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.
Our history was built on foundation of three industrial giants.
Shaping industrial revolutions for two centuries

1ST INDUSTRIAL REVOLUTION
- STEAM POWER
  - Shift from manual to mechanical production

2ND INDUSTRIAL REVOLUTION
- ELECTRIFICATION
  - Introduction of the assembly line and advances in transportation

3RD INDUSTRIAL REVOLUTION
- AUTOMATION
  - Automation of production and computerization

4TH INDUSTRIAL REVOLUTION
- DIGITALIZATION
  - Combining the physical and digital across transportation sector
Strategic areas of focus

TECHNOLOGY WITH PURPOSE
CUSTOMER IMPACT
EMPOWERED PEOPLE
GROWTH MINDSET
Wabtec has been a valued partner in rail innovation

### Freight Segment

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Services</th>
<th>Components</th>
<th>Digital Electronics</th>
</tr>
</thead>
<tbody>
<tr>
<td>~20%</td>
<td>~1.5B</td>
<td>~20%</td>
<td>$1.3B</td>
</tr>
</tbody>
</table>

- Of the world’s rail freight is moved by a Wabtec locomotive
- Miles traveled by Wabtec’s fleet of locomotives in 2021
- Of global freight cars have Wabtec products on them
- Of fuel savings achieved through Wabtec’s digital solutions

### Transit Segment

- >90% of accessible transit markets

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

* In accessible transit markets  
Source: Internal Wabtec data
Wabtec operates its business in two segments:

- **50+ COUNTRIES**
- **~25k EMPLOYEES**

**PORTFOLIO**

- **$7.8B**
- **2021 REVIEW**

- **FREIGHT: 67%**
  - 31% Services
  - 17% Equipment
  - 11% Components
  - 8% Digital Electronics

- **TRANSIT: 33%**
  - 33% Transit

**GLOBAL LEADER IN FREIGHT AND TRANSIT RAIL TECHNOLOGIES**
Industry-leading scale across major rail segments

MARKET LEADER IN FREIGHT LOCOMOTIVES

BROADEST TRANSIT PRODUCT PORTFOLIO IN INDUSTRY

#1

1st 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: 34%
- Transit: 16%
- All Other (Industrial and Mining): 50%

**ROBUST AFTERMARKET PORTFOLIO**
- Aftermarket: 58%
- OE: 42%

**BROAD SCALE IN GLOBAL MARKETS**
- Americas (42% in U.S.): 53%
- EMEA: 29%
- APAC: 18%

**STRONG MIX OF RECURRING REVENUES**
- Non-Recurring: 59%
- Recurring: 41%

* 2021 FY results
Strong operational rigor underpins all we do
Proven leadership team
OUR PURPOSE IS CLEAR
Move and improve the world
We’re committed to creating a more sustainable future

SUSTAINABILITY PRINCIPLES

Innovating with Purpose
We are committed to developing responsible and sustainable products that minimize the impact on the planet.

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

Empowering People and Communities
We are committed to driving a diverse and inclusive culture and investing in the communities where our teams live and work.
Our values are what drives us

Across the company, Wabtec employees are united by a shared commitment to our values, which serve as the guiding principles for all we do.

As we innovate to move and improve the world, each one of us takes personal accountability for living these values and leading the way forward for our teams, our customers, our stakeholders, and the communities in which we live and work.

TO KEEP DOING SO, WE BELIEVE:

- Safety first
- Champion customers
- Pursue excellence
- Lead through innovation
- Succeed as a team
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.
Investing in our people

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

**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**

**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 and inclusion training for all employees and people leaders

**Deep Smarts** Our technology team’s knowledge cascade
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.
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**
Accelerating innovation of scalable technologies

~6-7% target annual organic investment in technology as % of sales
Rail is well-positioned to tackle world’s freight challenges

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
WABTEC Difference

WABTEC

FLX value proposition

Reliability & Serviceability... designed for heavy haul application
Safety... battery thermal management pack and design
Future Proof... modular design

FLX optimizer... train-level energy management
Modular Control Architecture... next gen micro-processing with over-the-air capability
PTC... #1 train safety

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
Unmatched performance and reliability

TIER 4 BY THE NUMBERS

+300 Million
MILES TRAVELED

~5,000
LOCO YEARS

1,100
LOCOS IN SERVICE
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
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 & carbon
40% more reliability

* Source: Internal Wabtec data
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
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

**ESG IMPACT**
UP TO ~30%
Reduction in diesel emissions and fuel utilization
CO₂/NOₓ/PM

**PRODUCTIVITY IMPACT**
Asset utilization
Fuel savings
Crew utilization
Enabling productivity and efficiency for customers

<table>
<thead>
<tr>
<th>ASSET PERFORMANCE</th>
<th>SAFETY</th>
<th>NETWORK PERFORMANCE</th>
<th>SUPPLY CHAIN VISIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>~12K Trip Optimizer units</td>
<td>~22K On-board PTC systems</td>
<td>250 Dispatch desks in service</td>
<td>14 Days advanced visibility</td>
</tr>
<tr>
<td>~22K LOCOTROL systems</td>
<td>~65K Track miles With PTC</td>
<td>~100K Track miles under control</td>
<td>1 Information source</td>
</tr>
<tr>
<td>~10K GoLINC Edge devices</td>
<td>~9K Collision avoidance system</td>
<td>~9K Collision avoidance system</td>
<td>10% Productivity improvement</td>
</tr>
<tr>
<td>~4M Components monitored daily</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
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%**

Comparison of the current generation of Brakes, HVAC, Doors, Couplers, and Passenger Information Systems offered vs previous generations.
Source, internal analysis based on an illustrative EMU and metro
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
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**

<table>
<thead>
<tr>
<th>Dry braking distance</th>
<th>Braking distance degradation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current norm max extension (12 axles)</td>
<td>+ 20%</td>
</tr>
<tr>
<td>Standard Wabtec Solution</td>
<td>+ 12%</td>
</tr>
<tr>
<td>Partial Wabtec Distance Master</td>
<td>+ 6%</td>
</tr>
<tr>
<td>Wabtec Distance Master</td>
<td>+0.4 %</td>
</tr>
</tbody>
</table>

*Results evaluated in low conditions adhesion (0.05-0.08) according to EN15595*