



WELCOME TO ABB CANADA

Corporate Presentation

ENGINEERED
TO OUTFIT

ABB CANADA AT A GLANCE

ABB is a technology leader in electrification and automation, enabling a more sustainable and resource-efficient future.

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 more than 105,000 employees worldwide. In Canada, ABB is driven by 3,200 talented employees in our 33 locations from coast to coast. ABB's shares are listed on the SIX Swiss Exchange (ABBN) and Nasdaq Stockholm (ABB).



ENGINEERED TO OUTFRAN

Industries are the beating heart of the modern world. From energy, power and mining to building, transport, manufacturing, and more – they need to meet the global demand, be more sustainable, efficient, and manage transitions. To them, “running” is no longer enough – they need to outperform.

With our leading technologies in electrification and automation, we help all industries run at high performance and become more productive, efficient and sustainable to outperform.

At ABB, we call this **‘Engineered to Outrun’**.



ABB PURPOSE

Our purpose is to enable a more sustainable and resource-efficient future with our technology leadership in electrification and automation



Creating
success



Addressing world's
energy challenges



Leading
with technology



Transforming
industries



Embedding
sustainability

ABB PURPOSE AND CUSTOMER OFFERING ALIGNED WITH SECULAR TRENDS

MEGATRENDS

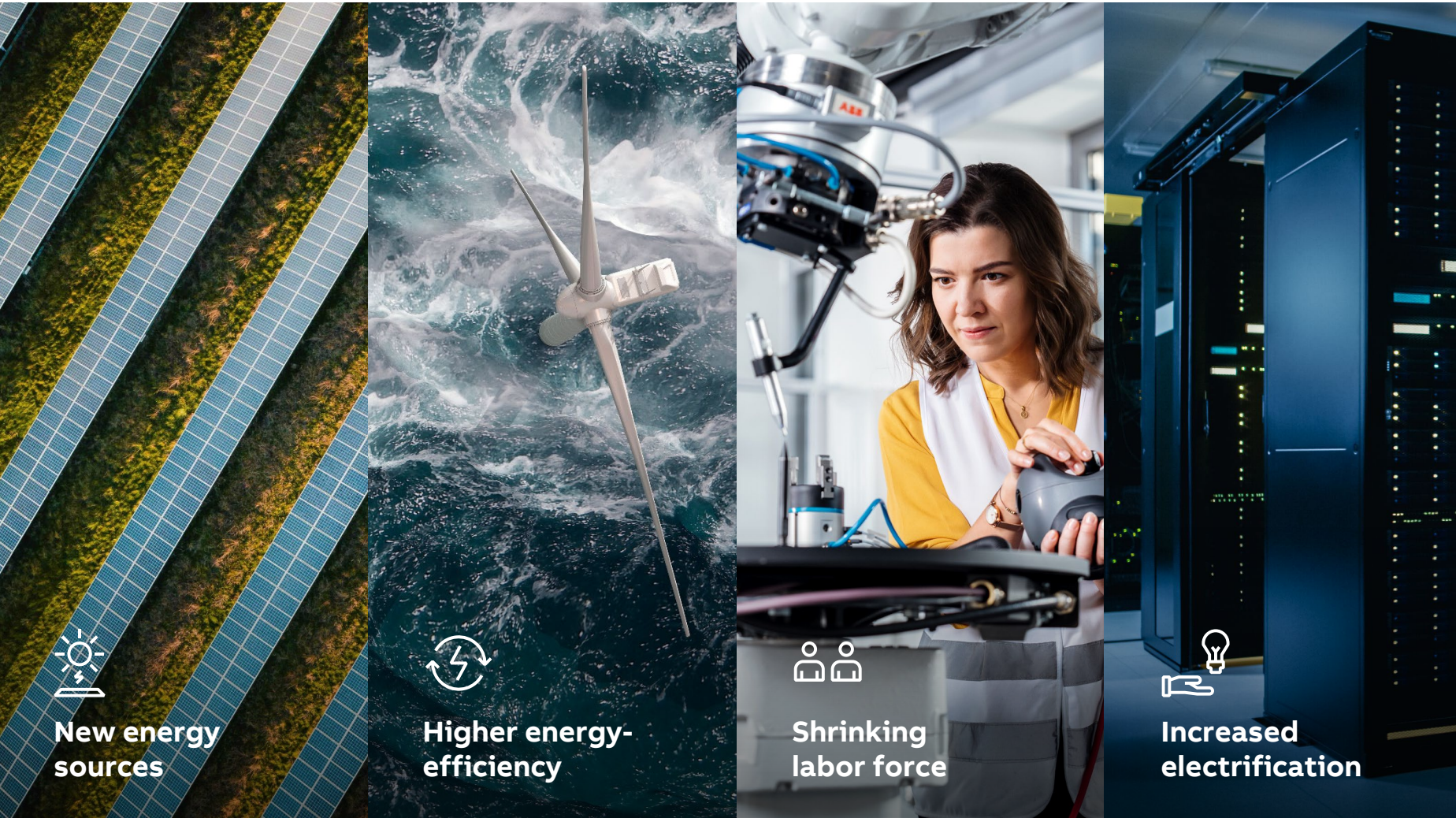
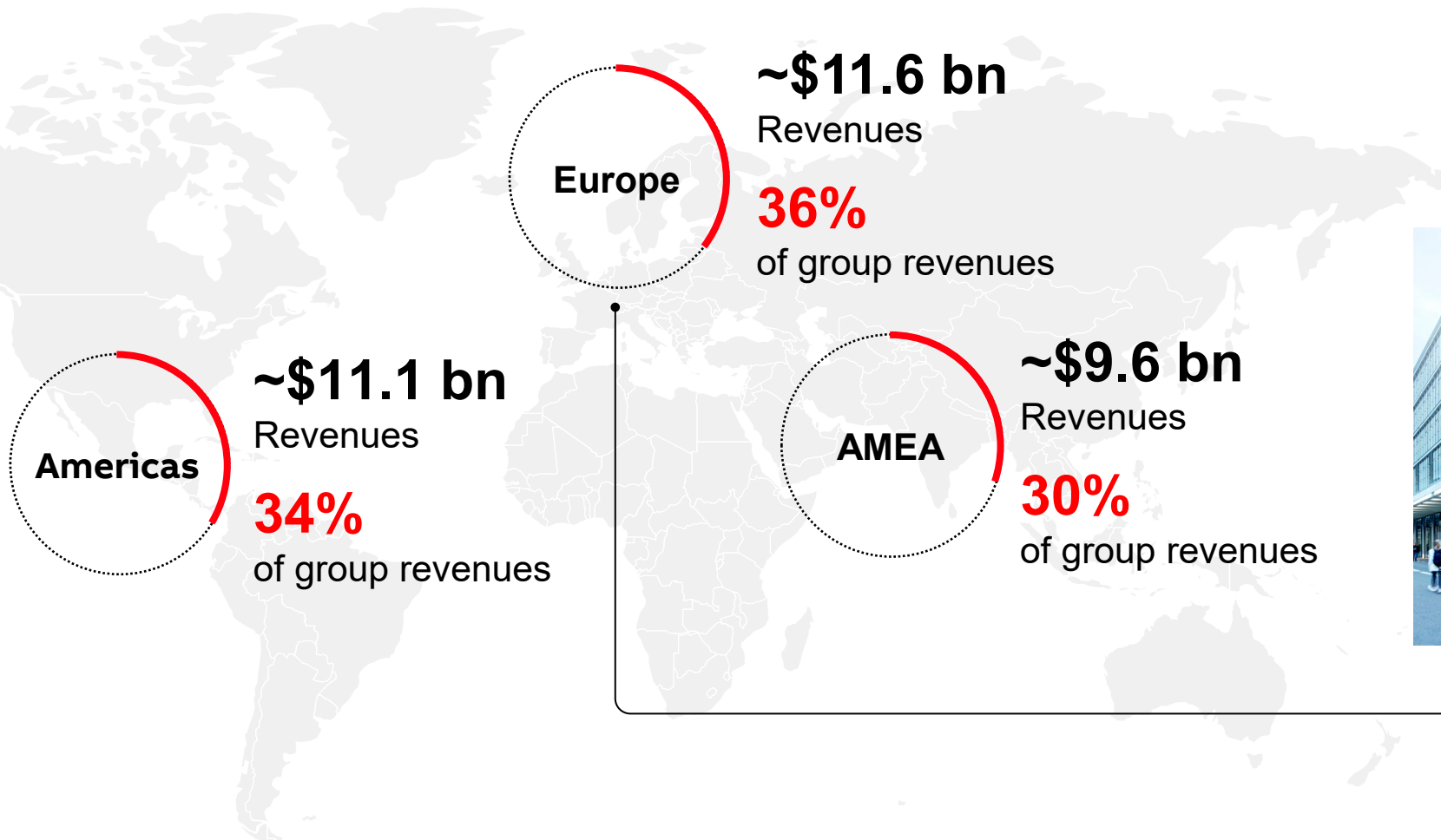


ABB OFFERINGS

We help customers:

- Accelerate the energy transition
- Keep their operations running smoothly
- Reduce and avoid emissions
- Reduce waste and increase circularity
- Increase productivity
- Increase energy efficiency
- Increase flexibility
- Increase safety and improve working environments
- Reduce downtime

WELL POSITIONED ACROSS GLOBAL MARKETS



Zurich, Switzerland
Global Headquarters

ABB IN CANADA

At a glance

With a history of excellence in Canada stretching back more than 100 years, ABB's success is driven by 3 200 talented employees in our 33 locations from coast to coast.



Region headquarters
Montreal, Quebec



~ 3,200 employees
in Canada



17
Manufacturing
& assembly
locations



Global Centre for
Emergency Lighting
R&D



Over ~100 years of
technological
innovation in Canada



19
sales & service
locations



33 locations
coast to coast



Over 70 million
digitally enabled
devices that create
the foundation of the
IIoT



Ranked in top 100
Canada's Best Employers
(2021 to 2024)



North American
Center of Excellence for E-
Mobility



Close to \$400K
given to Canadian
communities in
2023

THE CANADA STORY

Strategically growing in the markets we serve

Balance through strategic acquisitions

- 1989** ABB acquires the **Westinghouse** transmission & distribution business, marking ABB's entrance to North American power and industrial market
- 1990** ABB acquires **Bomem Inc.** a leader in FTIR technologies, pushing the envelope for quality and precision of analytical products and systems
- 1999** ABB acquires **Elsag Bailey** (US \$2 bn), supporting growth in various process industries
- 2008** ABB acquires **Ber-Mac Electrical and Instrumentation**, expanding its presence and capabilities in the oil and gas sector
- 2009** ABB acquires **Sinai Engineering Corporation**, to enhance its presence and capabilities in Western Canada.
- 2010** ABB acquires **Ventyx** (US \$1 bn), adding robust enterprise software to our portfolio
- 2011** ABB acquires **Baldor** (US \$4.2 bn), supporting growth with industrial motors and drives
- 2011** ABB acquires **Envitech Energy** to strengthen its offering and solutions for the rail infrastructure market
- 2012** ABB acquires **Thomas & Betts** (US \$3.9 bn), supporting growth with distributors and electrification products
- 2013** ABB acquires **Power-One** (US \$1 bn), supporting growth in renewable energy markets
- 2017** ABB acquires **B&R** to close the gap in machine and factory automation, creating a comprehensive automation portfolio
- 2018** ABB acquires **GEIS** (US \$2.6bn) supporting growth with electrification products



THE CANADA STORY

Over 100 years of technology innovation

CANADA	ELECTRIFICATION	MOTION	ROBOTICS & DISCRETE AUTOMATION	PROCESS AUTOMATION
<p>1930 ASEA is officially incorporated, and BBC is established in Canada</p> <p>1950 BBC erects its first factory in Canada</p> <p>1970 BBC inaugurates the Varennes High Voltage Transformer factory</p> <p>1988 ASEA and BBC Canada merge to form ABB</p> <p>2016 ABB invest \$35 million to build high-tech facility in Quebec City</p> <p>2016 ABB invests \$90 million to create state-of-the-art 300,000 square foot headquarters in Montreal</p>	<p>2014 ABB's Envelope traction power technology is selected for the Vancouver Evergreen Line Rapid Transit Project</p> <p>2016 ABB establishes Global Technology Development Center for Emergency Lighting in Quebec</p> <p>2017 ABB establishes North American Center for Excellence in E-Mobility in Montreal</p> <p>2022 ABB Canada a trusted partner in ventilation in Louis-Hippolyte Lafontaine tunnels of Montreal, with ABB drives, such as our ACS880-17.</p>	<p>2003 Liquid cooled drives for tunnel boring machines, a custom solution for a Canadian customer. These tunnel machines are now used around the world.</p> <p>2004 ACH550, a true HVAC 600v drive for the Canadian market. Improving Energy Efficiency in buildings and hospitals.</p> <p>2008 ACS880 Active Front-End drives for Ultra-Low harmonics. With this technology, ABB kept power grids clean and providing outstanding motor performance!</p> <p>2019 Drives awarded a contract with Metrolinx to expand Toronto's Light Rail Transit system that will be 60% faster than current travel times</p>	<p>1994 Ford Motor Co. Ltd. Awards major contract to ABB to provide sophisticated robot systems</p> <p>1999 ABB robotics Canada develops innovative process for welding/processing plastic gas tanks for the automotive industry</p> <p>2003 General Motors awards contract to ABB to supply stamping line, automated de-stacking systems, end-of-line systems and robot integration for its plant in Lordstown, Ohio</p> <p>2011 ABB FlexArc products/cells are assembled and produced in Canada</p> <p>2016 First truly collaborative robot – YuMi - installed in Canada</p> <p>2017 ABB completes acquisition of B&R</p>	<p>1999 Measurement & Analytics marks its first export into space for Canadian Space Agency's MOPITT instrument launched by NASA</p> <p>2003 ABB develops VRS 3000 Underground Voltage Regulation Systems (UGVRS), first heavy-duty, skid-mounted, portable SVC designed to regulate voltage in mine distribution systems</p> <p>2005 ABB obtains contract to deliver North America's largest friction mine hoist for Mosaic's Esterhazy Potash Operation in Saskatchewan</p> <p>2013 ABB signs space contract with Harris to develop three additional interferometers for NASA's next generation LEO weather satellites.</p> <p>2018 ABB enters the Space 2.0 market by winning contract from GHGSat to build highly innovative payloads for monitoring greenhouse gases from space.</p> <p>2021 launched ABB Ability™ comprehensive natural gas leak and greenhouse gas measuring systems using an ultra sensitive OA-ICOS sensor</p> <p>2022 ABB wins its largest space contract to date with Earth Daily Analytics for satellite imaging technology to detect environmental change in near real time</p> <p>2023 ABB contracts with Seaspan's Vancouver Shipyard to deliver a complete propulsion system for the first of the Canadian Coast Guard's new-generation polar icebreakers, slated to be the world's largest and most powerful diesel-electric icebreaker in 2030.</p>

ABB IN CANADA EMPLOYEES COAST TO COAST

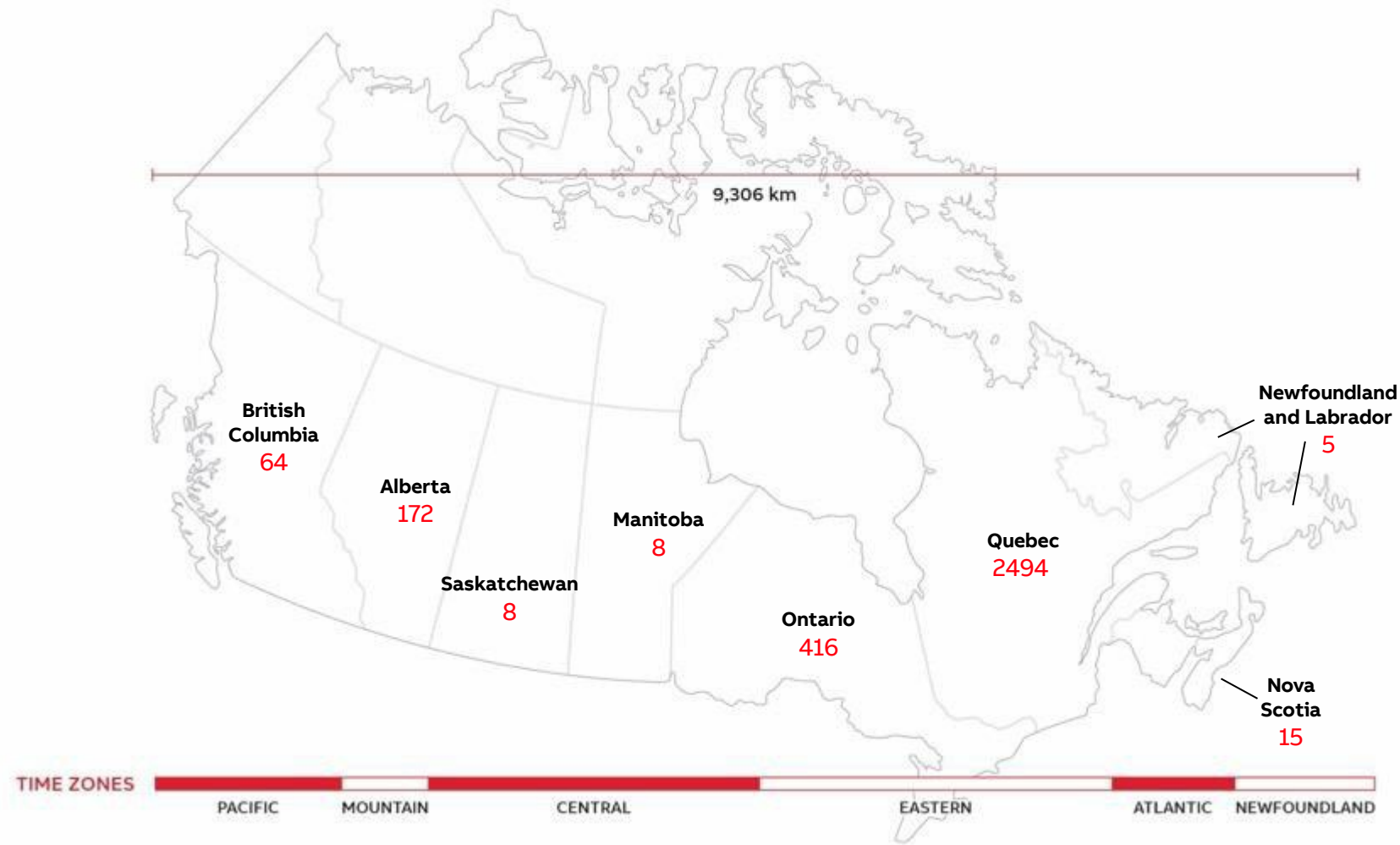


ABB IN CANADA LOCATIONS

50 functions across 33 locations

British Columbia

1 sales & service location
1 distribution center

Alberta

3 manufacturing & assembly facility
2 sales & service location
3 distribution centers

Saskatchewan

1 sales & service location

Manitoba

1 sales & service location

Ontario

6 manufacturing & assembly facility
8 sales & service location
5 distribution centers

Quebec

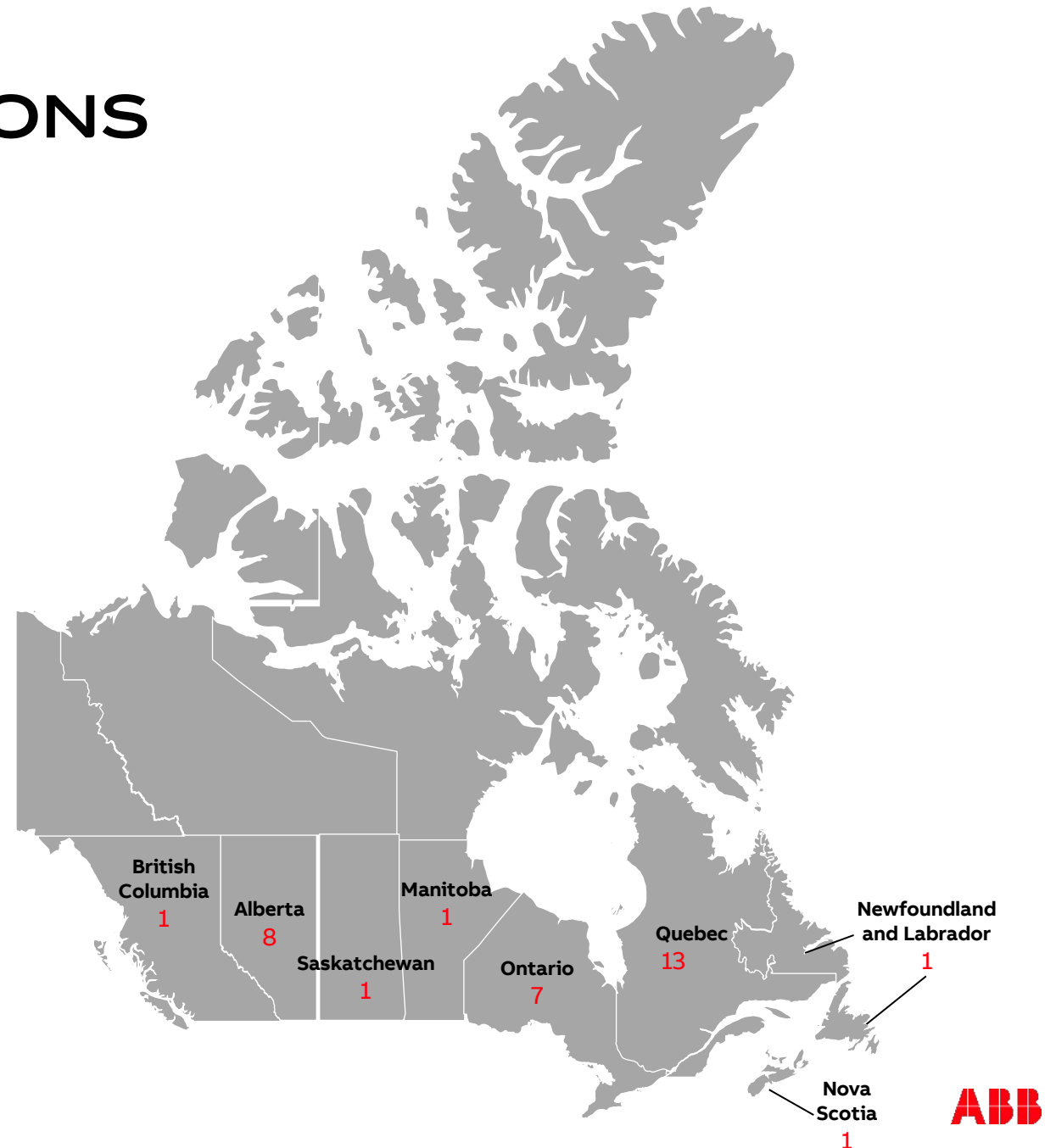
8 manufacturing & assembly facility
4 sales & service locations
5 distribution centers

Nova Scotia

1 sales & service location

Newfoundland and Labrador

1 sales & service location



SERVING CUSTOMERS FROM A WIDE RANGE OF INDUSTRIES

Deep domain
expertise and a
commitment to
customer value



Aluminum



Automotive



Building and
Infrastructure



Cement



Channel
Partners



Chemical



Data
Centers



Food and
Beverage



Life Sciences



Marine



Metals



Mining



Oil and Gas



Ports



Power
Generation



Printing



Process
Automation



Pulp and
Paper



Railway



Smart Cities



Solar Power



Water



Wind 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 strategies, performance and resources, while serving as the “glue” that holds our Group together.

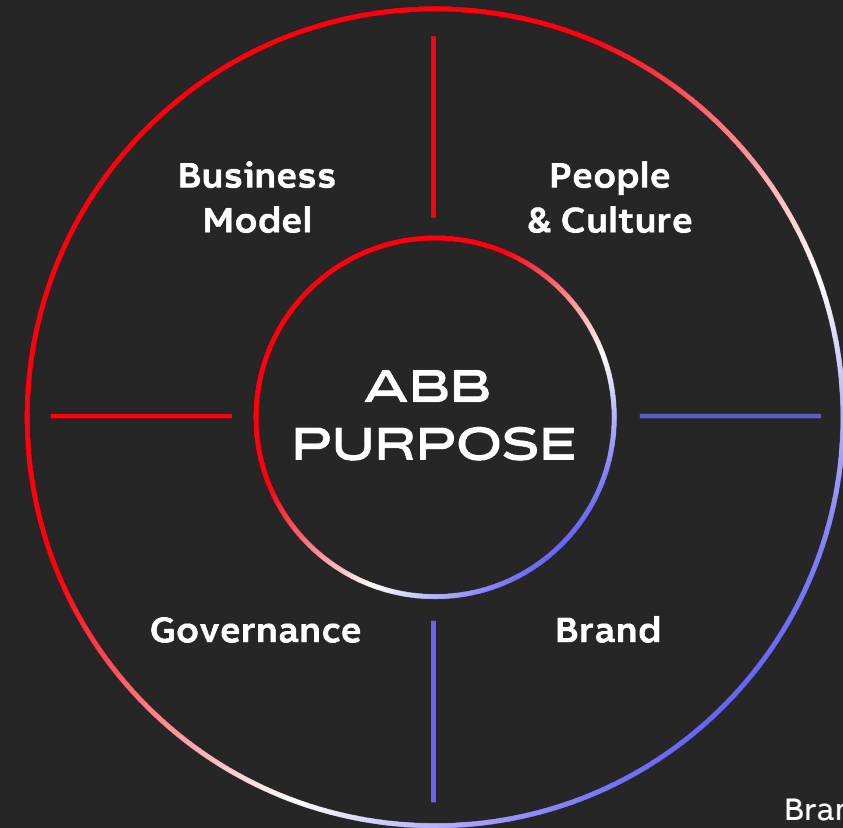
The ABB Way consists of two parts:

“HOW” we operate and create superior value, namely with our business model, people and 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 leading technologies

Decentralized setup
Full divisional accountability
Performance management
Portfolio management

Values
People
Leadership



Code of conduct
Internal controls & compliance
Risk management
Regulations, Processes and Policies

Brand Positioning
Reputation Management

OUR BUSINESS AREAS



ELECTRIFICATION



MOTION



PROCESS
AUTOMATION



ROBOTICS
& DISCRETE AUTOMATION



ELECTRIFICATION BUSINESS AREA

 **Revenues** \$14.6 bn

 **Employees** ~50 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 leading portfolio of products and services encompasses digital and connected innovations for low- and medium-voltage, including electric vehicle infrastructure, modular substations, distribution automation, power protection, wiring accessories, switchgear, enclosures, cabling, sensing and control.

ELECTRIFICATION IN CANADA

1,970 employees

OUR BUSINESS

Offering

- Electrical distribution, control and power solutions
- Building and living solutions
- Installation products for industrial, commercial, and utility applications
- Life cycle management and services

Typical customers

- Electrical distributors and contractors
- OEMs, system integrators and panel builders
- Consultants, EPCs

SELECTED CUSTOMER SEGMENTS

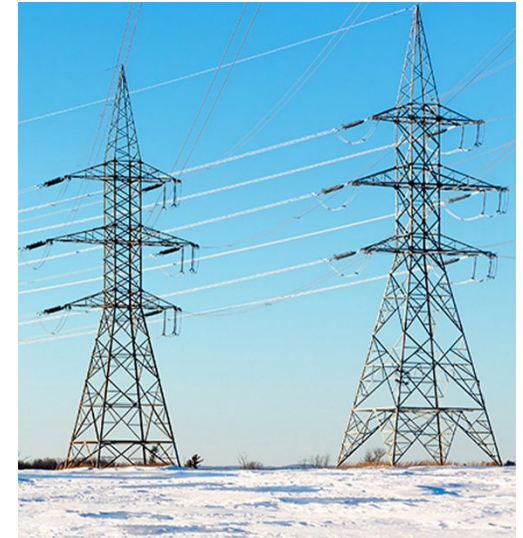
Commercial buildings



Data centers



Utilities





MOTION BUSINESS AREA

 **Revenues** \$7.8 bn

 **Employees** ~22 k

 **Global
market
position** No. 1

Divisions

- Drive Products
- System Drives
- Motion Services
- NEMA Motors
- IEC LV Motors
- Large Motors & Generators
- Traction

ABB Motion, a global leader in motors and drives, is at the core of accelerating a more productive and sustainable future. We innovate and push the boundaries of technology to contribute to energy efficient, decarbonizing and circular solutions for customers, industries and societies.

With our digitally enabled drives, motors and services we support our customers and partners to achieve better performance, safety and reliability.

Building on over 140 years of domain expertise in electric powertrains, we help the world's industries outrun – leaner and cleaner, by delivering motor-driven solutions for a wide range of applications in all industrial segments.

MOTION IN CANADA

163 employees

OUR BUSINESS

Offering

- NEMA Motors
- Large Motors and Generators
- LV Drives & System Drives
- Services and Digital Solutions

Customer Types

- System integrators
- End customers
- Distributors
- OEMs

SELECTED CUSTOMER SEGMENTS

HVAC - Infrastructure



Oil & Gas



Food & Beverage



Water & Wastewater



General Machinery



Pulp & Paper



Mining



Marine & Ports





PROCESS AUTOMATION BUSINESS AREA



Revenues \$6.3 bn



Employees ~21 k



**Global
market
position** No. 2

Divisions

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

ABB's Process Automation business area enables customers to operate some of the world's largest and most complex industrial infrastructures, writing the future of safe, smart and sustainable operations.

We offer a broad range of automation, electrification and digital solutions for process and hybrid industries, including industry-specific integrated control and software as well as measurement and analytics solutions and services.

PROCESS AUTOMATION IN CANADA

889 employees

OUR BUSINESS

Offering

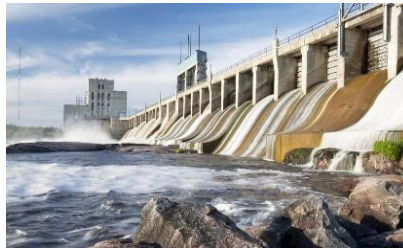
- Machine & factory automation
- Robotics

Typical customers

- End customers
- Machinery OEMs
- System integrators

SELECTED CUSTOMER SEGMENTS

Power Generation



Oil & Gas



Chemicals & Refining



Water & Wastewater



Industrial Applications



Pulp & Paper

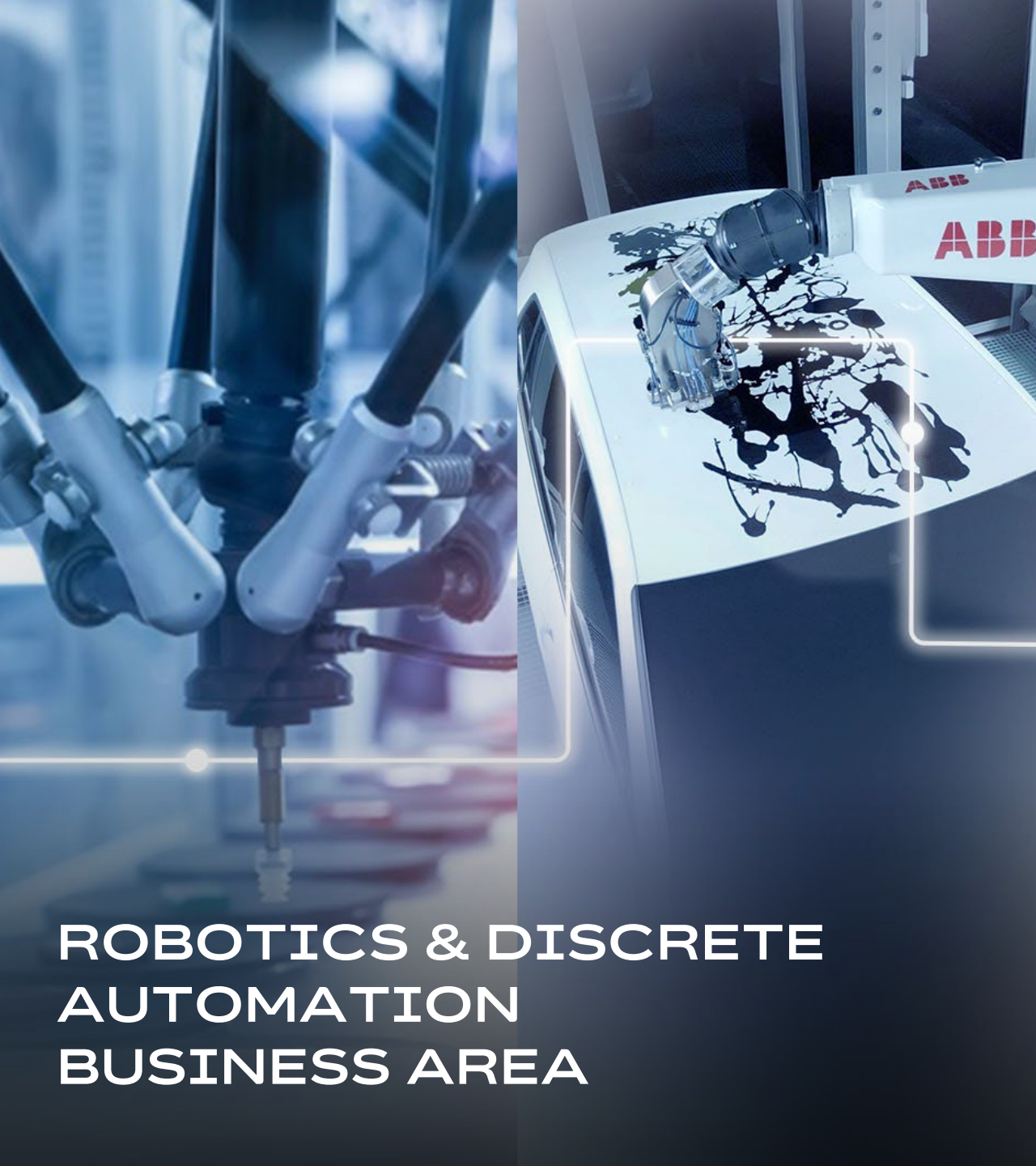


Mining & Mineral processing



Marine & Ports





ROBOTICS & DISCRETE AUTOMATION BUSINESS AREA



Revenues \$3.6 bn



Employees ~11 k



**Global
market
position** No. 2

Divisions

- Robotics
- Machine Automation

ABB's Robotics & Discrete Automation business area enables companies to become more resilient, flexible and efficient through our value-added solutions in robotics as well as machine and factory automation.

With our integrated automation solutions, our application expertise across a wide scope of industries and our global presence, we deliver tangible customer value.

Our focus on innovation includes extensive work in artificial intelligence, as well as an ecosystem of digital partnerships and the expansion of our production and research capabilities.

ROBOTICS & DISCRETE AUTOMATION IN CANADA

72 employees

OUR BUSINESS

Offering

- Integrated industry-specific solutions
- Process control (DCS)
- Measurement & analytics

Typical customers

- End customers
- EPC
- OEM

SELECTED CUSTOMER SEGMENTS

Machine Automation



Auto OEMs



General Industry



Auto Tier 1



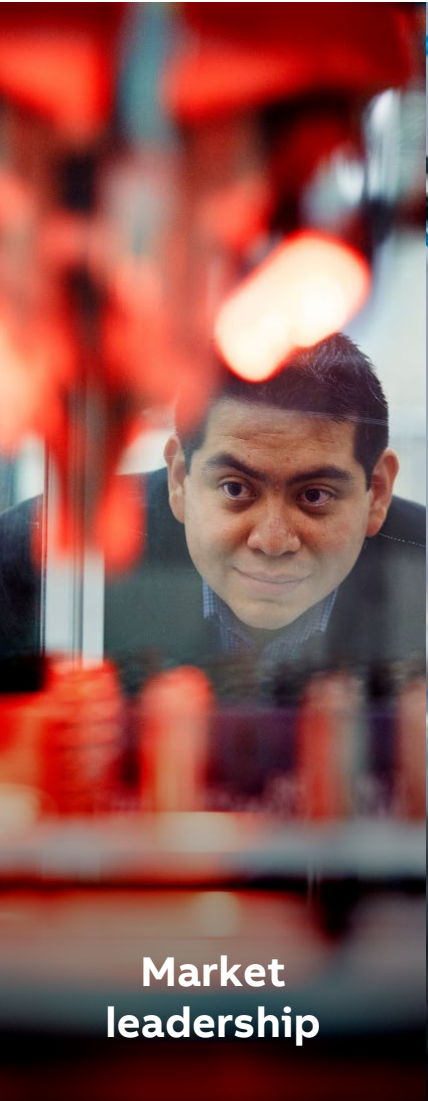
Consumer Segments & Service Robotics



Electronics



OUR PRIORITIES



**Market
leadership**



Technology



People



**Portfolio
management**



Sustainability



**Financial
performance**

AIM TO MAINTAIN OR STRENGTHEN A NO. 1 OR NO. 2 MARKET POSITION IN ALL MARKETS



Market position¹

2

1

2

2

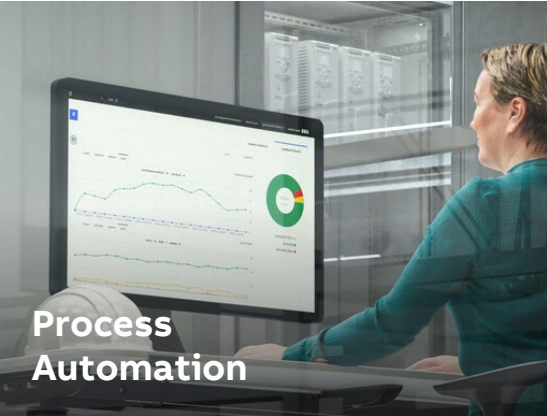
Business area



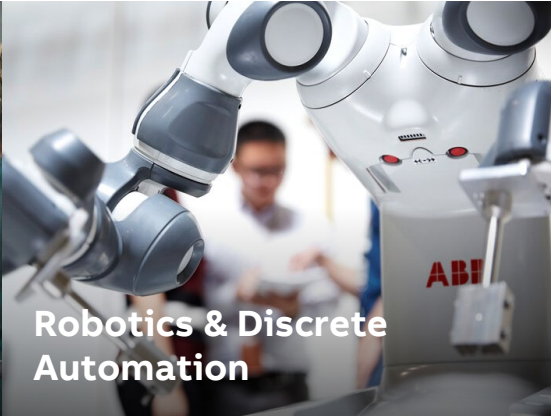
Electrification



Motion



Process Automation



Robotics & Discrete Automation

Division

- | | | | |
|--|---|--|--|
| <ul style="list-style-type: none"> • Distribution Solutions • Smart Power • Smart Buildings • Installation Products • Service • E-mobility² | <ul style="list-style-type: none"> • IEC LV Motors • Large Motors & Generators • NEMA Motors • Drive Products • System Drives • Motion Services • Traction | <ul style="list-style-type: none"> • Energy Industries • Process Industries • Marine & Ports • Measurement & Analytics | <ul style="list-style-type: none"> • Robotics • Machine Automation |
|--|---|--|--|

1. Check [Division Factsheet](#) for more details. | 2. Reported as part of “Corporate and Other” as of Q1 2023.



CREATING VALUE THROUGH WORLD-CLASS TECHNOLOGY

Our priorities
Technology



>\$1.3 billion

R&D investment
in 2023

4.1%

Revenues invested in
R&D in 2023

~7,500

R&D employees

>650

Priority patents filed in
2023

~20k

Granted patents

5.7k

Pending patent
applications

9

Venture investments
in 2023

\$70 million

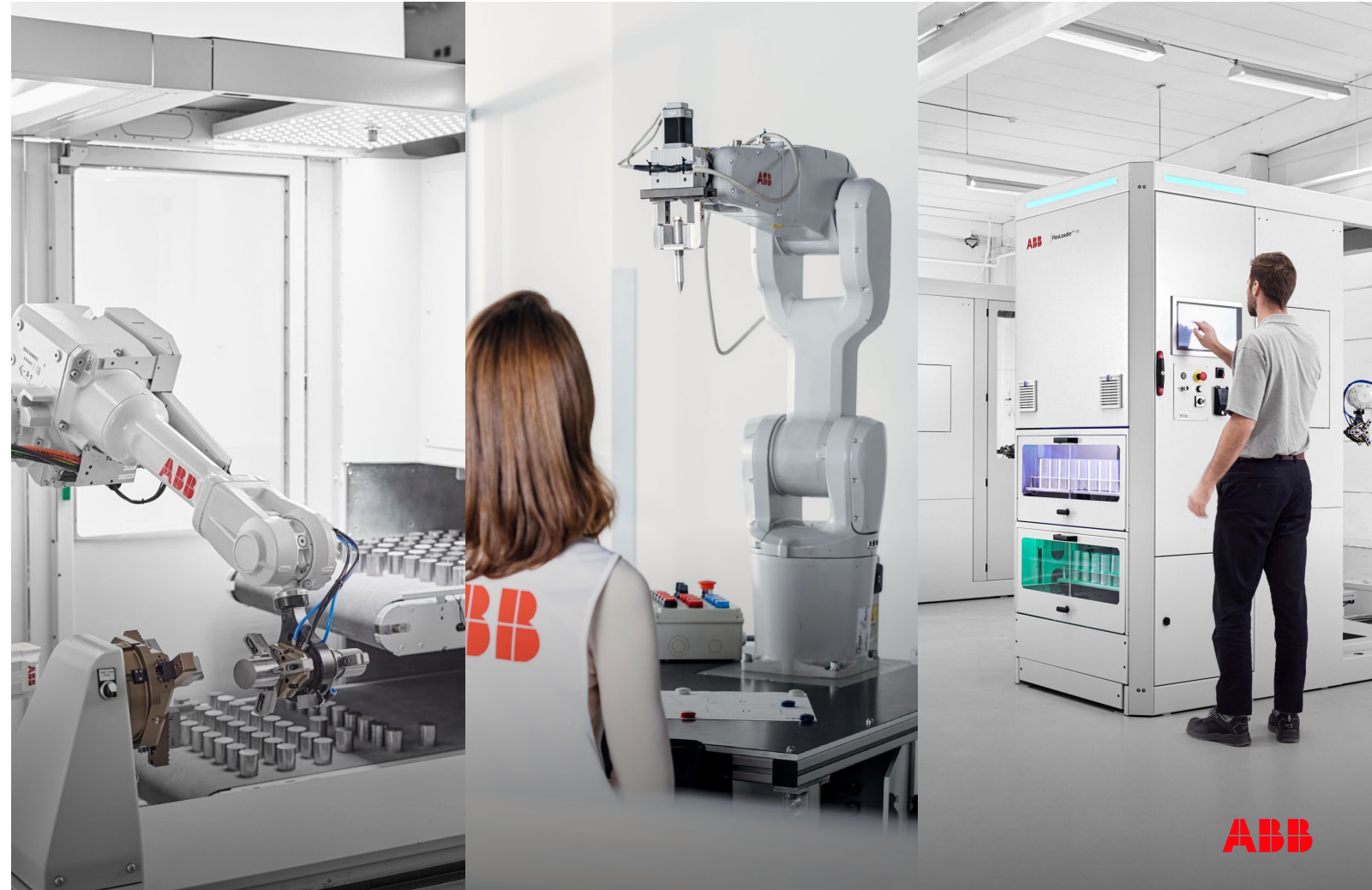
Venture investments
in 2023

~1,900

Secondary patents filed
in 2023

~\$400m

Venture investments
deployed since 2009



SOFTWARE, DIGITALIZATION, AI

Embedded in products to create customer value

~**55%** of our R&D employees¹ are focused on digital and software development.

More than **250** AI-focused projects² across the ABB Group.

STRATEGIC PRIORITIES



Increase the digital content in our products to support gross margin and industry leadership in technology.

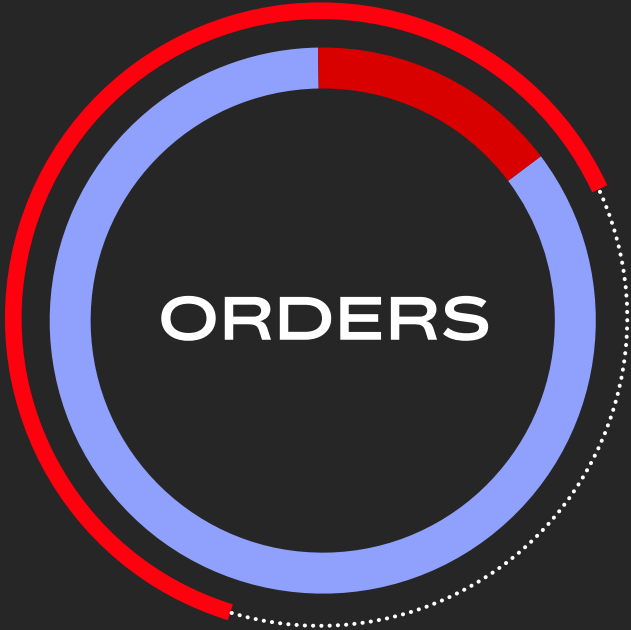


Continue to develop Industrial Software and Digital services organically and make bolt-on acquisitions.



Embedded software enables differentiation.

Our priorities
Technology



- Software or digitally enabled products and systems: est. **55-60%**¹ of orders
- Products and Systems **84%** of orders
- Services **16%** of orders

1. Management estimates. | 2. Management estimate in 2024 Oct.

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.

ACTIVELY MANAGING THE BUSINESS PORTFOLIO TO ENSURE DIVISIONS FIT WITH OUR COMPANY PURPOSE

Our priorities
Portfolio management



Portfolio management strategy

Fit with ABB's Purpose

- Electrification & automation
- Sustainability & resource-efficiency
- Technology leadership

Business attractiveness

- Market growth and market profitability
- Contribute to ABB's ability to hold a no. 1 or no. 2 market position
- Financial performance

Divisional strategic mandates

Divisions with a growth mandate are empowered to find targets fitting our portfolio management strategy

- 1-2% acquired average growth through economic cycle
- Targeting 5-10 acquisitions per year
- Small to mid-size bolt-on acquisitions

Stability

Profitability

Growth

OUR SUSTAINABILITY AGENDA

Our priorities
Portfolio management



Focus on 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 projects, 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.



FINANCIAL TARGET FRAMEWORK

Our priorities
Financial performance



Growth through
economic cycle

Comparable
5%-7% average

Excluding FX impacts,
acquisitions and divestments

Acquired
1%-2% average¹

Target is the net of
acquisitions and divestments

1. Excl. transformational divestments of full
Division or larger than 3% of Group revenues

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



Operational
EBITA % annual

16%-19%

EPS growth
through economic
cycle

At least high
single-digit %

Basic EPS



ROCE
annual

>18%

Excl. transformational acquisitions of full
Division or deals larger than 3% of Group
revenues

FCF conversion
to net income
annual

~100%



ABB CANADA ORGANIZATION



Vince Pesce
Country Holding Officer



Katie Bessette
Country HR Manager
and HRBP – ELIP Hub



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



Carley Tietolman
Country and EL
Communications Manager



Said Elaissi
Country and EL
HSE Manager



Anne Bouchard
Country Tax Manager



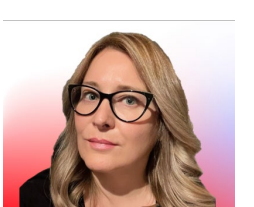
Mike Golden
Country Security
Manager



Evan Balaila
Country IS Manager



Marc-André Labelle
Country Real Estate
Manager



Samantha Lebreux
Country Trade
Compliance Officer

IMPORTANT NOTICES

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

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

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

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

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

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

This presentation contains alternative performance measures. Definitions of these measures and reconciliations between these measures and their US GAAP counterparts can be found in the “Supplemental Reconciliations and Definitions” section of the “Financial Information” booklet found under “Q3 2024” on our website at [Quarterly results](#).

ABB