



PETER TERWIESCH, PRESIDENT, AUTOMATION

# CAPITAL MARKETS DAY 2025

Automation



# ABB

ENGINEERED  
TO OUTFIT

# 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

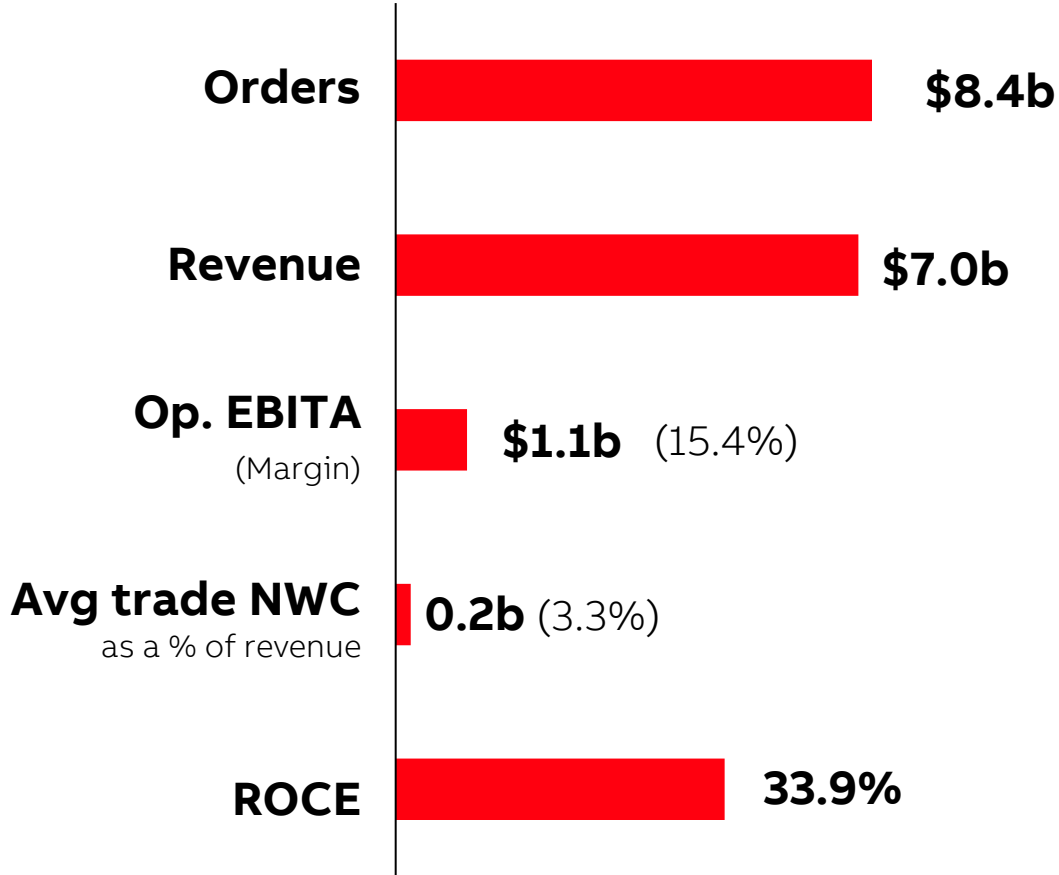
Although ABB Ltd believes that its expectations reflected in any such forward-looking statement are based upon reasonable assumptions, **it can give no assurance that those expectations will be achieved.**

This presentation contains alternative performance measures. Definitions of these measures and reconciliations between these measures and their US GAAP counterparts can be found in “Supplemental Reconciliations and Definitions” within our Q3 2025 financial information booklet and under the Additional material section on our website at <https://global.abb/group/en/investors/strategy-events>

# Process Automation

Performing better than ever

3Q 2025 LTM



Note: #1/#2 ranking based on: revenues for DCS, installed base for marine electric propulsion, revenue for process analytical, and installed base for industry specific anchor products  
1. Management estimate



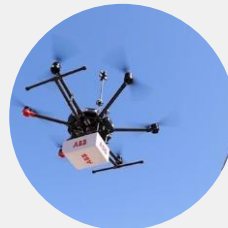
## #1-2 Process control

~100,000,000 input/output points connected



## #1 Marine electric propulsion

5,000+ electrified vessels  
Azipod® propulsion in 80% of cruise vessels



## #1-2 Process analytical

70,000+ continuous emission monitoring systems installed



## #1 Industry specific anchors

1,000+ mine hoist solutions  
300+ grinding mill drives  
>40,000 excitation and synchronization products



~22.9K  
Employees



~87%  
Direct sales<sup>1</sup>  
(end users, OEMs, EPCs)

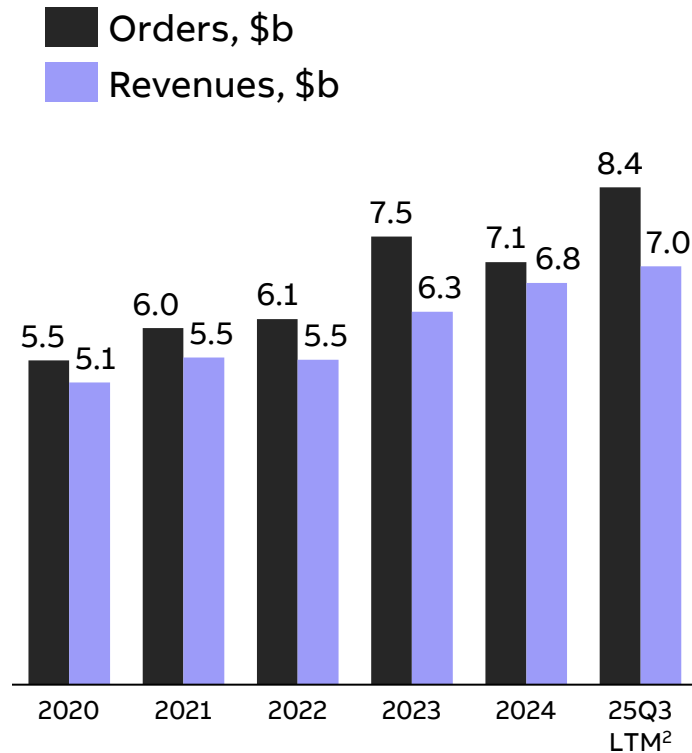


~44%  
Service

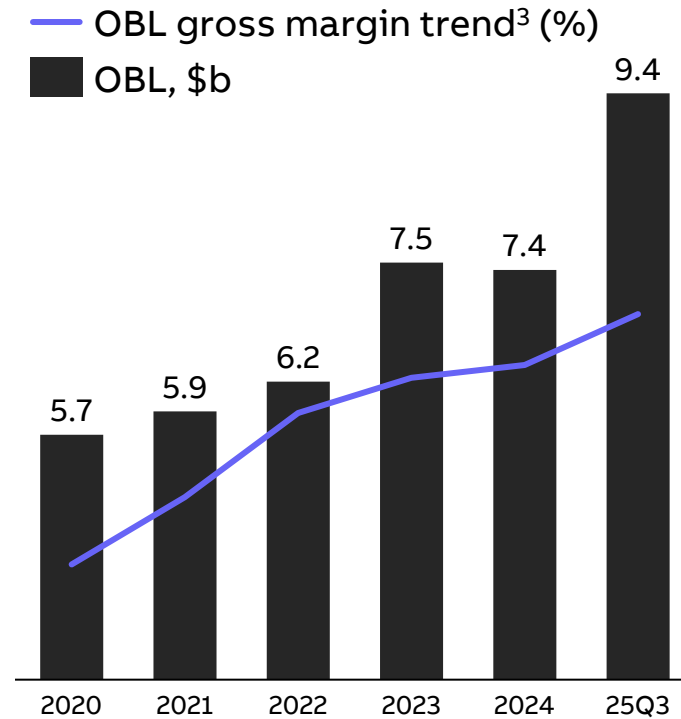
# Record level backlog with attractive margins

Adding resilience at times of uncertainty and supporting future performance

## Orders & revenues<sup>1</sup>



## Order backlog<sup>1</sup>



Order backlog gross margin up **>500 bps** since 2020



**20 consecutive quarters of positive book-to-bill**



1. Excluding Turbocharging and Machine Automation. 2. LTM 25Q3 3. Management estimate

# Unlocking full potential of the Machine Automation division

**B&R**



High-end technology in automation and advanced motion control



Solution sales to serial machinery OEMs



Differentiation through domain competence and engineering

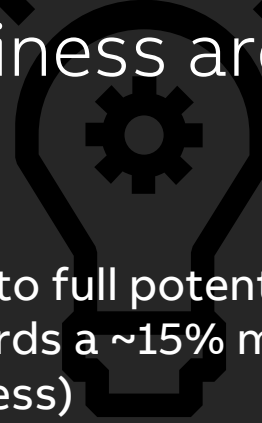


Niche player in top-tier discrete market

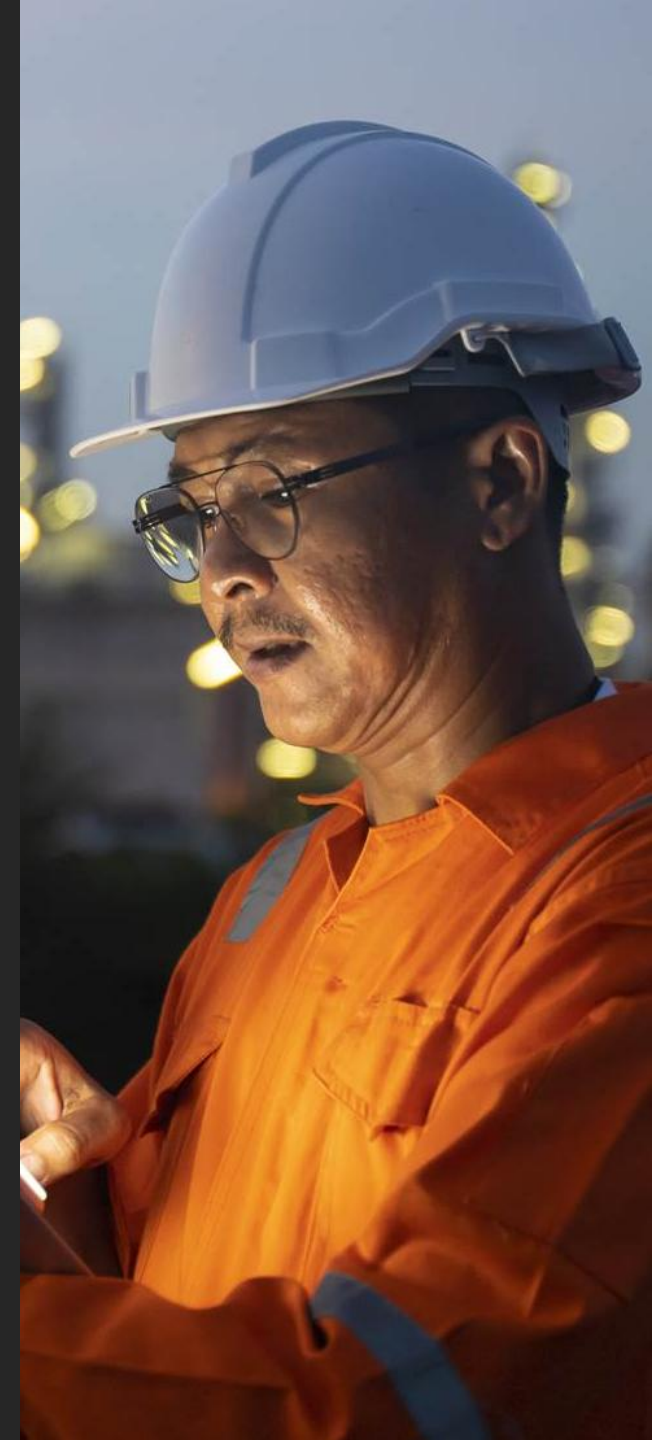


Recovery expected in discrete market

## Integration into new Automation business area



- Bring to full potential (towards a ~15% margin business)
- Maximize control technology synergies
- Leaner sales engine, with targeted application and geographic growth
- Accelerate digital and services
- Explore synergies in hybrid industries (e.g., life sciences)



# New Automation business area

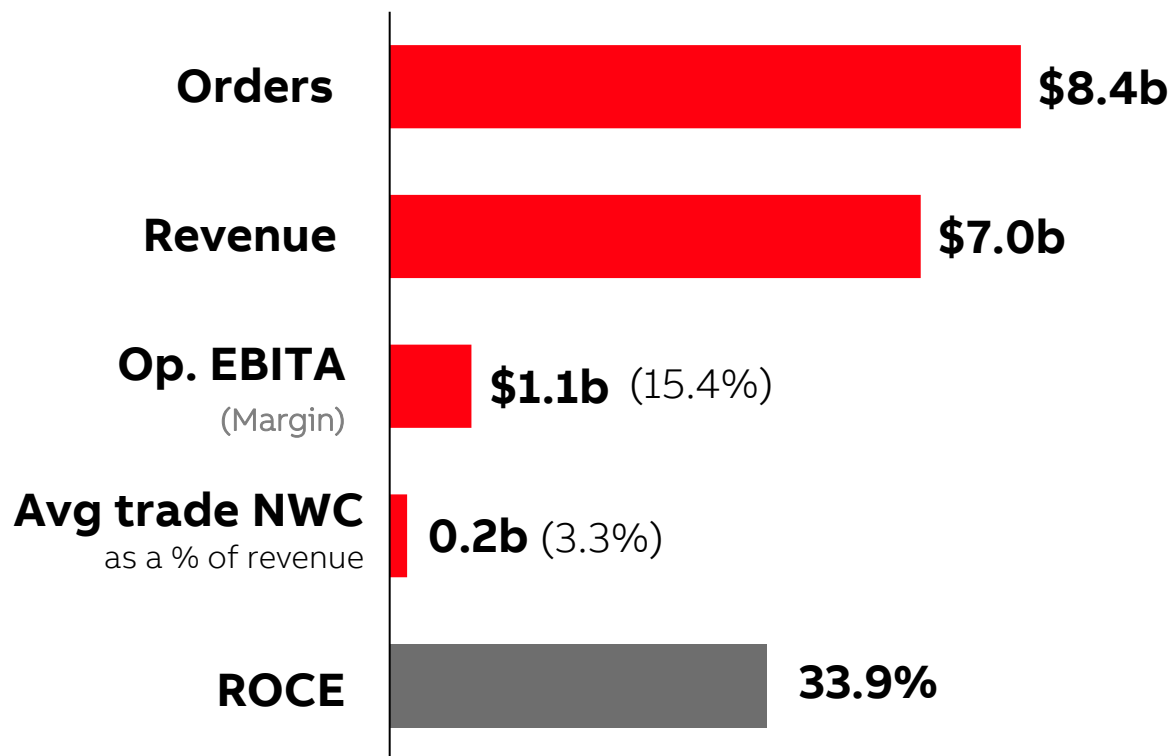
3Q 2025 LTM pro-forma estimate

**~26.1K**  
Employees

**~88%**  
Direct sales<sup>1</sup>  
(end users, OEMs, EPCs)

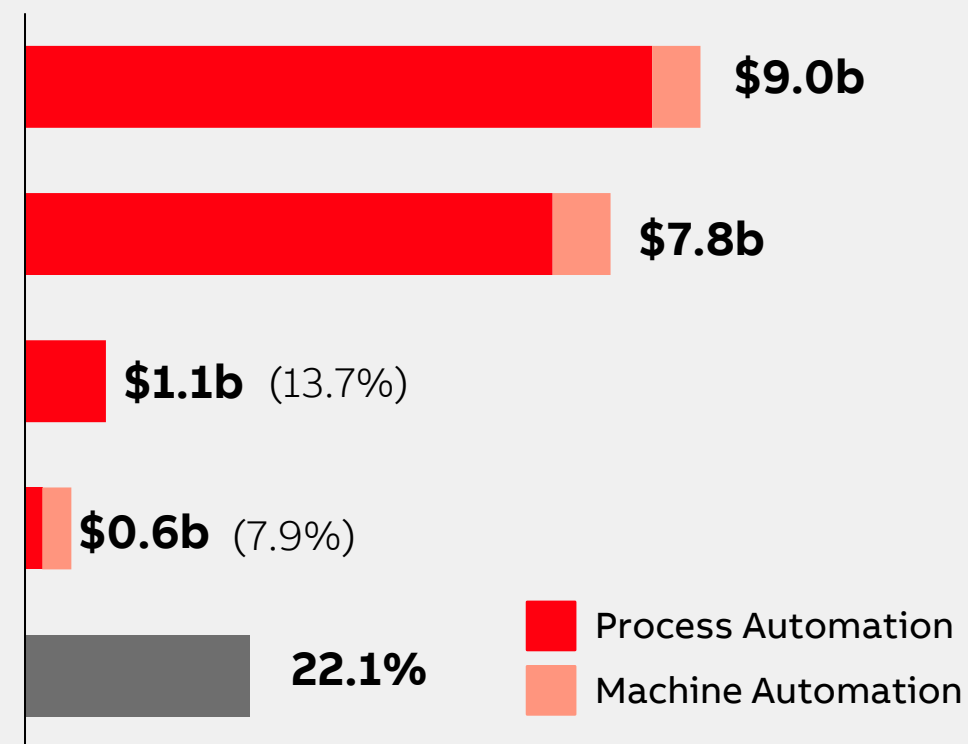
**~39%**  
Service

## Process Automation



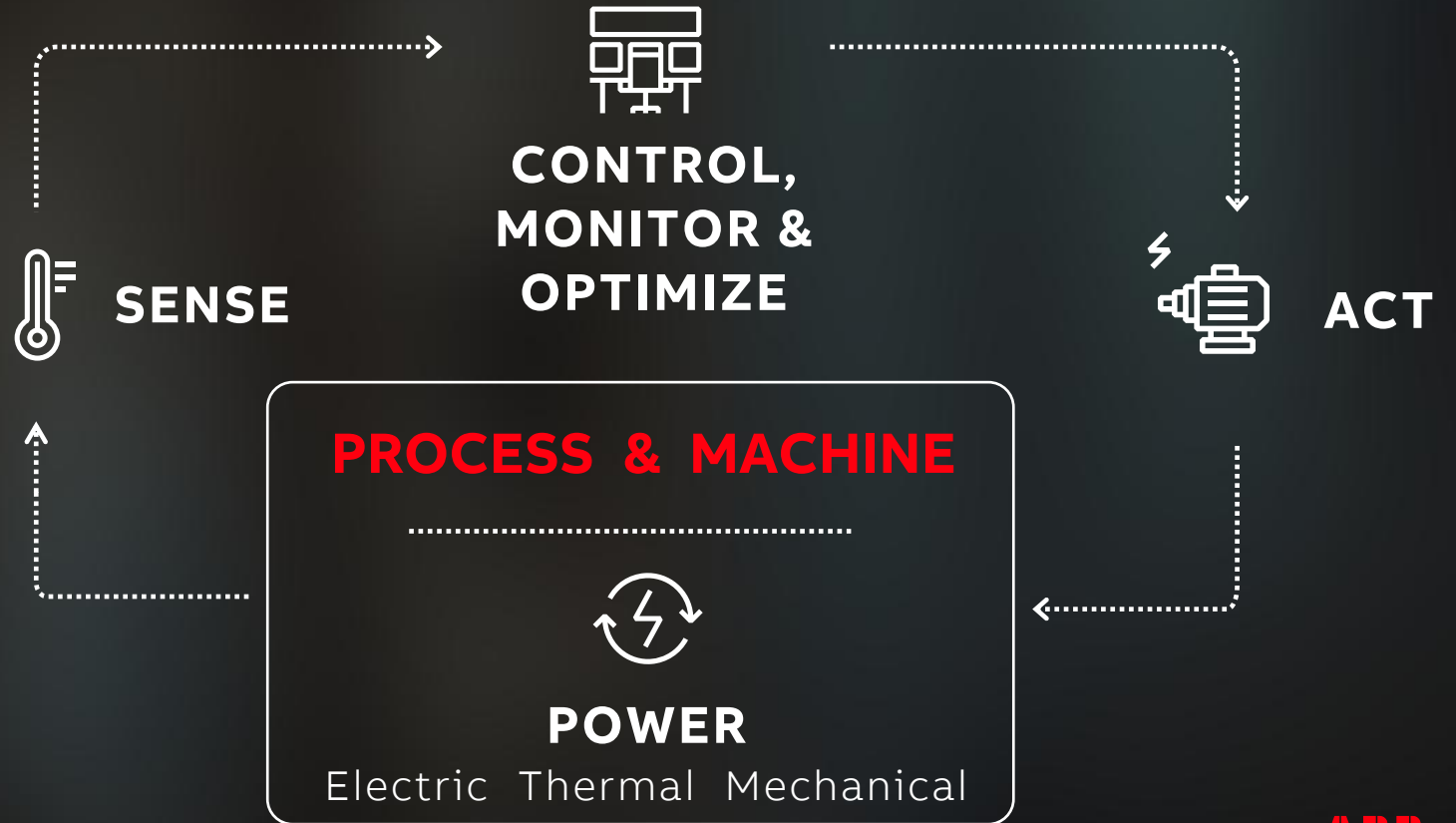
## Automation

PA + Machine Automation division



# Automation

Unrivalled end-to-end integration – from Process to Machine to Power



# Automation as the backbone of industrial operations

## What if a 24/7 continuous process is disrupted?



Economic loss



Clean-up of material residues in process



Environmental and people safety risk



Damage to equipment

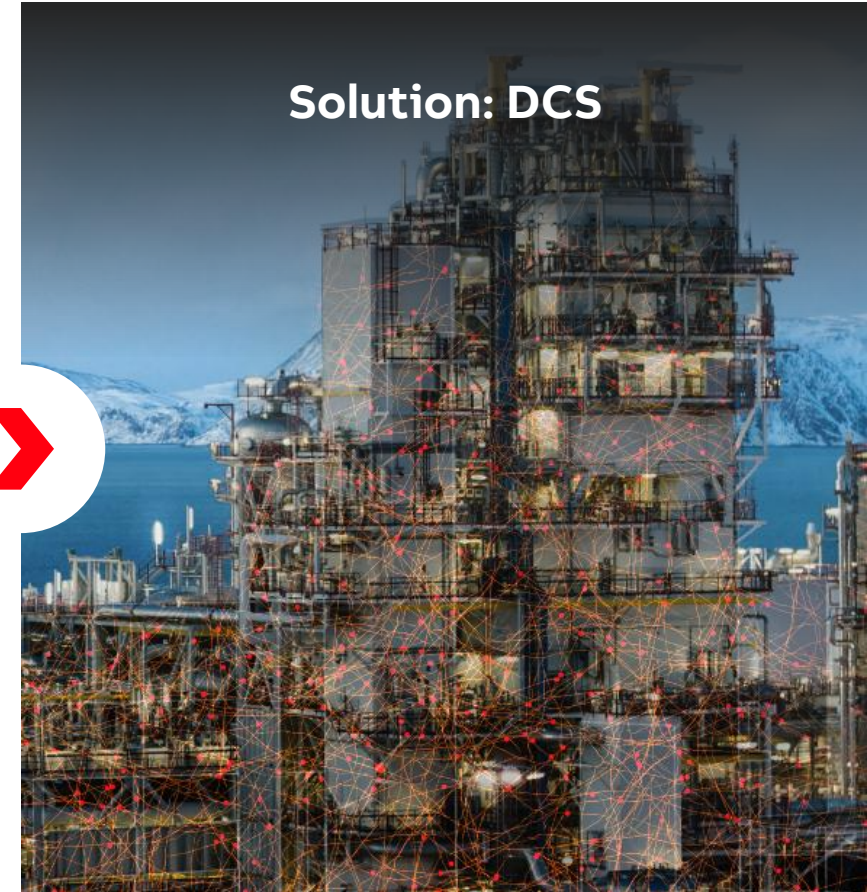


## Customer needs

- Reliability: 24/7 uptime
- Process steps tightly integrated
- Safety and sustainability
- Productivity and asset utilization
- Continuous improvement

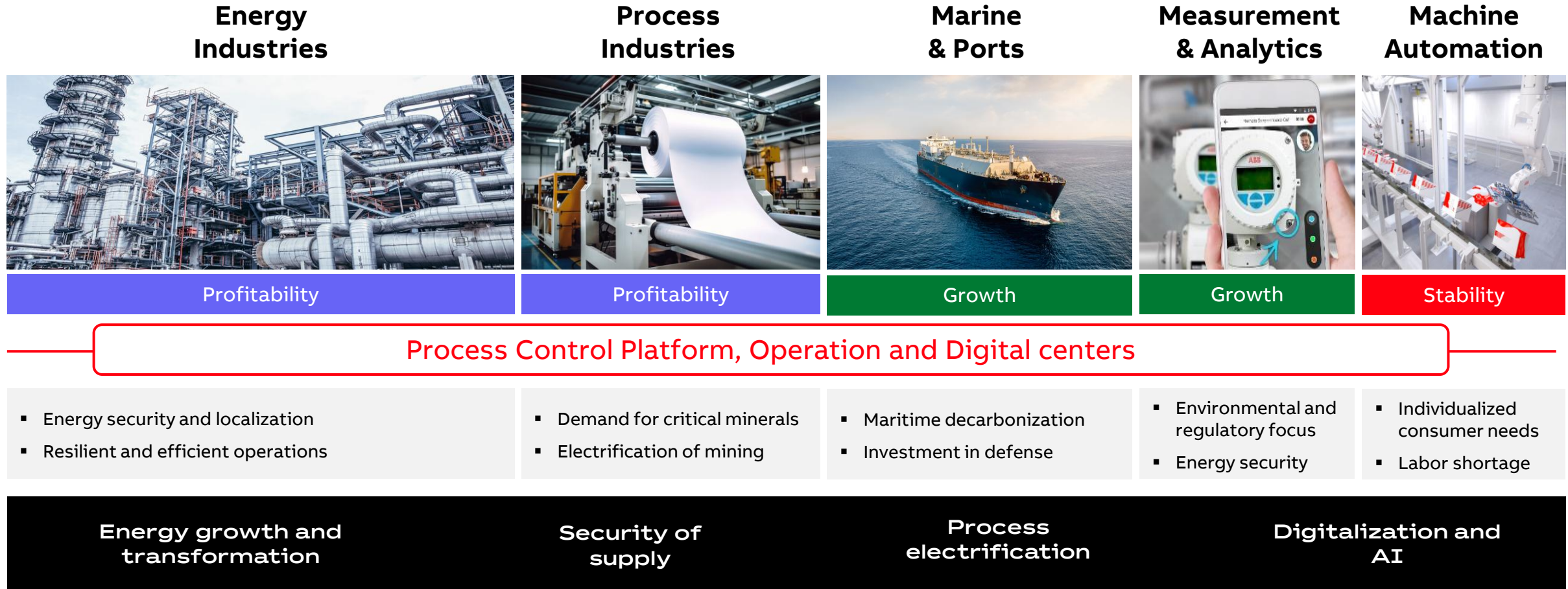


## Solution: DCS



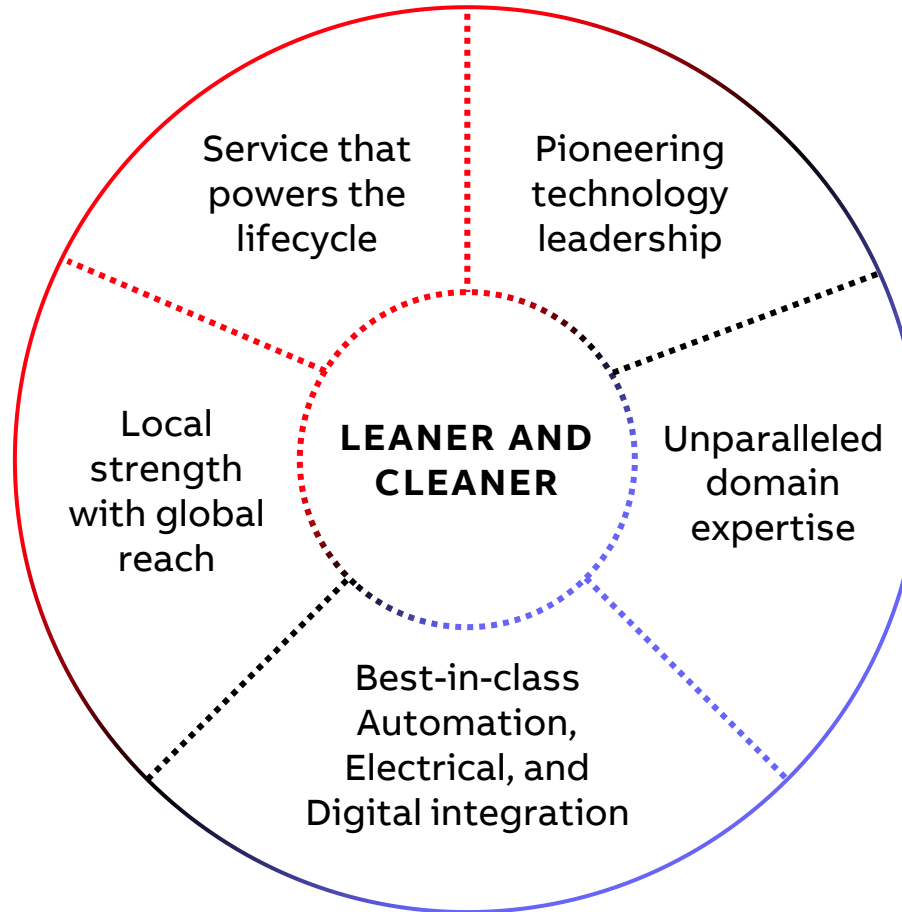
# Automation

Five fully accountable divisions, with strong underlying drivers and mega trends



# How we win

From technology leadership and domain expertise to local presence and service excellence – creating long-term value where it matters



#1-2

Segment leadership with industry leading anchor products; investing ~5% of sales in R&D



**Automation, Electrical, Digital**

Reducing cost and risk in projects while improving safety, productivity and sustainability



**60+ countries**

with direct presence, aiming for regional self-sufficiency; reaching 150+ countries via partners

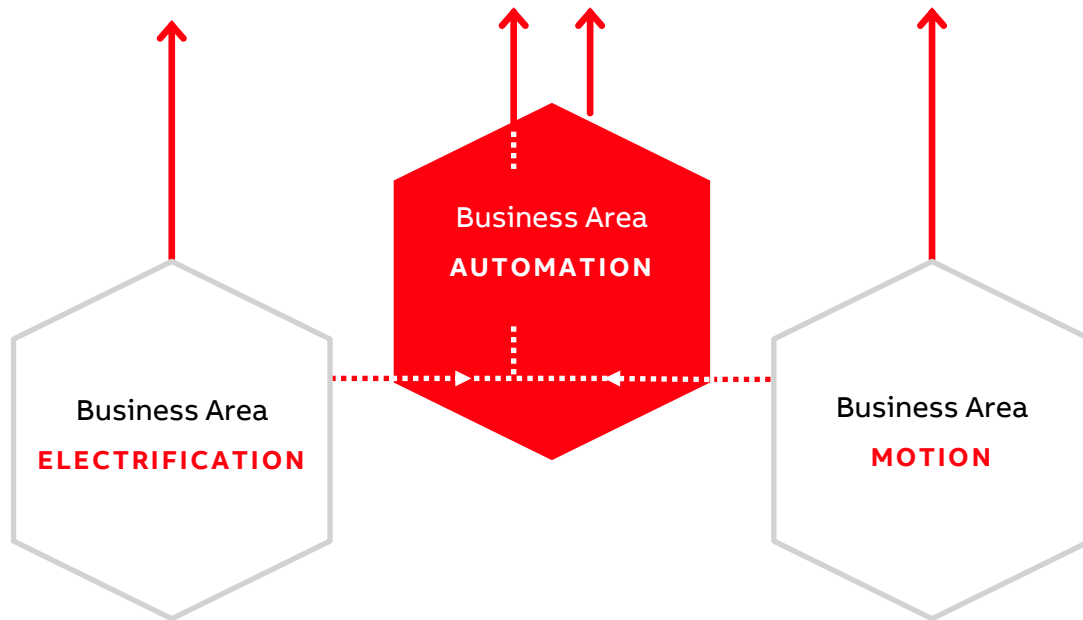


**125 years**

of domain expertise; running dependable, mission-critical, real-time operations

# Leveraging the power of ABB through integration...

## CUSTOMERS



## ... for dependable, mission critical, real-time operations



### Rio Grande LNG

Integrated automation, electrical and digital scope including:

- Motors, drives and compressions from Motion
- Switchgear and UPS from Electrification
- System 800xA® and digital to control power, process and safety systems from Automation

### Northern Lights CCS<sup>1</sup>

Integrated automation, electrical and digital scope including:

- Electric motors from Motion
- Switchgear and switchboards from Electrification
- System 800xA® and digital to control power, process and safety systems from Automation



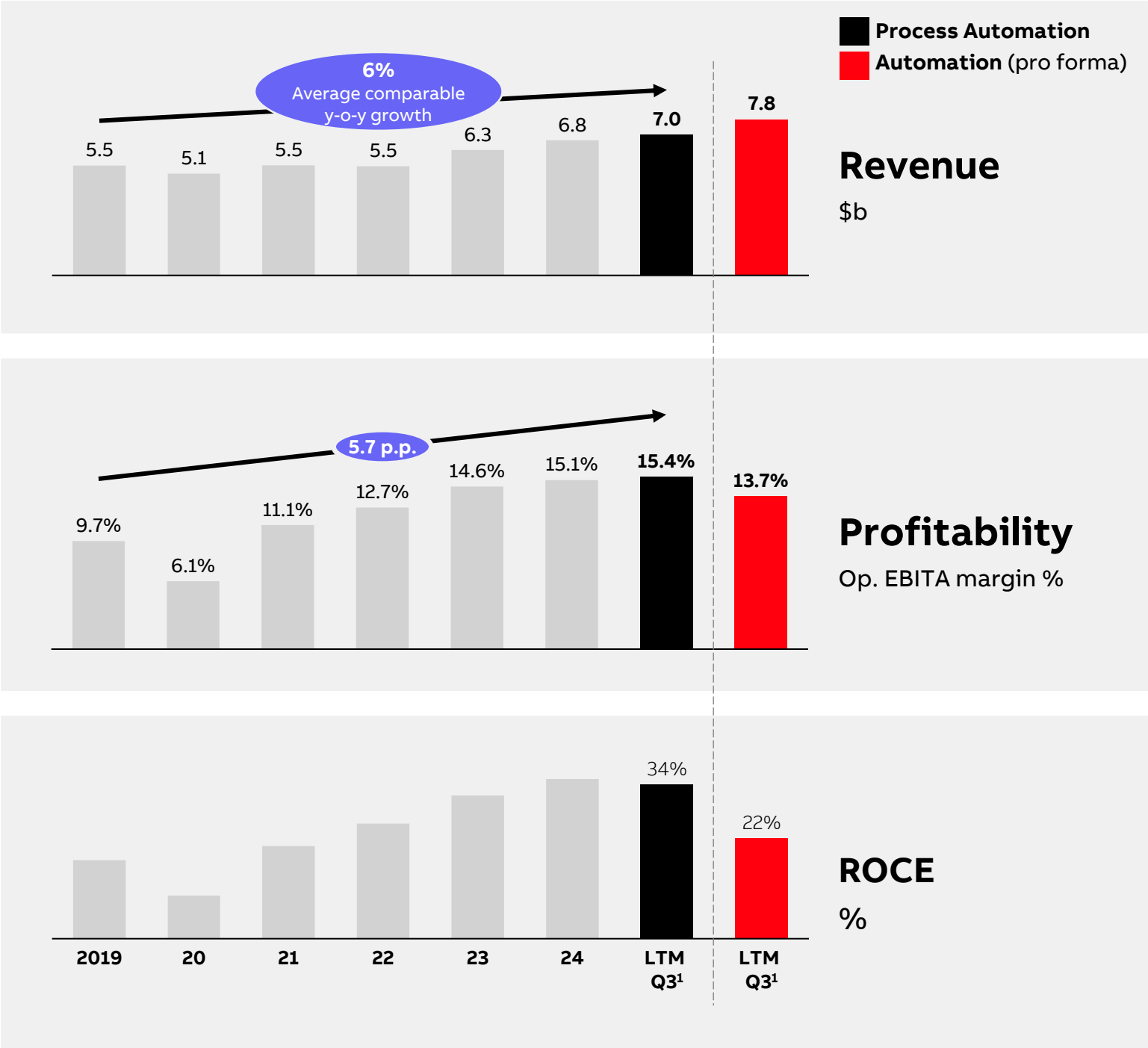
Photo: Ruben Soltvedt, Northern Lights JV

# All-time high performance

Successful execution of our strategy

- 3 Energy & Sustainability
- 2 Digital & AI
- 1 Strengthening the core

Inorganic



Note: all figures excluding Turbocharging 1. LTM 25Q3  
 ABB Capital Markets Day 2025 Slide 12

# ...with even more potential to unlock value



## 3 Energy & Sustainability

- Support energy growth and transformation
- Combine sustainability and security of supply

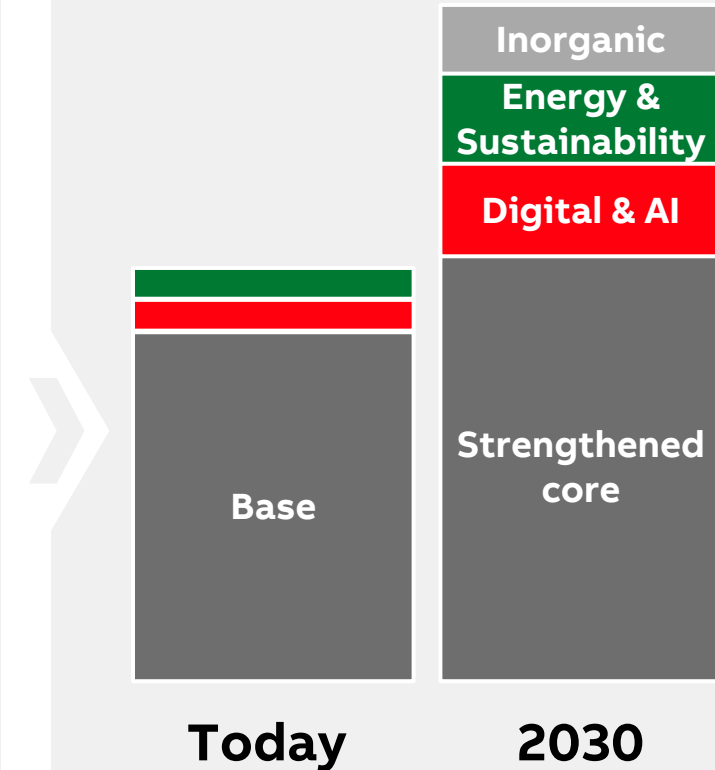
## 2 Digital & AI

- Extension of automation
- Enabling progress towards autonomous operations
- Productization and growth

## 1 Strengthening the core

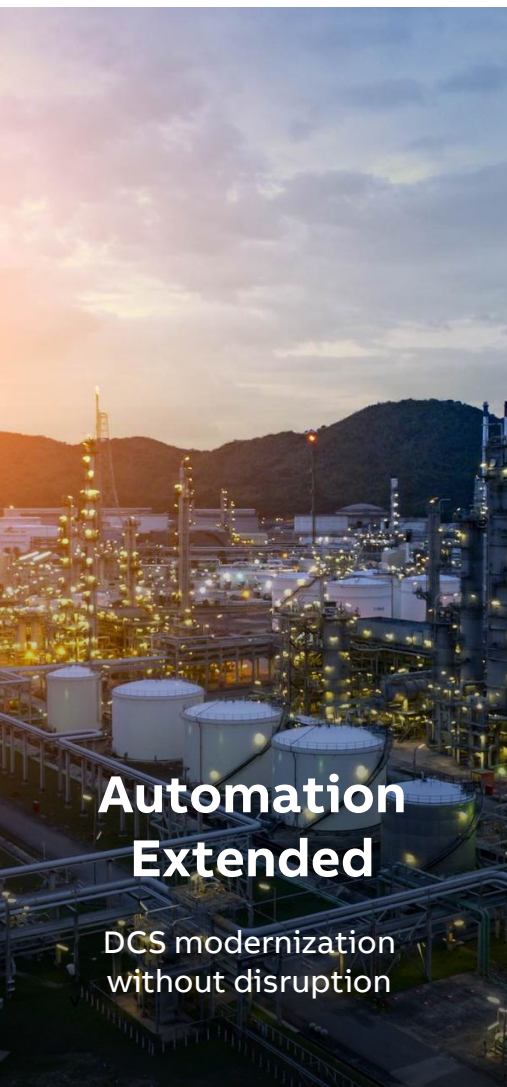
- Technology leadership
- Market and channel expansion
- Lifecycle service commitment
- Full potential for B&R

Inorganic



## Leading with technology

Mission-critical technology offerings that drive differentiation and customer value



### Automation Extended

DCS modernization  
without disruption



### Azipod® propulsion

Leading the way in  
energy efficiency



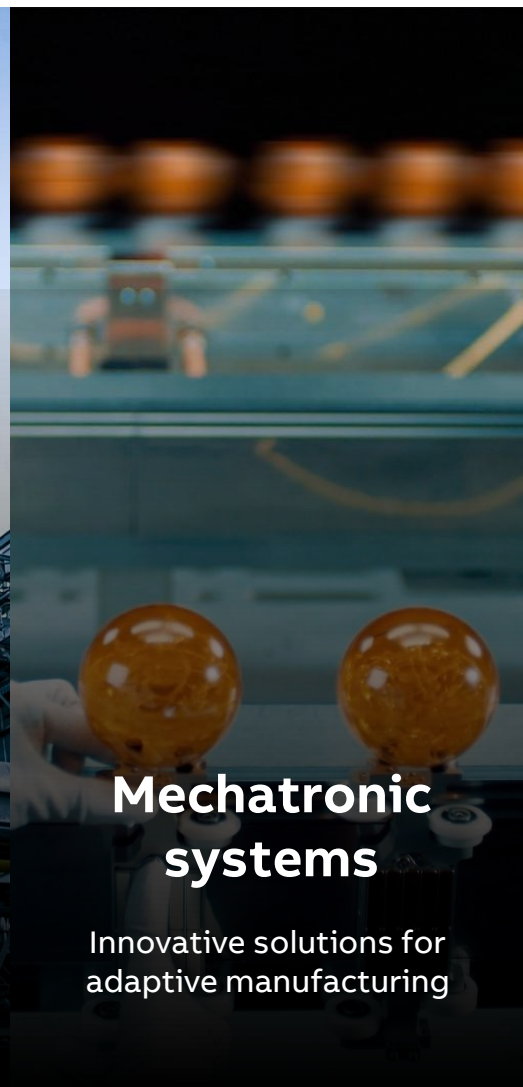
### Dynafin™ propulsion

Revolutionary  
propulsion system



### Gas chromatographs GCPro™ series

New standard for real-  
time gas analysis



### Mechatronic systems

Innovative solutions for  
adaptive manufacturing

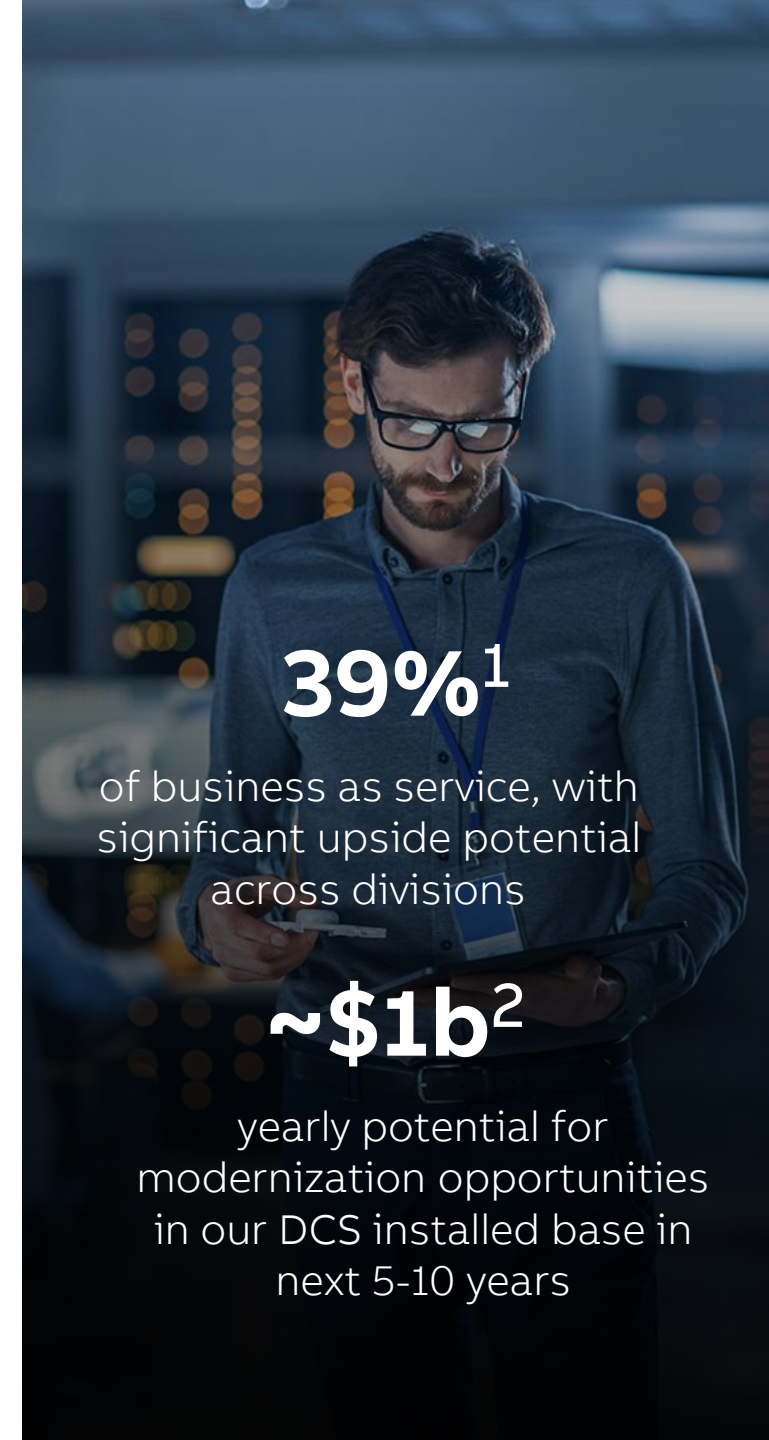
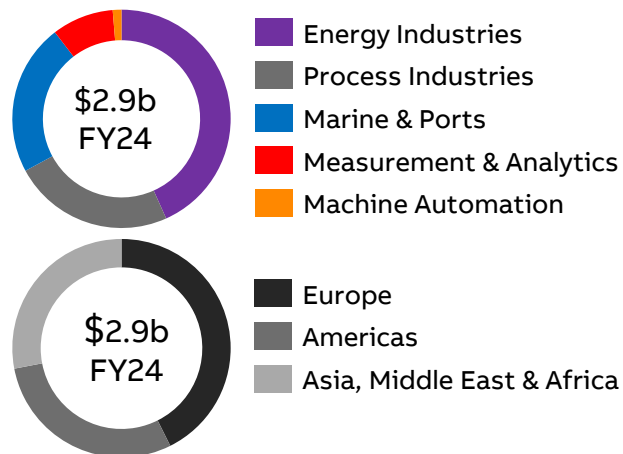
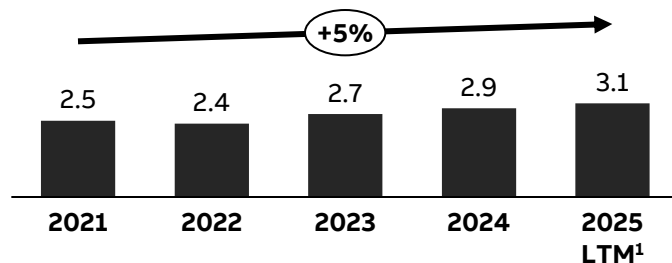
## Growing customer lifecycle services

Recurring and predictable revenues over decades of plant lifespan

### Customer value

- ✓ Enable modernization without disruption
- ✓ Lower lifecycle costs and boost reliability
- ✓ Enable digitalization and data-driven decisions
- ✓ Strengthen cyber security and compliance

### Automation service revenue, \$b



39%<sup>1</sup>

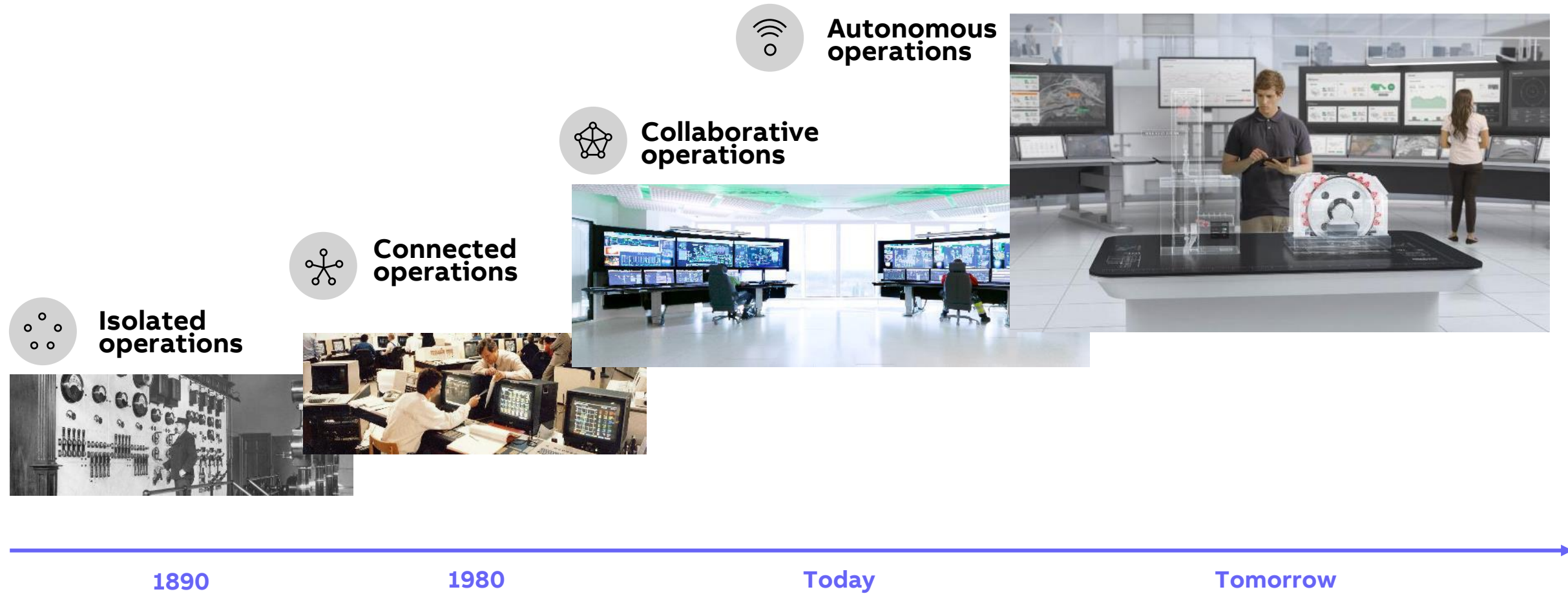
of business as service, with significant upside potential across divisions

~\$1b<sup>2</sup>

yearly potential for modernization opportunities in our DCS installed base in next 5-10 years






1. LTM 25Q3 2. Management estimate

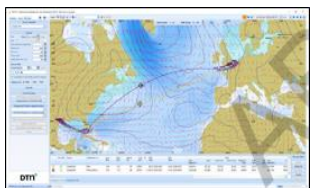
# Digital & AI: enabling progress towards autonomous operations



# Building and growing an industrial software and digital services business

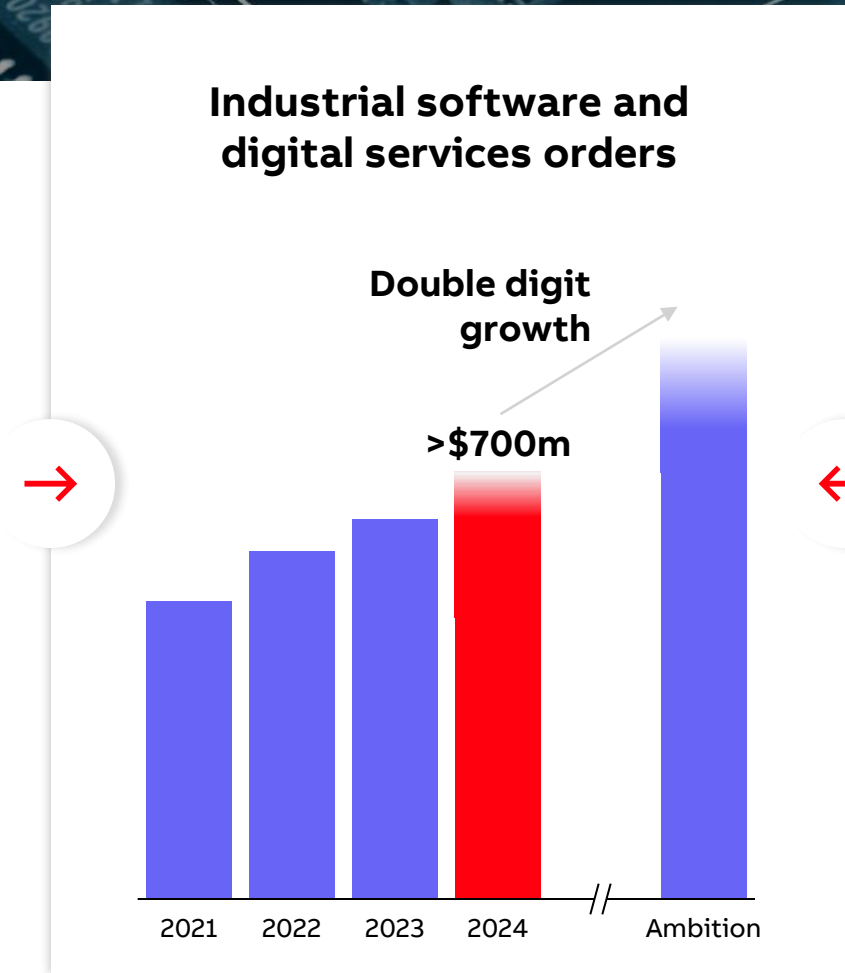
## Strategic priorities

-  Continue double-digit growth
-  Productization
-  SaaS/recurring
-  Capabilities and culture
-  Bolt-on acquisitions



Weather-based route and speed optimization software  
**CLOSED: 3 Jun 2024**

## Industrial software and digital services orders



## Helping customers optimize their operations



ABB Ability™ Knowledge Manager & Genix Insights 360, helping **Gold Fields** to drive efficient, sustainable and remote operations of their mine



ABB Ability™ Cyber Security Workplace helping **Engie** enhance cyber security at the combined heat and power plants in Belgium



ABB Genix Industrial IoT and AI Suite helping optimize operations at the 2GW **Al Dhafra** single-site solar plant in Abu Dhabi, the largest worldwide

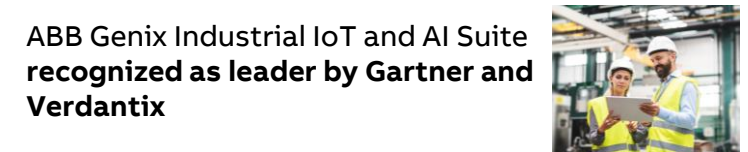


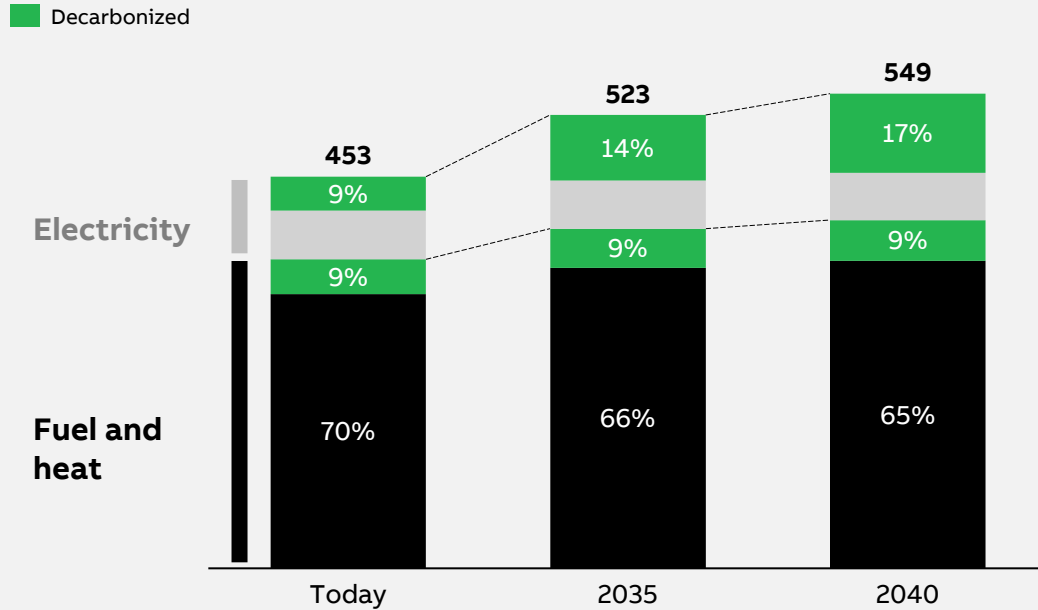
ABB Genix Industrial IoT and AI Suite **recognized as leader by Gartner and Verdantix**

# Powering energy expansion and transformation

While accelerating decarbonization of industry

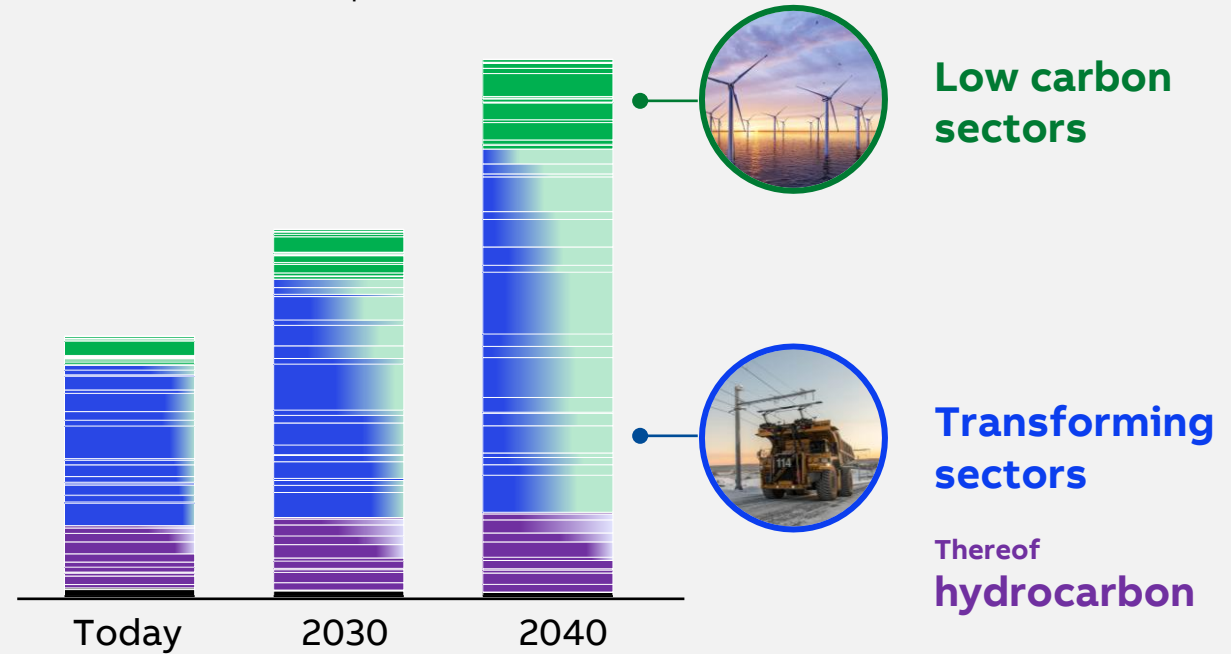
## Energy demand is growing, with electricity outpacing industry growth, and fuel and heat remaining significant

Total final consumption, IEA Current Policies Scenario 2025, Exajoules (EJ)



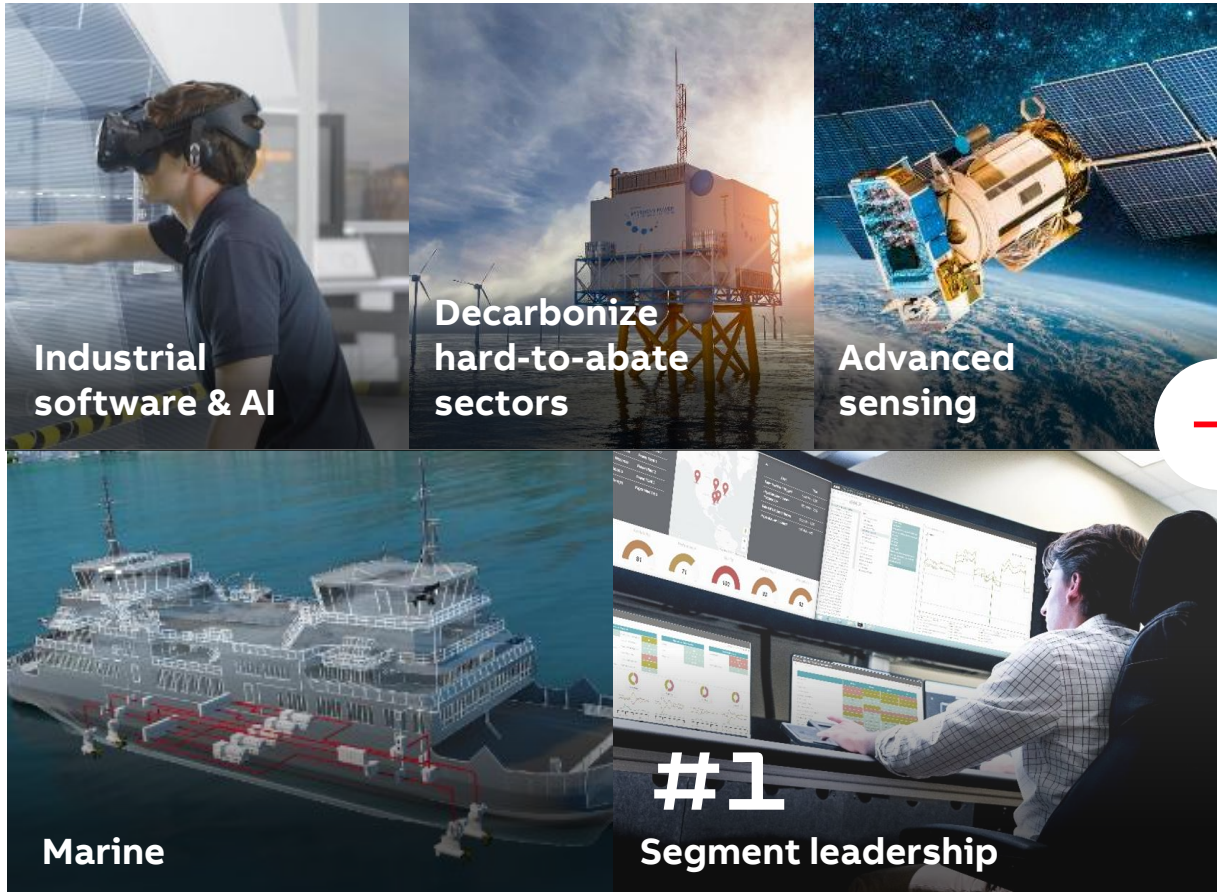
## Well positioned to support growth and transformation, with an ambitious plan to shift revenue mix

Automation revenue composition



# Further growth and value creation through M&A

## SEARCH FIELDS



## ACQUIRED TECHNOLOGY



Acquisition strengthens global leadership in continuous emission monitoring

**CLOSED: 1 Oct 2024**

**DTN**



Weather-based route and speed optimization software

**CLOSED: 3 Jun 2024**



Optical sensor technology for real-time water monitoring and testing

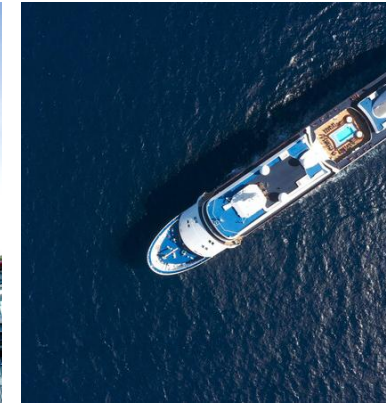
**CLOSED: 1 Feb 2024**

... with continuous pipeline development

## High ambitions

Driving customer success and further value creation

- 1 Strongly improved quality of business, investing for the future
- 2 Strategic priorities: Strengthening the Core, Digital & AI, Energy & Sustainability
- 3 Growth and margin improvement – both important for value creation
- 4 Automation – at the heart of ABB's purpose



>5% growth through economic cycle

Op. EBITA in range of 14% to 18%

Towards ~30% ROCE

**AABB**