
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

WESTINGHOUSEEDISONFAIVELEY
Faiveley

WABTEC

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



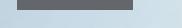
Introduction of the assembly line and advances in transportation

**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 has been a valued partner in rail innovation

FREIGHT SEGMENT

EQUIPMENT

~20%

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

SERVICES

~8M

Messages monitored daily on Wabtec locomotives

COMPONENTS

~20%

Of global freight cars have Wabtec products on them

DIGITAL INTELLIGENCE

>500M

Gallons of fuel saved with Trip Optimizer... reducing carbon emissions by up to 500K tons per year

TRANSIT SEGMENT

TRANSIT

>85%

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

WABTEC

Wabtec operates its business in two segments

50+ COUNTRIES
~30k EMPLOYEES

FREIGHT: 72%

29%
Services

20%
Equipment

15%
Components

8%
Digital Intelligence

TRANSIT: 28%

PORTFOLIO

\$10.4B

2024 REVENUE

28%
Transit

GLOBAL LEADER IN FREIGHT AND TRANSIT RAIL TECHNOLOGIES

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

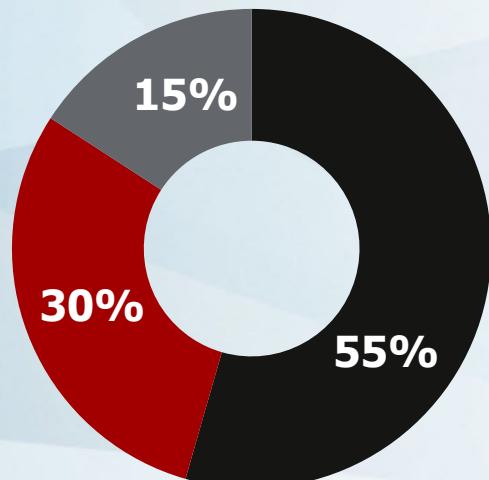
LEADER IN LOCO
MODERNIZATIONS

LEADER IN FRICTION PRODUCTS

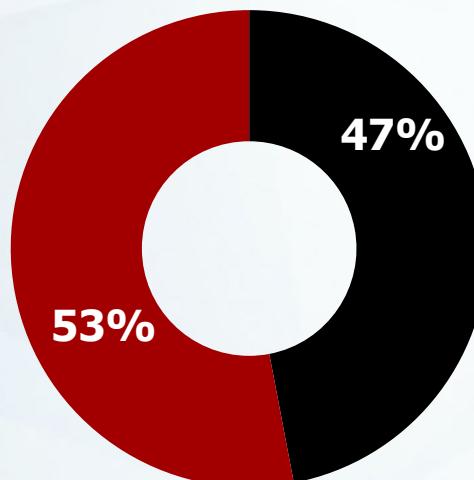
WABTEC

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

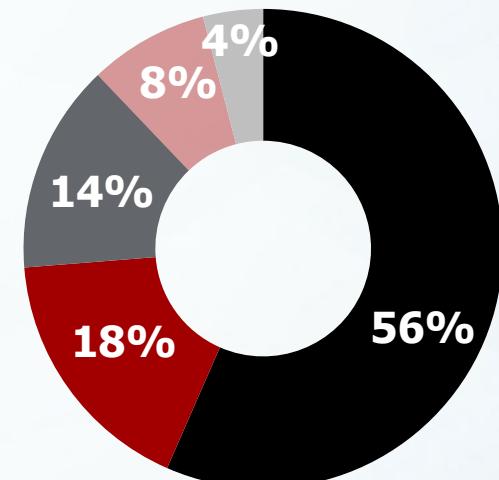
ATTRACTIVE END MARKETS



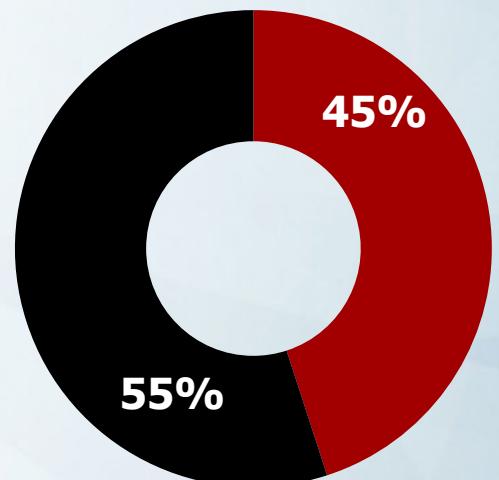
ROBUST AFTERMARKET PORTFOLIO



BROAD SCALE IN GLOBAL MARKETS



STRONG MIX OF RECURRING REVENUES



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

■ OE
■ Aftermarket

■ North America (47% in U.S.)
■ Europe
■ APAC
■ CIS, MENA, SSA
■ South America

■ 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



LILLIAN LEROUX
Chief Strategy and Sustainability
Officer



ROGERIO MENDONCA
President, Freight Equipment



JOHN OLIN
Executive Vice President
and Chief Financial Officer



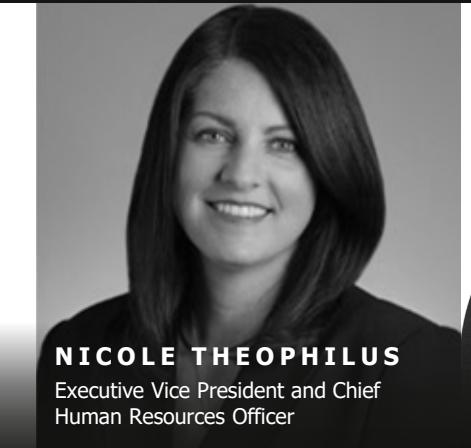
RAFAEL SANTANA
President and Chief Executive
Officer



GREG S BROCCO
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'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

SUSTAINABILITY PRINCIPLES

Driving Responsible Operations

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

SUSTAINABILITY PRINCIPLES

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

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.**



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.



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

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

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



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



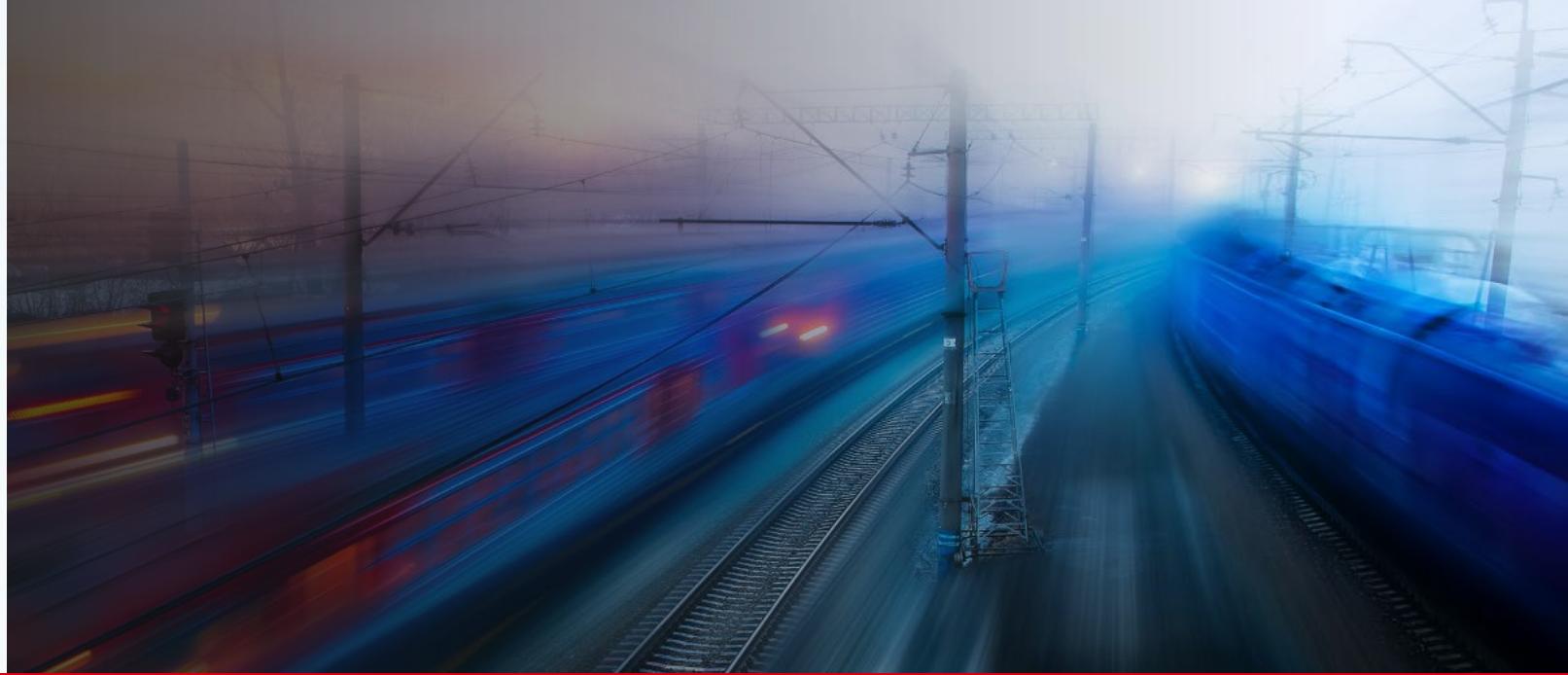
PRIDE FORUM



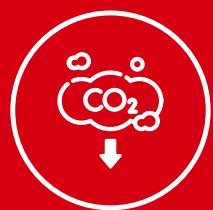
WABTEC

Why we matter

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**

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**

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

WABTEC

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

Up to 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*

**up to
50%** more tractive effort

**up to
25%** less fuel and carbon

**up to
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

PROPELLION

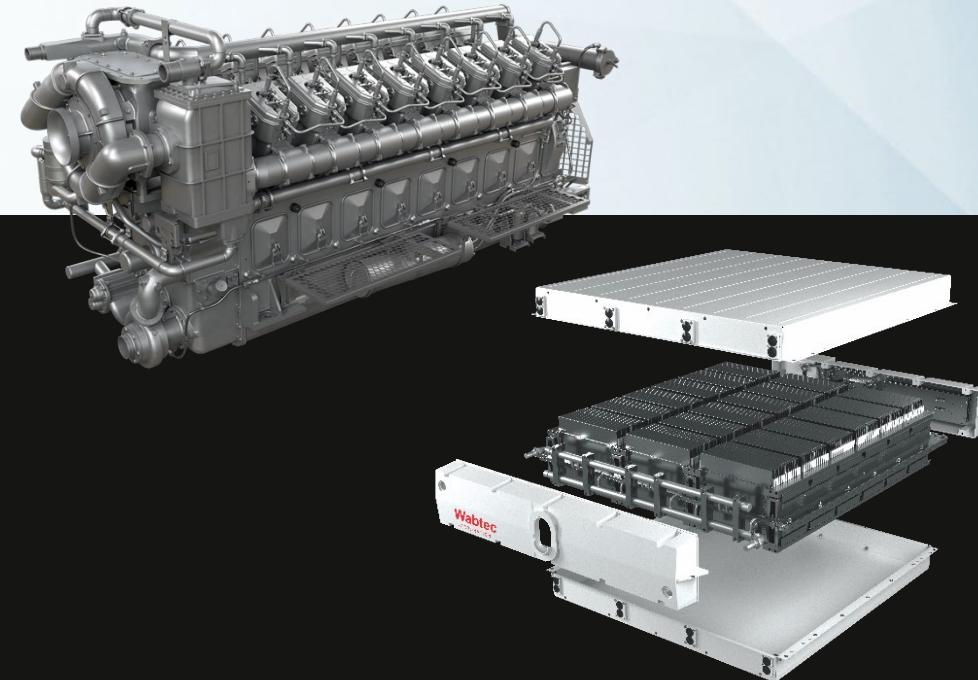
AC traction

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%

Reuse

50%

Rebuild

1/2

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

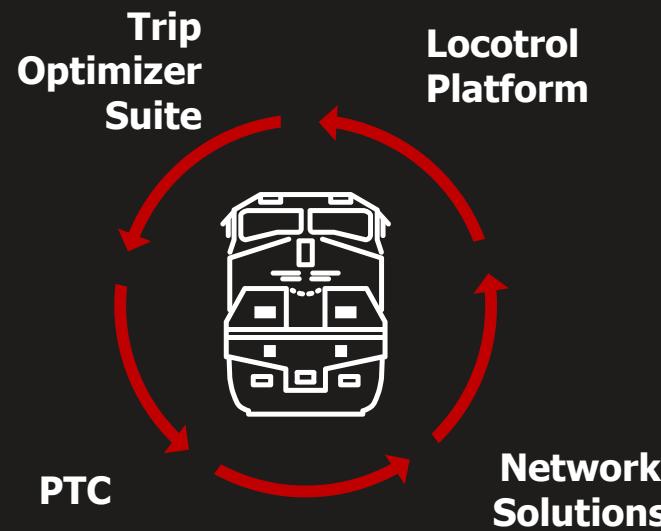
More than 50% of an approximately 400,000-lb locomotive is reused in Wabtec's modernization program

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

WABTEC

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

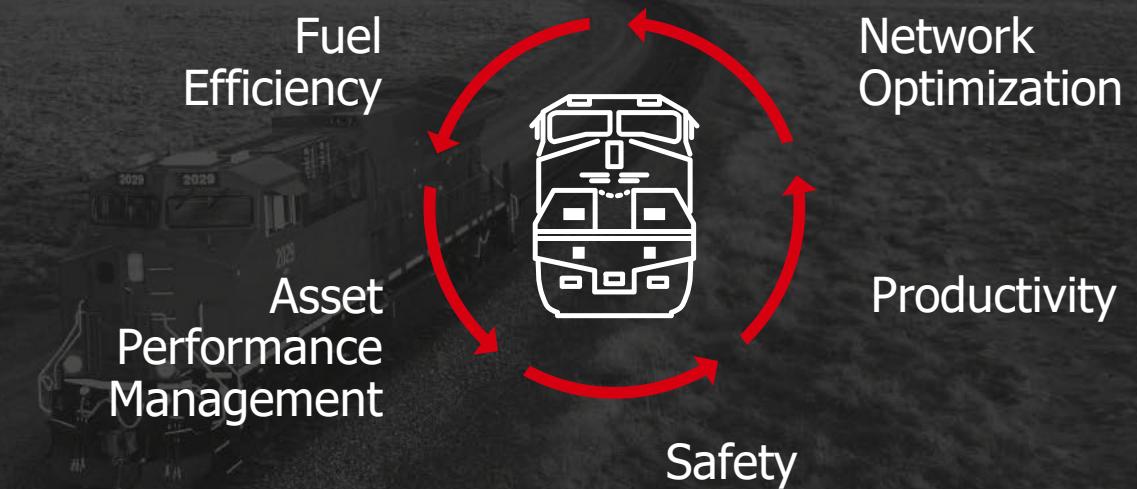
CO₂/NOx/PM



PRODUCTIVITY IMPACT

Asset utilization
Fuel savings
Crew utilization

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			

WABTEC

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

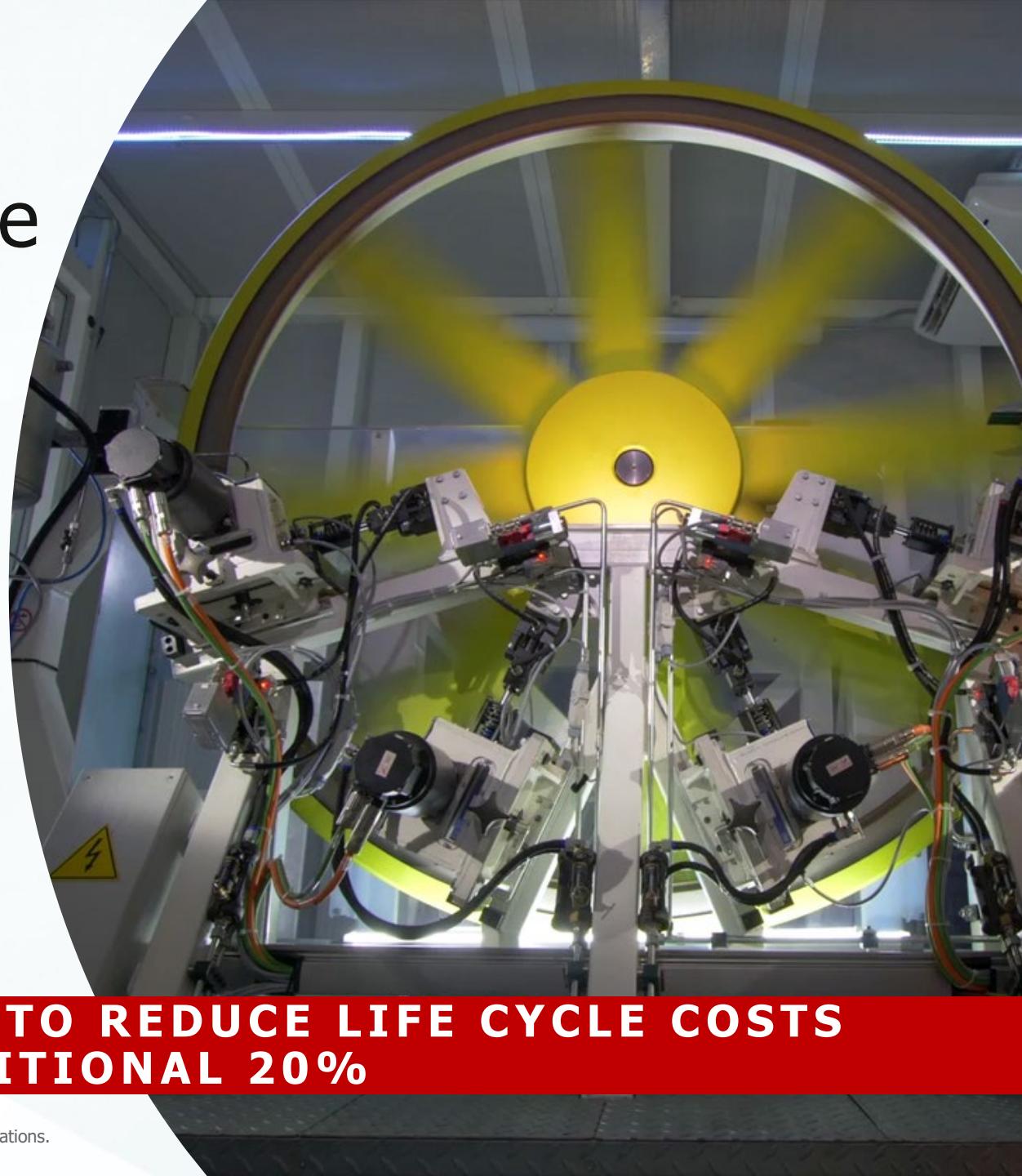
**LATEST PORTFOLIO OF RAIL
TECHNOLOGIES DELIVERS SIGNIFICANT
IMPROVEMENTS**

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%**



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

WABTEC

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

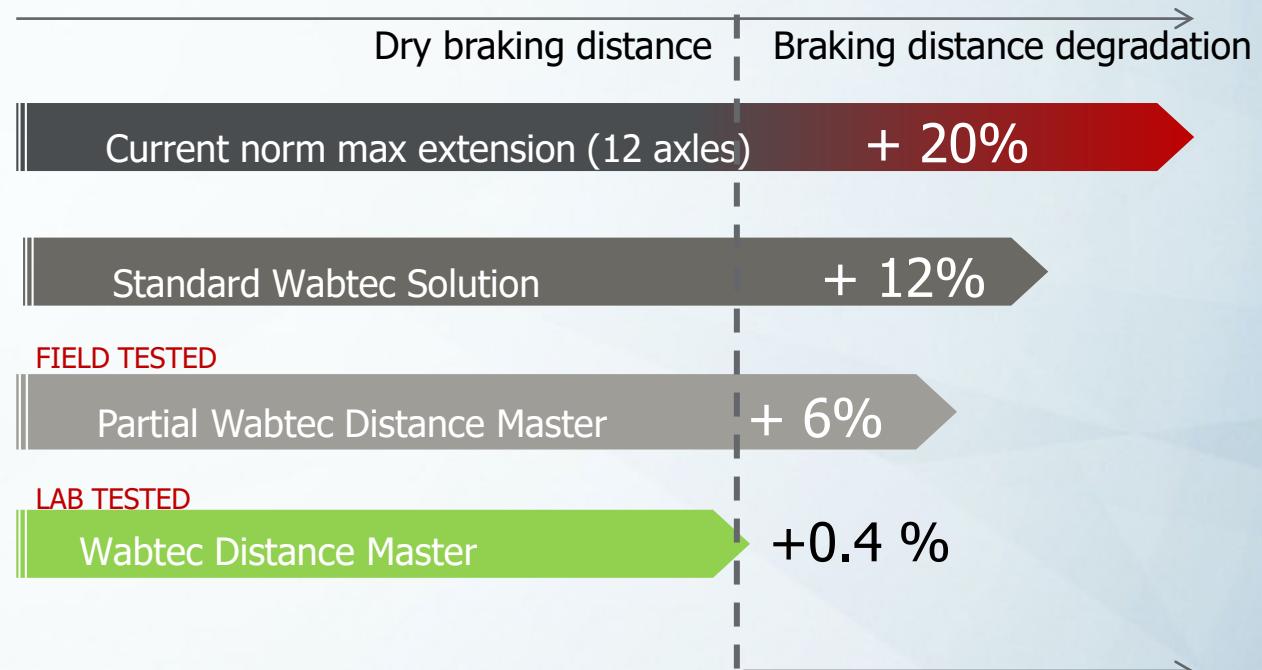
PRODUCTIVITY GAINS

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



Wabtec
CORPORATION

WabtecCorp.com