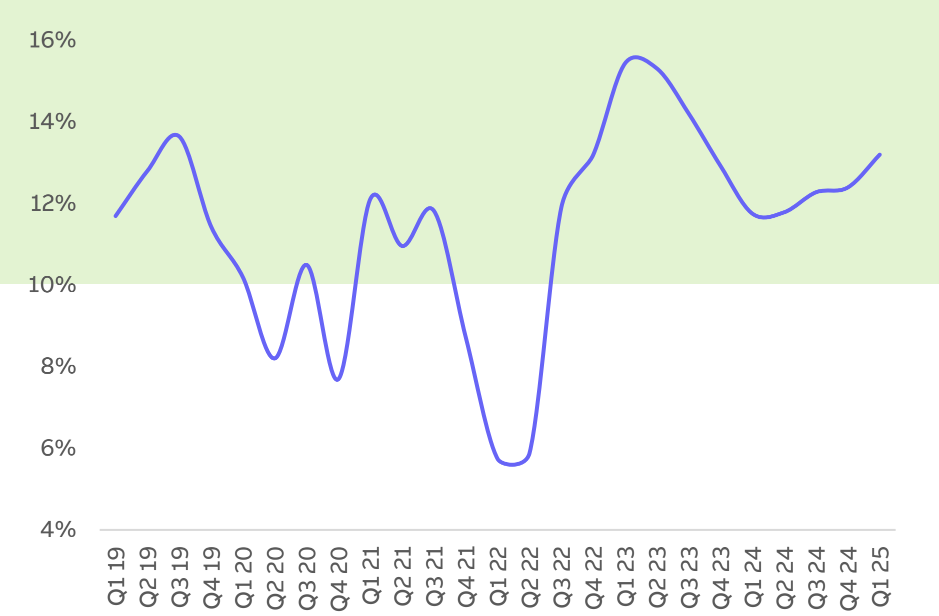
Global No. 2 in the robotics industry

~2.3bn[1] revenues

Broad and technology leading customer offering

- Broadest mechatronics portfolio - industrial robots, cobots, Autonomous Mobile Robots
- Leading control and software platform
- Deep industry expertise
- Leader in AI-based solutions such as item picking and autonomous navigation
- Leader in differentiating applications, e.g. paint
- Largest service network and offering

Double-digit Op. EBITA margin in most quarters since Q1 2019

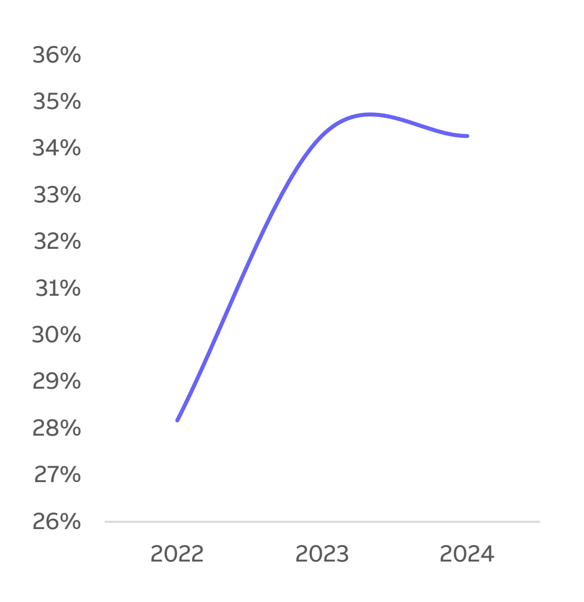


- **~2/3* direct sales**
- **Growing channel partner network**
- **~18%* service**
- **Manufacturing in Sweden, China, USA**
- **Early entry into logistics, life sciences, construction**

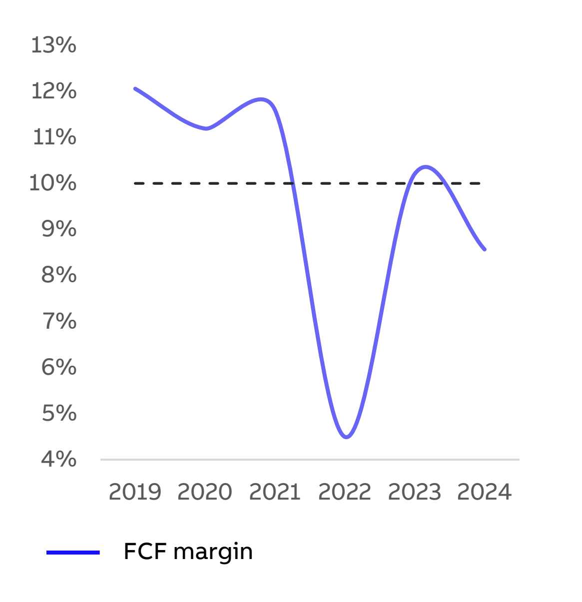
1 FY 2024
* Management estimate

ABB Robotics - a strong performer in its industry

600bps gross margin [1, 2] improvement in 2022-2024

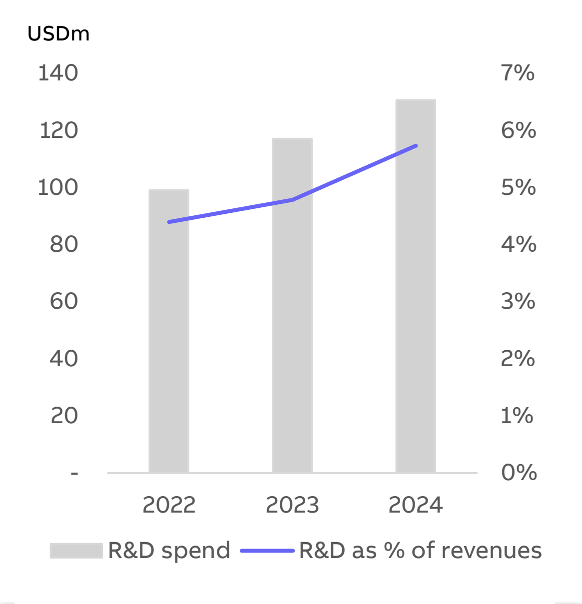


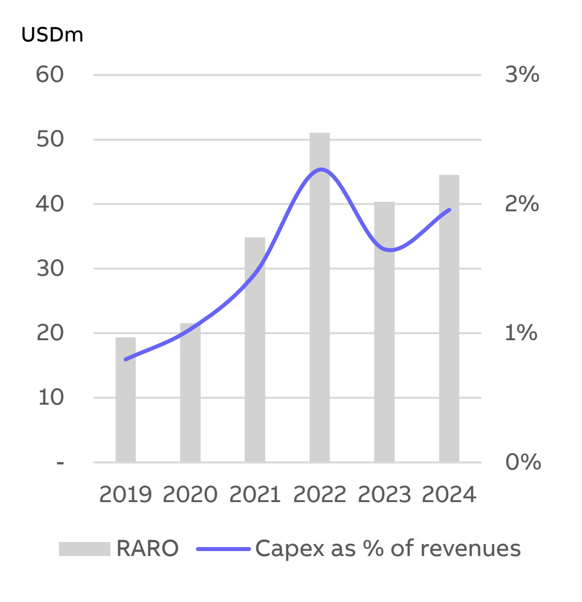
Good cash [1] generation



Well invested

- R&D [1, 2] spend drives product innovation
  - 2024 launch of unique intelligent robot control platform OmniCore™
  - >80%* of offering is software/AI enabled
- CAPEX [1] of ~ $200m in 2019-2024
  - State of the art manufacturing sites in China and US
  - Ongoing construction of new European hub in Sweden starting in 2025





* Management estimate

1 Preliminary estimate pre-carve out; 2 Restated numbers not available prior to 2022 due to change of accounting policy for Information System costs

ABB RESHAPED PORTFOLIO

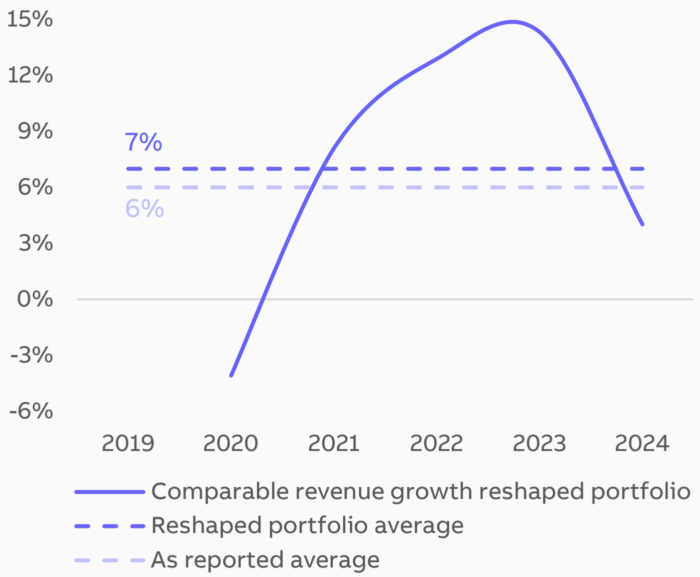
Three business areas with sales and technology synergies

- **Process Automation has competitive advantage by being part of ABB,** making it the only supplier with direct access to both electrification and motion products and solutions
- **Electrification and Motion benefit from Process Automation** acting as a brand and technology bridge between end-user segments and ABB
- **Process Automation projects pull through combined sales of ~0.5bn** from Electrification and Motion
- **Technology synergies** for software/control technologies between Machine Automation division and the Process Automation business area

ABB reshaped portfolio

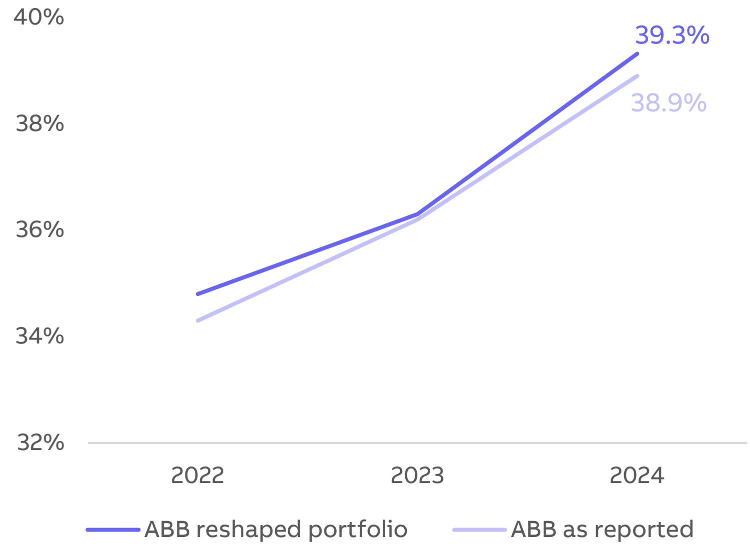
Higher growth rate in reshaped portfolio

Comparable revenue growth[1]



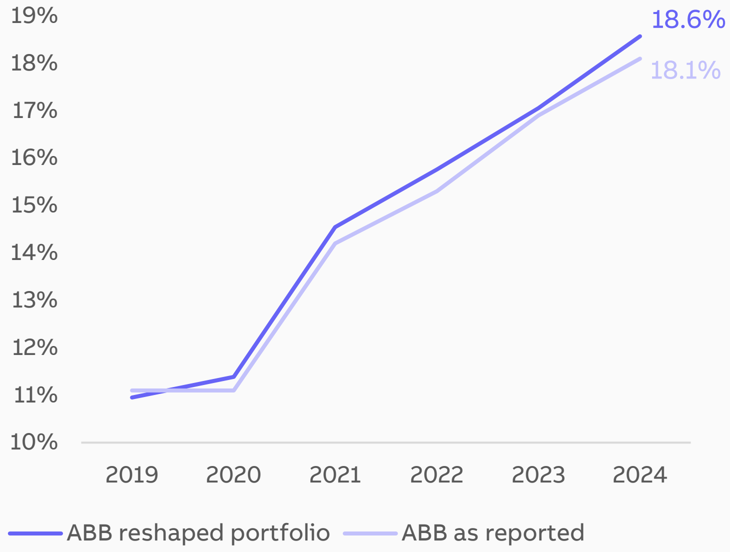
Higher gross margin in reshaped portfolio

Gross margin*, [1]



Higher Operational EBITA margin in going-forward-portfolio

Op. EBITA margin[1]



* Restated numbers not available prior to 2022 due to change of accounting policy for Information System costs

1 Preliminary estimate pre-carve out

Outlook

Acknowledging the increased uncertainty for the global business environment

Q2 2025

Revenues

- Comparable growth in the mid-single digit range

Operational EBITA %

- Operational EBITA margin to remain broadly stable with last year's 19.0%[1]

FY 2025

Revenues

- Comparable growth in the mid-single digit range
- Book-to-bill above 1

Operational EBITA %

- Operational EBITA margin to improve year-on-year.

1. We expect improved business results in 2025 offset the year-on-year headwind from favorable net non-repeats of 30 basis points in Corporate & Other in the second quarter of 2024.

Q&A

Appendix

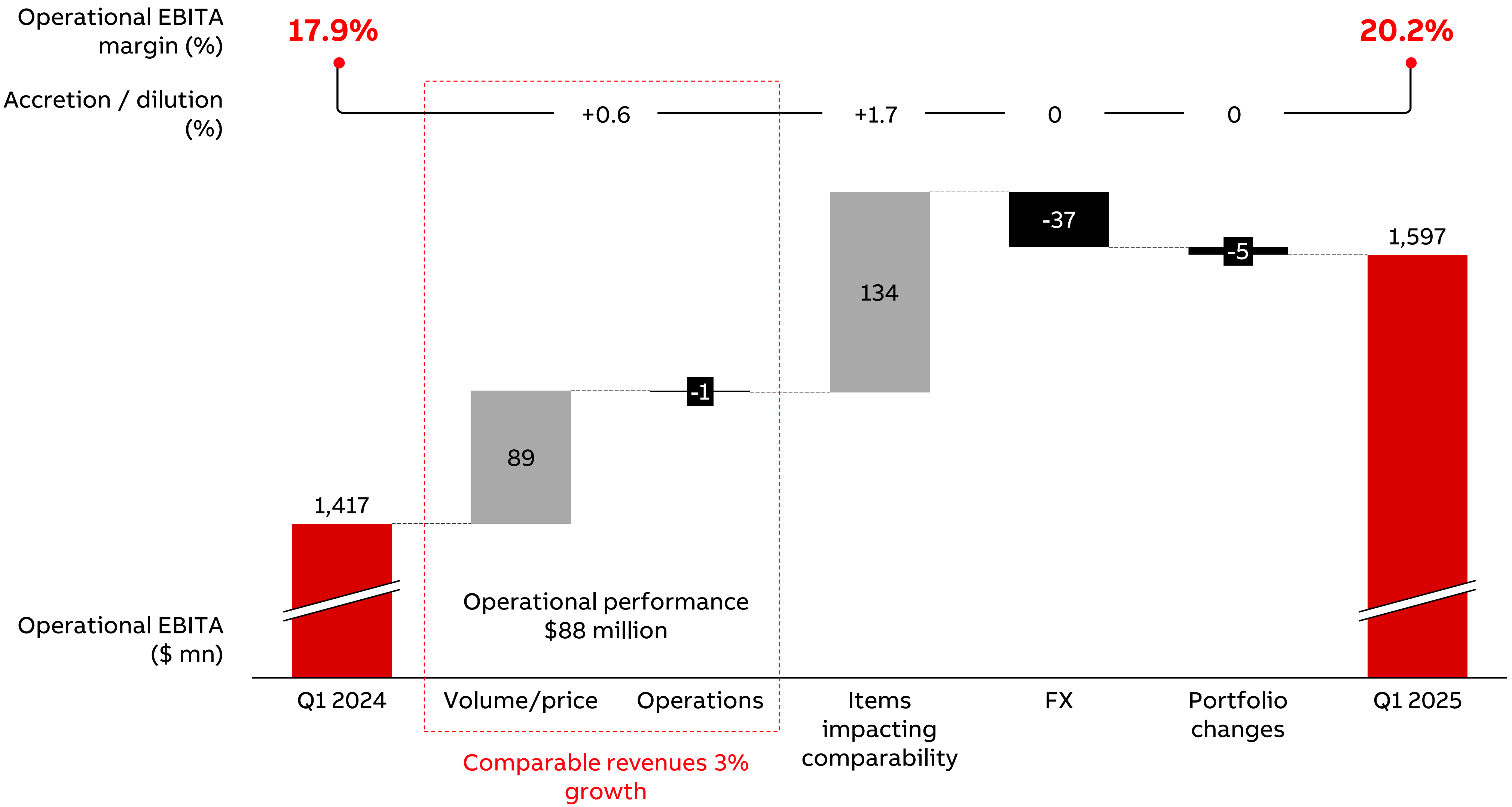
2025 framework

$ mn unless otherwise stated	Q1 25	Q2 25 framework	2025[1] framework
Corporate and Other Operational EBITA[2]	69	~(75)	~(200) From ~(300)
Non-operating items:			
PPA-related amortization	(45)	~(55)	~(180)
Restructuring and related[3]	(25)	~(60)	~(250)
ABB Way transformation	(43)	~(50)	~(150)

	3M 25	2025 framework
Finance net	7	40
Effective tax rate[4]	29.5%	~25%
Capital expenditure	(195)	~(900)

1. Excludes one project estimated to a total of ~$100 million, that is ongoing in the non-core business. Exact exit timing is difficult to assess due to legal proceedings etc.
2. Excludes Operational EBITA from E-mobility business.
3. Includes restructuring and restructuring-related as well as separation & integration costs.
4. Excludes the impact of acquisitions or divestments or any significant non-operational items.

Operational EBITA bridge



Items impacting comparability: Non-core business and real estate gain. Portfolio changes: SEAM Group acquisition, Siemens Wiring Accessories acquisition, Niedax JV and Incharge divestment

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