



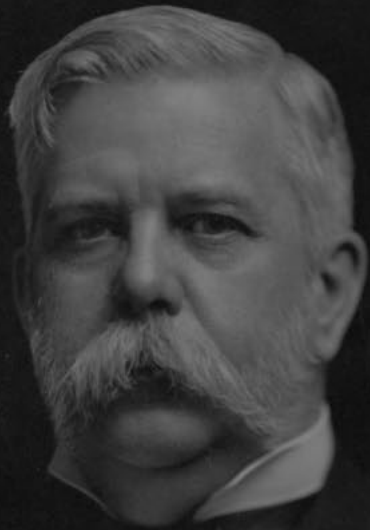
WE ARE WABTEC

Leading global provider of equipment, systems, digital solutions and value-added services

Drawing on over 150 years of experience, we are leading the way in safety, efficiency, reliability, innovation, and productivity.

WABTEC

Our history was built on foundation of three industrial giants



WESTINGHOUSE



EDISON



FAIVELEY

Faiveley

Shaping industrial revolutions for two centuries

**4TH INDUSTRIAL
REVOLUTION**

DIGITALIZATION



Combining the physical and digital across transportation sector

**3RD INDUSTRIAL
REVOLUTION**

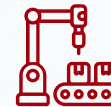
AUTOMATION



Automation of production and computerization

**2ND INDUSTRIAL
REVOLUTION**

ELECTRIFICATION



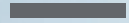
Introduction of the assembly line and advances in transportation

**1ST INDUSTRIAL
REVOLUTION**

STEAM POWER



Shift from manual to mechanical production

 **WABTEC**

Strategic areas of focus

**TECHNOLOGY
WITH PURPOSE**

**CUSTOMER
IMPACT**

**EMPOWERED
PEOPLE**

**GROWTH
MINDSET**

WABTEC

Wabtec has been a valued partner in rail innovation

FREIGHT SEGMENT

TRANSIT SEGMENT

EQUIPMENT

SERVICES

COMPONENTS

DIGITAL ELECTRONICS

TRANSIT

~20%

Of the world's rail freight is moved by a Wabtec locomotive

~1.5_B

Miles traveled by Wabtec's fleet of locomotives per year

~20%

Of global freight cars have Wabtec products on them

\$1.3_B

Of fuel savings achieved through Wabtec's digital solutions

>90%

Provide equipment to nearly every major transit system in the world*

* In accessible transit markets
Source: Internal Wabtec data

WABTEC

Wabtec operates its business in two segments

50+ COUNTRIES

~25K EMPLOYEES

FREIGHT: 67%

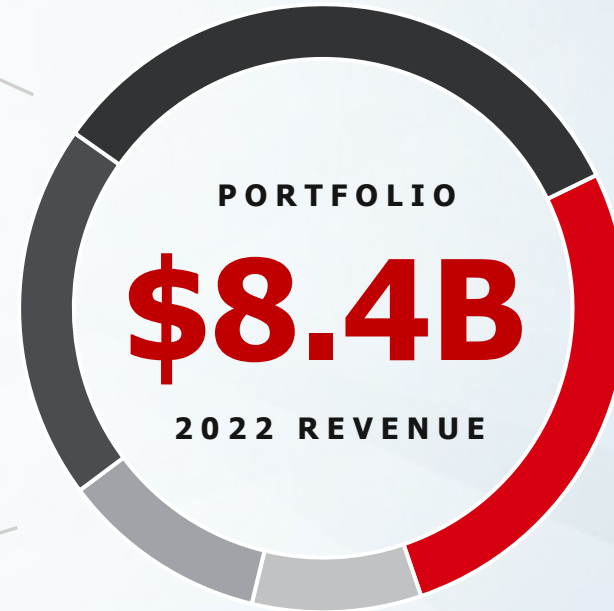
TRANSIT: 33%

31%
Services

17%
Equipment

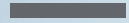
11%
Components

8%
Digital Intelligence



33%
Transit

GLOBAL LEADER IN FREIGHT AND TRANSIT RAIL TECHNOLOGIES



WABTEC

Industry-leading
scale across
major rail
segments

#1

**MARKET LEADER IN
FREIGHT
LOCOMOTIVES**

**BROADEST TRANSIT
PRODUCT PORTFOLIO
IN INDUSTRY**

**FIRST HEAVY-HAUL
BATTERY-ELECTRIC LOCOMOTIVE**

RAIL SUPPLIER TO CAR BUILDERS

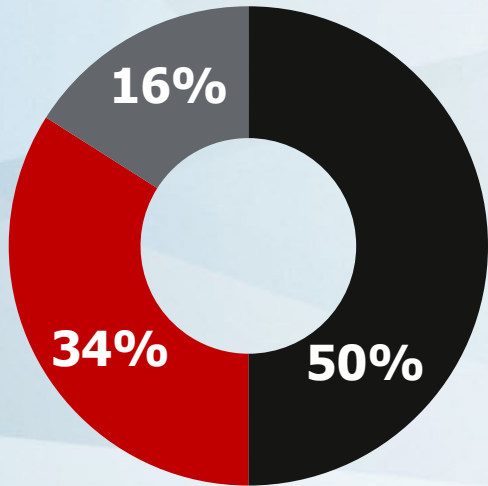
**LEADER IN FUEL EFFICIENCY
AND ENERGY MANAGEMENT**

**LEADER IN LOCO
MODERNIZATIONS**

LEADER IN FRICTION PRODUCTS

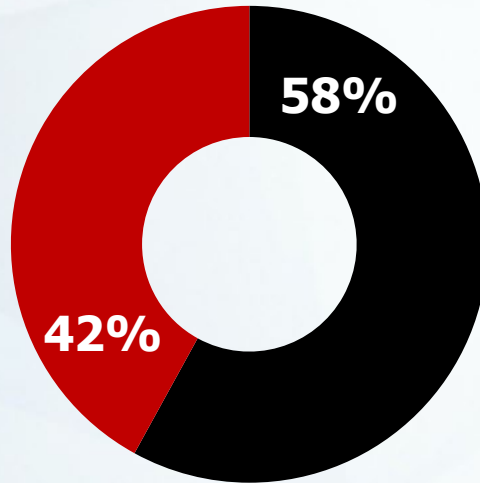
Strong global industrial portfolio with track record of innovation and significant recurring revenue

**ATTRACTIVE
END MARKETS**



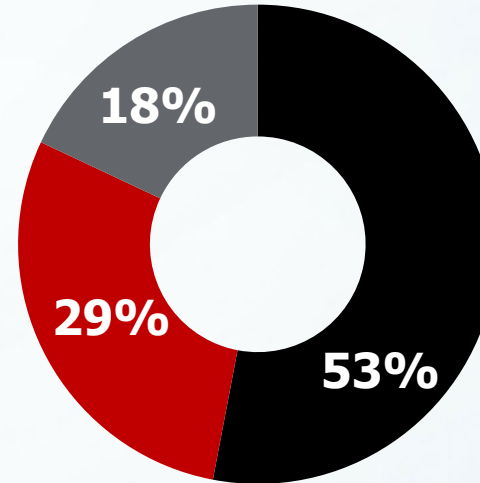
- Freight
- Transit
- All Other (Industrial and Mining)

**ROBUST AFTERMARKET
PORTFOLIO**



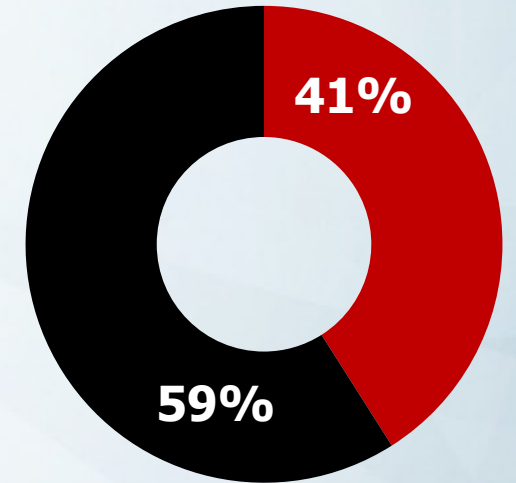
- Aftermarket
- OE

**BROAD SCALE IN
GLOBAL MARKETS**



- Americas (42% in U.S.)
- EMEA
- APAC

**STRONG MIX OF
RECURRING REVENUES**



- Non-Recurring
- Recurring

Strong operational
rigor underpins all
we do

STRATEGY DEPLOYMENT



WABTEC

Proven leadership team



DAVE DENINNO
Executive Vice President and
General Counsel



MIKE FETSKO
President, Freight Industrial and
Components



ERIC GEBHARDT
Executive Vice President and
Chief Technology Officer



**ALICIA
HAMMERSMITH**
President, Global Freight Services



NALIN JAIN
President, Digital Intelligence



LILIAN LEROUX
Chief Strategy and Sustainability
Officer



ROGERIO MENDONCA
President, Freight Equipment



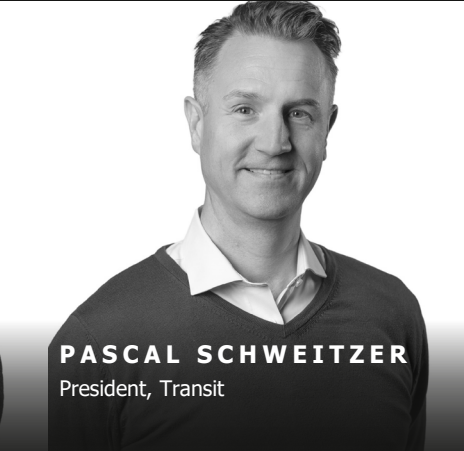
JOHN OLIN
Executive Vice President
and Chief Financial Officer



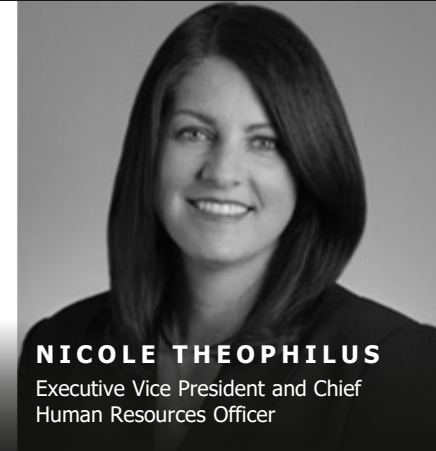
RAFAEL SANTANA
President and Chief Executive
Officer



GREG SBROCCO
Executive Vice President, Operations



PASCAL SCHWEITZER
President, Transit



NICOLE THEOPHILUS
Executive Vice President and Chief
Human Resources Officer



GINA TROMBLEY
Executive Vice President, Chief
Commercial Officer, North America



OUR PURPOSE IS CLEAR

Move and improve
the world

WE ARE
MAABTEC

The WABTEC logo consists of a horizontal grey bar above the word "WABTEC" in red, uppercase letters.

We're committed to creating a more sustainable future

A dark, grayscale photograph of a modern building with a grid-like facade of windows and panels.

SUSTAINABILITY PRINCIPLES

Innovating with Purpose

A short, solid red horizontal bar.

We are committed to developing responsible and sustainable products that minimize the impact on the planet

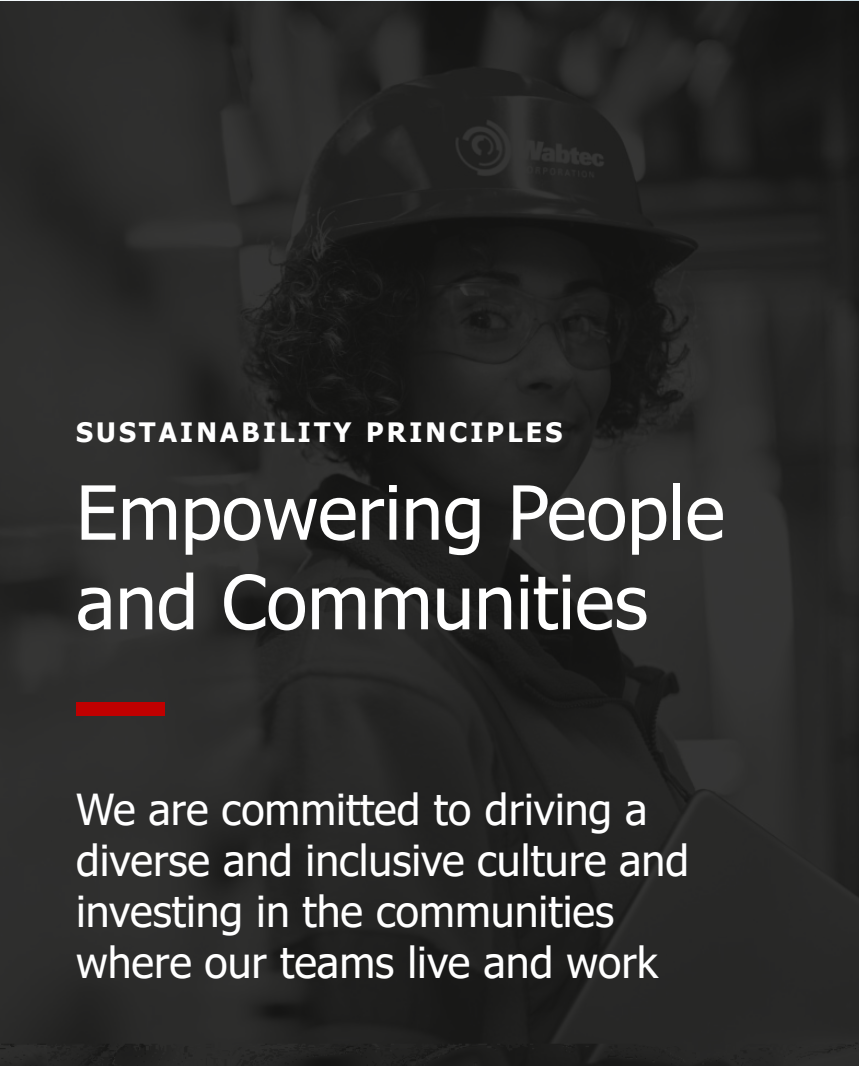
A grayscale photograph of a construction site featuring a large stone arch bridge over a river, with trees and buildings in the background.

SUSTAINABILITY PRINCIPLES

Driving Responsible Operations

A short, solid black horizontal bar.

We are committed to providing safe work environments and products that enable productive and efficient use of resources

A grayscale photograph of a woman wearing a hard hat with the Wabtec logo and safety glasses, looking towards the camera.

SUSTAINABILITY PRINCIPLES

Empowering People and Communities

A short, solid red horizontal bar.

We are committed to driving a diverse and inclusive culture and investing in the communities where our teams live and work

WABTEC

Vision and Mission

Vision: Revolutionize the way the world moves for future generations.

Mission: Unlock our customers' potential by delivering innovative and lasting transportation solutions.

OUR VISION, MISSION, AND VALUES GIVE US FOCUS AND DRIVES US FORWARD
TOGETHER, WE'LL LEAD THROUGH CHANGE TO ONE WABTEC.



WABTEC

Our Values



People First

We care about relationships. Whether it's for each other or our customers, we do the right thing. People, and their safety, top our list.



Expand the Possible

We look for ways to improve what we create and how we do it. We are lifelong learners. We are obsessed with making things better to drive exceptional results.



Embrace Diversity

We celebrate a variety of experiences, expertise, and backgrounds, and aspire to create a place where we all belong.



One Wabtec

We are one global community that works together to achieve our shared Mission. Wherever we go, we go there together.

WABTEC

Our Values: The behaviors



People First

Means that we are: Responsible; Empathetic; Reliable



Expand the Possible

Means that we are: Curious; Courageous; Innovative



Embrace Diversity

Means that we are: Inclusive; Accepting; Advocating



One Wabtec

Means that we are: Collaborative; Transparent; Humble

WABTEC

Driving sustainable and efficient operations

At Wabtec, we are working to strengthen our position as a sustainable company while improving energy and resource efficiency.

FOCUS ON LEAN

As part of Wabtec's continuous improvement culture, we launched a lean transformation model that extends across the business and is focused on key value streams. Through these efforts, we are introducing process improvements and management systems to maximize the value produced for the customer, remove waste, empower employees, and optimize the enterprise.



WABTEC

Investing in our people

Wabtec's success as a global leader in the transportation industry centers on an investment in our people

LEAD Program An immersive learning experience designed to build the next generation of leaders

LinkedIn Learning / Learning Management System On-demand learning for technical and leadership skill development

MindGym Diversity & Inclusion training for all employees and people leaders

Deep Smarts Our technology team's knowledge cascade

TRAINING BY THE NUMBERS

10,000

COURSES AVAILABLE TO
WABTEC EMPLOYEES

230,000

HOURS OF TRAINING
COMPLETED BY WABTEC'S
GLOBAL EMPLOYEES

1,000

WABTEC CERTIFIED
TECHNICIANS GLOBALLY

7.6

AVERAGE HOURS OF TRAINING
WABTEC EMPLOYEES RECEIVE



WABTEC

Building a culture of inclusion



Wabtec is nurturing a culture where our people can be their authentic selves and our diverse experiences and inclusive workplace foster greater creativity and innovation that puts us on a path to a better shared future.

Our employee resource groups provide a forum to build strong relationships and allies through networking, sharing, learning, and support.



**AFRICAN
HERITAGE
FORUM**



**MY ABILITIES
FORUM**



**VETERAN'S
FORUM**



**WOMEN OF
WABTEC**



**ASIAN PACIFIC
FORUM**



**HISPANIC
& LATINO
FORUM**



**PRIDE
FORUM**



WABTEC

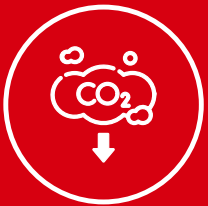
Why we matter

WABTEC

Decarbonizing global transport



**SUSTAINABILITY IS STRATEGICALLY IMPORTANT
WABTEC TECHNOLOGY EFFORTS ARE FOCUSED ON:**



**REDUCTION
IN FUEL
EMISSIONS**



**NETWORK
VELOCITY AND
AUTOMATION**



**ENERGY
MANAGEMENT
AND CHARGING
SOLUTIONS**



**WEIGHT
REDUCTION**



**DUST
REDUCTION**

WABTEC

Accelerating innovation of scalable technologies

~6-7%

target annual organic
investment in technology
as % of sales



**ENHANCE EXISTING
PRODUCTS**



**INVENT, TEST AND SCALE
FUTURE TECHNOLOGIES**

WABTEC

Rail is well-positioned to tackle world's freight challenges

RAIL VS TRUCKS TODAY

The freight rail network is already considered the largest, safest, and greenest means of transporting goods throughout the world.

TODAY



CARBON REDUCTION

4x less carbon emissions per ton-mile



SAFER

22x fewer deaths and injuries per year than trucking



MORE EFFICIENT

4x more fuel efficient than trucking

50% SHIFT TO RAIL

~5 BILLION

gallons of fuel eliminated / year

~60 MILLION

5x less carbon emissions per ton-mile

~18 MILLION

fewer truckload trips / year

~14 MILLION

fewer injuries or deaths from truck accidents / year

WABTEC

Changing the course on emissions

Wabtec is leading the charge to a low-to zero-emissions rail network with heavy-haul battery-electric locomotives

1st

100%
BATTERY-ELECTRIC
LOCOMOTIVE
WORLDWIDE

7MW

MORE THAN
7MWH
CAPACITY

30%

UP TO 30%
FUEL & EMISSIONS
SAVINGS ACROSS
TRAIN





FLX value proposition

WABTEC DIFFERENCE

RAIL PURPOSE BATTERY

1

Reliability and serviceability... designed for heavy haul application

Safety... battery thermal management pack and design

Future Proof... modular design

TRAIN PERFORMANCE & AUTOMATION

2

FLX optimizer... train-level energy management

Modular Control Architecture... next gen micro-processing with over-the-air capability

PTC... #1 train safety

FLX360 ECOSYSTEM

3

Up to 40% fuel savings on battery consist ... "zero cost fuel" through regenerative braking

Recharging solutions... smart control interface and moving charging

Sustainability... battery pack remanufacturing, renewable electricity, battery recycling

LEVERAGING PORTFOLIO TO DELIVER AN OPTIMIZED TOTAL ENGINEERED SYSTEM

WABTEC

Unmatched
performance
and reliability

TIER 4 BY THE NUMBERS

+300 Million

MILES TRAVELED

~5,000

LOCO YEARS

1,100

LOCOS IN SERVICE



WABTEC

Partnering with railroads to extend the life of their fleets

Rolling stock assets and the right
maintenance strategy create
significant value

WHY FREIGHT CAR
SERVICE MATTERS

>35 Years

Freight car life

5 Million +

Global freight cars

~7 Million

Global annual ton mileage

WHY LOCOMOTIVE
SERVICE MATTERS

>30 Years

Locomotive life

>4 Million

Gallons of fuel used

120+

Service events

WABTEC

Helping railroads fulfill their potential

REMOTE MONITORING

50% increase early
failure prediction

MODERNIZATIONS

50% more tractive effort; 25%
less fuel and emissions; 40%
increase in reliability

SMART SHOPPING

40% decrease in
dwell time



TECHNICAL SUPPORT

500+ certified
technical advisors

GLOBAL LOGISTICS

Guaranteed parts availability
and performance

OVERHAUL SOLUTIONS

Global remanufacturing
capabilities

WORLD CLASS RELIABILITY
Most reliable fleet in the industry

WABTEC

Modernizations

Maximize asset value and fleet performance by transforming 20+ year old locomotives to extend life and step-change their performance.

Solutions jointly defined with each customer based on modular technology building blocks.

Enabling structural changes in railroad dispatch strategies.



CUSTOMER OUTCOMES*

50% more tractive effort

25% less fuel and carbon

40% more reliability

* Source: Internal Wabtec data

WABTEC

Leading rail technical innovation

Developing solutions that align with our customers' desired outcomes, with a focus on operating ratio savings – fuel, asset availability, and labor

PRIME MOVER

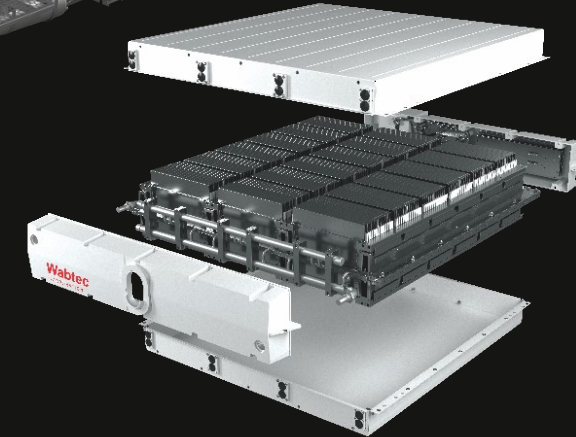
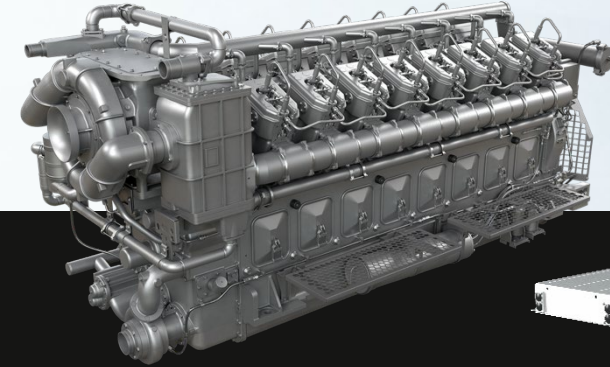
T4 engine family with best reliability and no aftertreatment
FDL Advantage offering 5-8% fuel efficiency
Safe batteries and fuel cells

PROPULSION

AC traction
Individual axle control and high tractive effort software
Improved gearcase with no oil leakage

CONTROLS

MCA
Digital suite of solutions



RELIABILITY AND AVAILABILITY

Predictive maintenance
Work scopes customized at asset level; 50% less shop dwell
Locomotive allocation to priority trains

WABTEC

Advancing a circular economy

Wherever possible we strive to:

Reduce

→ **99%** »

In an engine overhaul, **99%** of the weight of a locomotive engine is reused, requalified, remanufactured, or recycled

Reuse

50% »

More than 50% of an approximately 400,000-lb locomotive is reused in Wabtec's modernization program

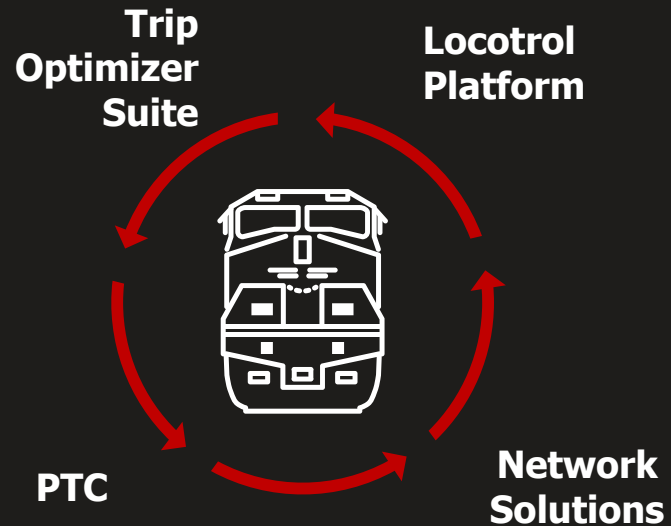
Rebuild

1/2

More than half of a locomotive's critical components will be reused, rebuilt, or remanufactured at least 3x over their life

Digital solutions help customers meet ESG and productivity commitments

INTEGRATED PRODUCT SUITE



FUEL OPTIMIZATION

ESG IMPACT

UP TO ~30%

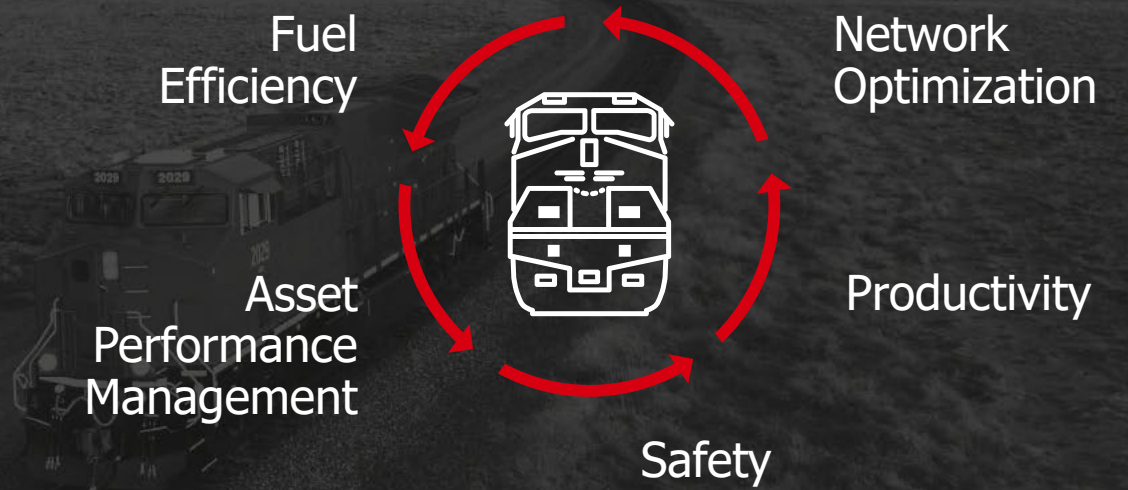
Reduction in diesel emissions
and fuel utilization
CO₂/NO_x/PM

PRODUCTIVITY IMPACT

Asset utilization
Fuel savings
Crew utilization

WABTEC

Enabling productivity and efficiency for customers



ASSET PERFORMANCE

SAFETY

NETWORK PERFORMANCE

SUPPLY CHAIN VISIBILITY

~12k Trip Optimizer units

~22k On-board PTC systems

250 Dispatch desks in service

14 Days advanced visibility

~22k LOCOTROL systems

~65K Track miles With PTC

~100k Track miles under control

1 Information source

~10k GoLINC Edge devices

~9K Collision avoidance system

10% Productivity improvement

~4M Components monitored daily

Automation will unlock the next generation of productivity

☑ Technology Foundation

PTC
Trip Optimizer
Distributed Power
Movement Planner

☑ Attended Automation

PTC + Trip Optimizer
Zero-to-Zero
SmartHPT
Pacing

Path To Crew Efficiencies

Advanced Dispatch
Road RCL-Drone Train
Vital Standalone PTC
Yard Automation
5G Communication

Full Automation

Full Situational Awareness
High Availability Systems

Up to:

25%

REDUCTION IN
TRAIN DELAYS

50%

POTENTIAL
PRODUCTIVITY SAVINGS

75%

REDUCTION IN
ACCIDENTS DUE TO
HUMAN ERRORS

30%

FUEL EFFICIENCY
IMPROVEMENT

WABTEC

Enhancing train performance

**LATEST PORTFOLIO OF RAIL
TECHNOLOGIES DELIVERS SIGNIFICANT
IMPROVEMENTS**

12%

**PRODUCT WEIGHT REDUCTION...
3 TONS PER TRAIN**

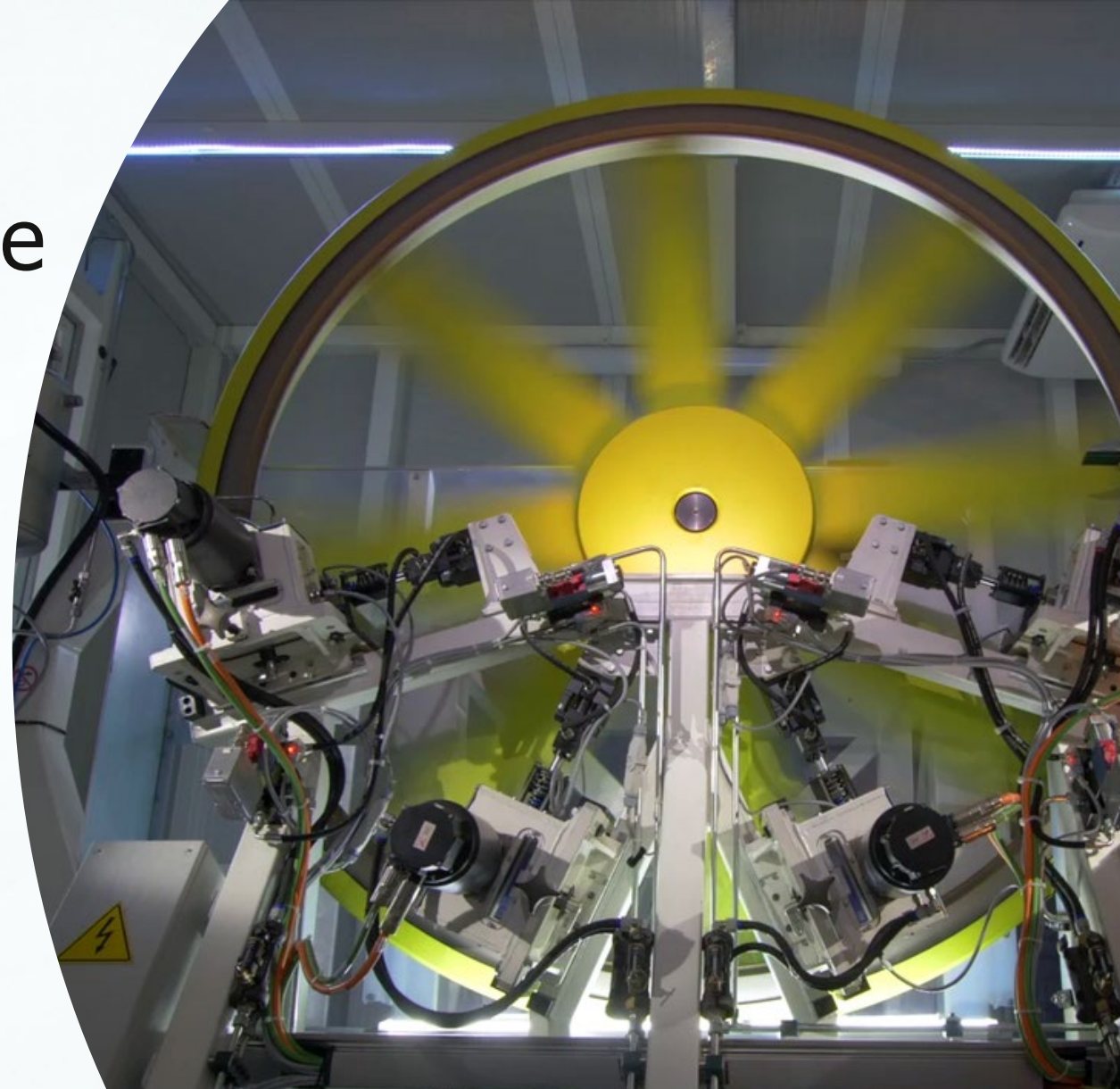
20-25%

LIFECYCLE COST REDUCTION

15%

ENERGY REDUCTION

**DIGITALIZATION EXPECTED TO REDUCE LIFE CYCLE COSTS
BY AN ADDITIONAL 20%**



WABTEC

Innovations supporting a more attractive commute

GREEN FRICTION

Reduce brake dust and emissions by up to 90%

METROFLEXX & REGIOFLEXX

Industry's most advanced braking system ... 50% less weight, 95% recyclability, greater performance

GREEN AIR

1st air conditioning system using natural R290 refrigerant

BLUEFILTER

Removes more than 99.9% of contaminants in minutes



**REDUCE
EMISSIONS**



**REDUCE
WEIGHT & SIZE**



**INCREASE
RECYCLABILITY**



**REDUCE
ENERGY CONSUMPTION**

Redefining braking distance to improve performance, reduce cost and prepare for automation

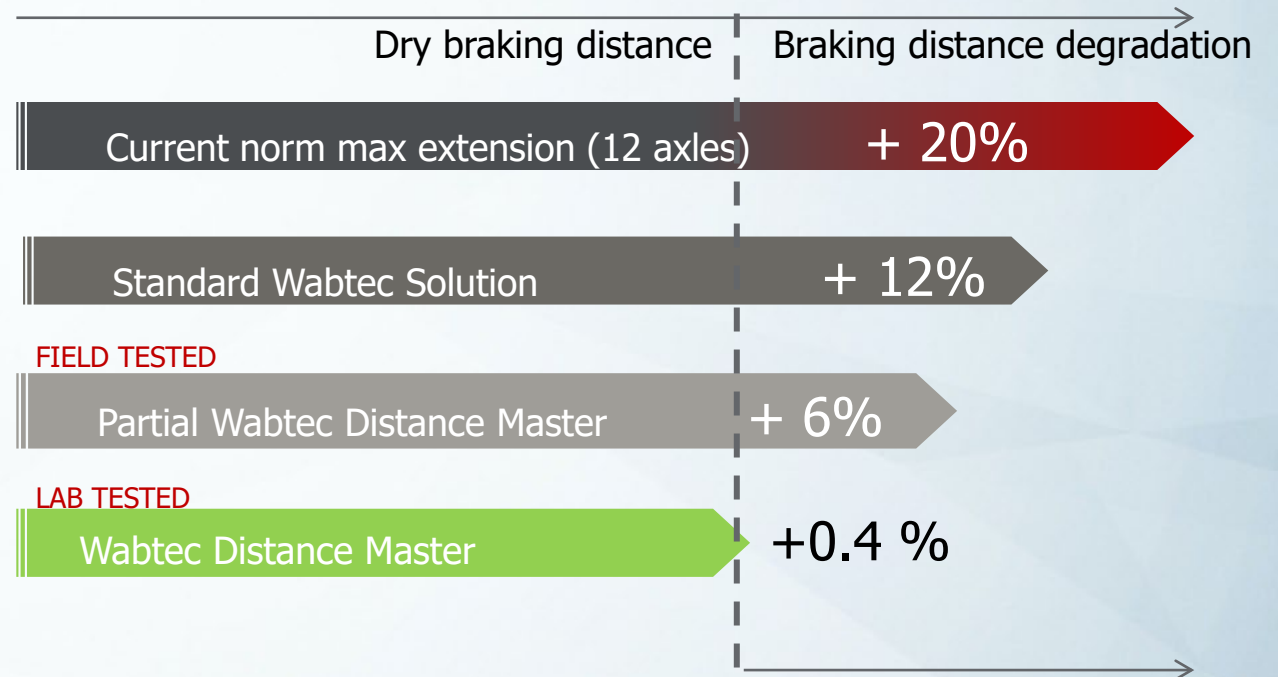
PRODUCTIVITY GAINS

Wabtec Distance Master

- Breakthrough braking performance in fall and winter conditions
- 90% reduction in braking distance degradation
- 50% reduction in costs generated by wheel sliding
- Improve train availability, punctuality, and assets utilization for transit operators



WITH BRAKING DISTANCE REDUCTION*



*Results evaluated in low conditions adhesion (0,05-0,08) according to EN15595



WabtecCorp.com