

# WABCO



## J.P. MORGAN DIVERSIFIED INDUSTRIES CONFERENCE 2011



**JACQUES ESCULIER**  
Chairman & Chief Executive Officer  
June 7, 2011

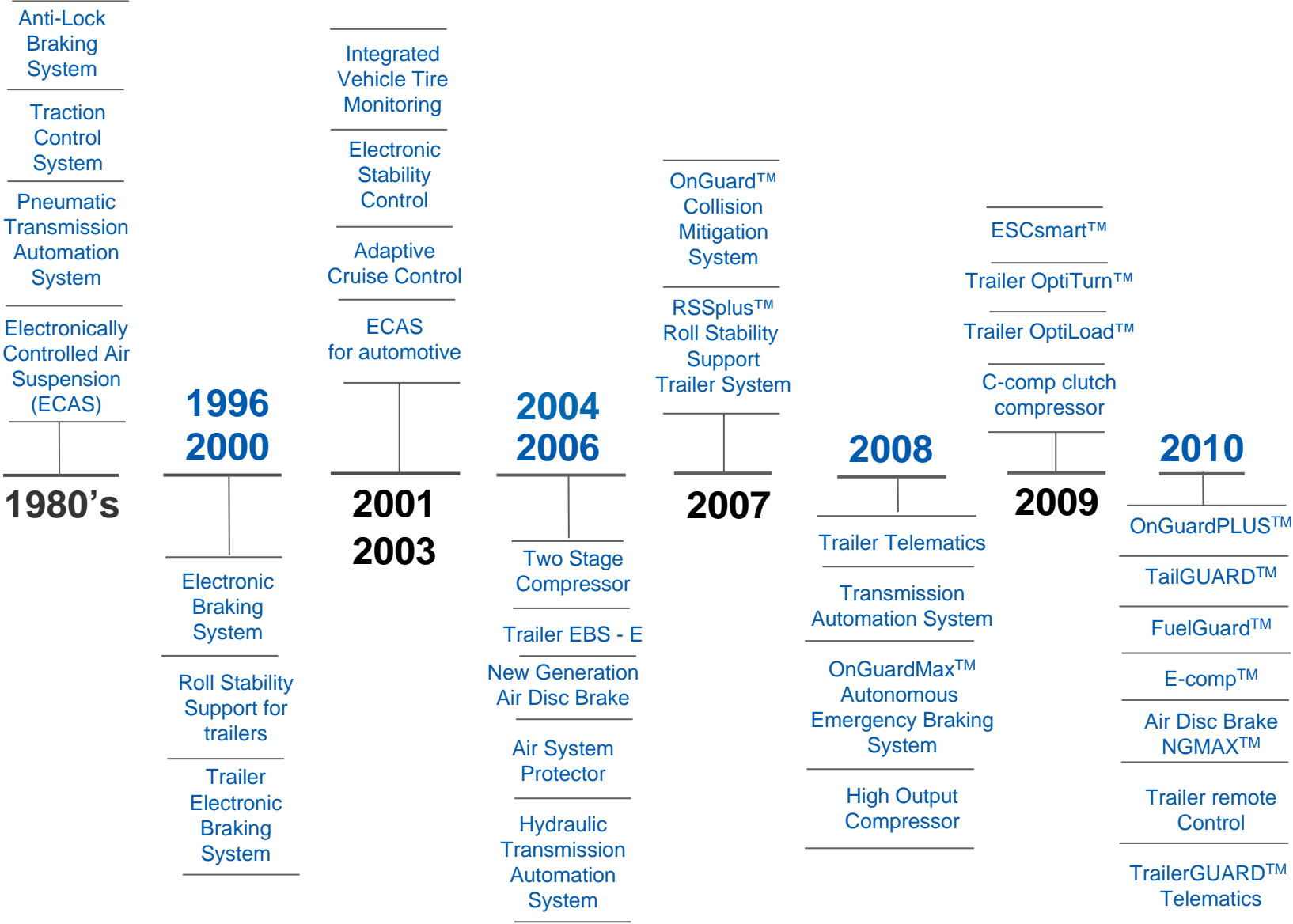
# FORWARD LOOKING STATEMENTS



Comments in this document contain certain forward-looking statements, which are based on management's good faith expectations and beliefs concerning future developments. Actual results may differ materially from these expectations as a result of many factors. These factors include, but are not limited to, the risks and uncertainties described in the "Risk Factors" section and the "Forward Looking Statements" section of WABCO's Form 10-K, as well as in the "Management's Discussion and Analysis of Financial Condition and Results of Operations - Information Concerning Forward Looking Statements" section of WABCO's Form 10-Q Quarterly Reports. WABCO does not undertake any obligation to update such forward-looking statements. All market and industry data are based on Company estimates.

This presentation contains certain non-GAAP financial measures as that term is defined by the SEC. EBIT and sales excluding the effects of foreign exchange are non-GAAP financial measures. Additionally, gross profit, gross profit margin, operating income, operating income margin, EBIT, EBIT margin, net income and net income per diluted share on a "performance basis" are non-GAAP financial measures that exclude separation and streamlining items, and one-time and discrete tax items, as applicable. Free cash flow presents our net cash provided by operating activities less net purchases of property, plant, equipment and computer software. These measures should be considered in addition to, not as a substitute for, GAAP measures. Management believes that presenting these non-GAAP measures is useful to shareholders because it enhances their understanding of how management assesses the operating performance of the Company's business. Certain non-GAAP measures may be used, in part, to determine incentive compensation for current employees. Reconciliations of the non-GAAP financial measures to the most comparable GAAP measures are available in WABCO's quarterly results presentations posted on the company's website.

# TECHNOLOGY AND INNOVATION LEADER



# PRODUCT PORTFOLIO



Air Compressors 12%



Air Processing 10%



Conventional Brake Controls 11%



Actuators 10%



Foundation Brakes 6%



Suspension Control 6%



Anti-Lock Braking Systems 10%



Car Products 5%



Transmission Automation,  
Clutch Control 11%



Electronic Braking and Stability  
Control Systems 9%



Others 10%

% 2010 Sales

# TRUCK & BUS REGIONAL ATTRIBUTES

\$ Estimated content per vehicle based on total applicable market | \$K Typical heavy truck price in market


**NORTH AMERICA** <\$1,000 | \$80K

- Less advanced technology vs. Western Europe
- Large OEMs: Daimler, Volvo, PACCAR, ITE
- Large fleets, able to influence OEM design



**SOUTH AMERICA** <\$1,500 | \$65K

- Less advanced technology – mostly from Brazil
- Main OEMs: Daimler, VW, Volvo, Scania




**WESTERN EUROPE** >\$3,000 | \$130K

- Advanced technology, high electronics penetration
- 6 OEMs: Daimler, Volvo, MAN, Iveco, PACCAR, Scania
- Few large, pan European fleets



**JAPAN & KOREA** <\$1,000 | \$80K

- Technology moving towards Western Europe
- Main OEMs: Hyundai, Hino, Isuzu, ND
- Targeting global market



**EASTERN EUROPE** <\$500 | \$70K

- Expected to Return to Fast growing production in the Future
- Improving quality and safety
- Global and local OEMs: KamAZ, MAZ,



**CHINA & INDIA** <\$300 | \$30K

- Basic technology; advanced technology penetration under 10% of total market
- Large OEMs: FAW, DFM, CNHTC in China; TATA Motors & Ashok Leyland in India



# COMPETITIVE OVERVIEW

## KNORR

- Technical capabilities similar to WABCO
- No position in transmission automation or cars
- Strong position in North America following BENDIX acquisition
- Trailing in emerging markets

## HALDEX

- Challenger position
- Lower electronics capabilities compared to WABCO and KNORR
- Strong automatic slack adjuster business
- Entering into special products for diesel engines

## LCC COMPETITORS

- Strong low cost / low tech solutions
- Mainly mechanical capabilities
- Targeting specific markets with specific product ranges
- Low price strategy in Aftermarket

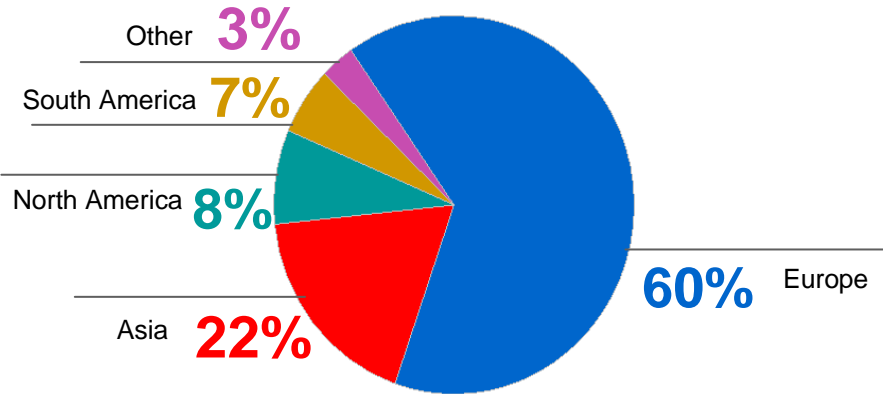
(2010 Commercial Vehicle Sales)	WABCO (\$2.2B)	KNORR (~\$2.3B)	HALDEX (~\$0.5B)	LCC competitors (All Under ~\$0.15B)
Anti-lock Braking Systems	■■■	■■■	■■	■
Electronic Braking Systems	■■■	■■■	■	
Conventional Products	■■■	■■■	■■	■
Transmission Automation	■■■			
Air Compressors	■■■	■■■	■■	■
Air Processing	■■■	■■■	■■	■
Actuators	■■■	■■■	■■	■
Suspension Control	■■■	■■■	■	■
Foundation Brakes	■■	■■■	■■	■

■■■ Complete Offering      ■■ Partial Offering      ■ Niche Offering

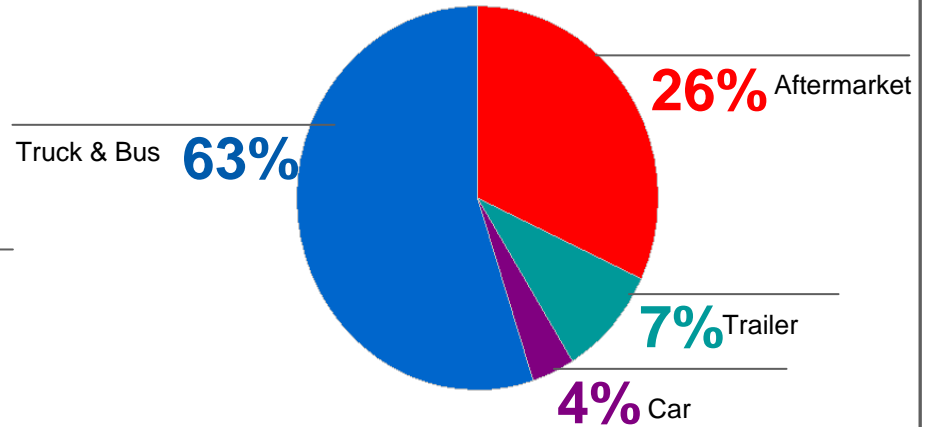
sources: KNORR-BREMSE website, HALDEX website

# SALES BY REGION AND CUSTOMER TYPE

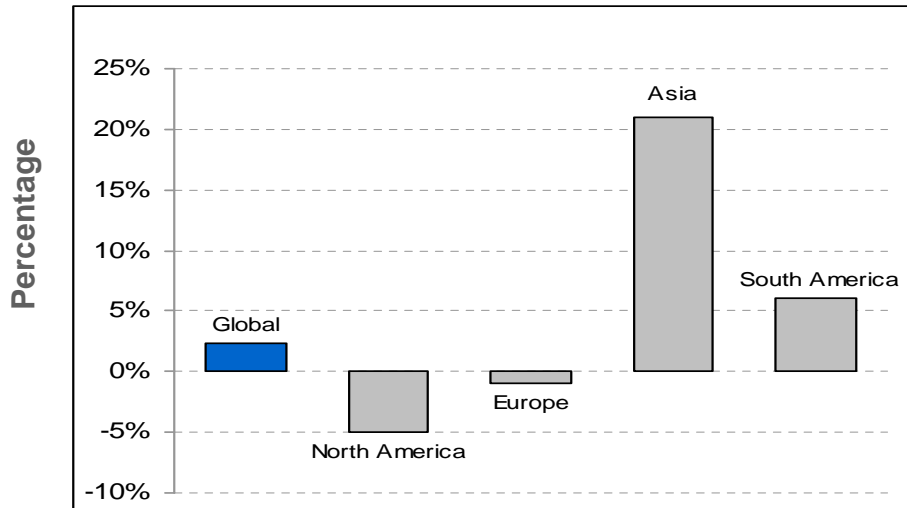
2010 SALES BY REGION



2010 SALES BY CUSTOMER TYPE



SALES 5-YEAR CAGR\*



\* Compound annual growth rate in local currencies from 2005 to 2010



## ■ INNOVATION/TECHNOLOGY LEADERSHIP

- Bring value as a development/systems integration partner
- Integration solutions provider
  - Vehicle efficiency and environment
  - Advanced safety and driver effectiveness



## ■ GLOBAL CAPABILITY

- Connect with customers in every region
- Leverage global operations/expertise

## ■ EXCELLENCE IN EXECUTION

- Differentiate WABCO through
  - service and quality excellence
  - breakthrough performance in cost-reduction
  - maximum operational efficiency (backbone is Six Sigma Lean)

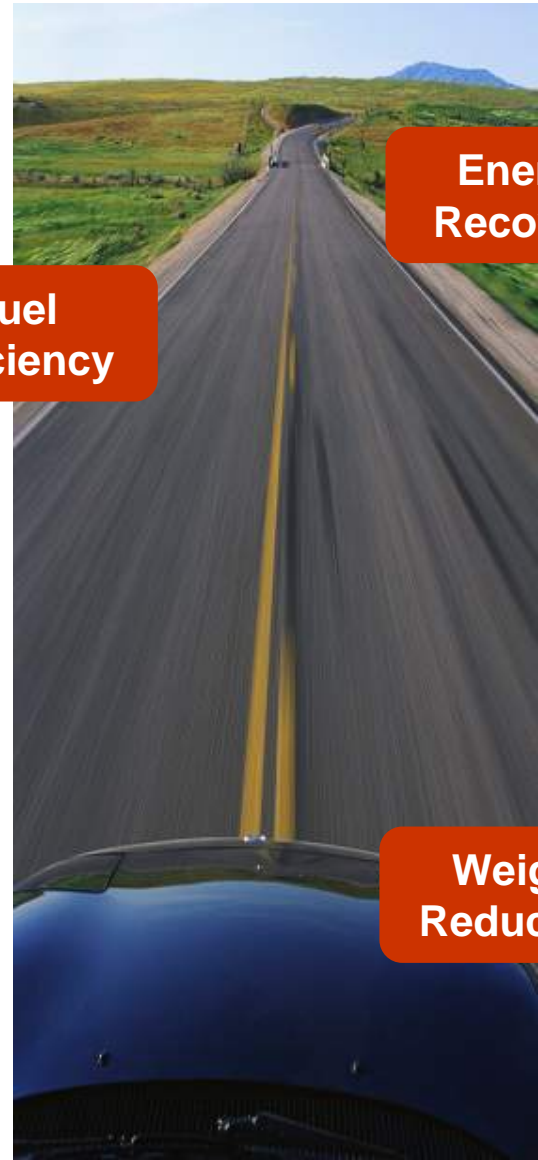




- WABCO is working on global **TECHNOLOGY** trends relevant to our customers
  - We have a clear path to enhance **VEHICLE EFFICIENCY** and **ENVIRONMENTAL SUSTAINABILITY** by 20%
  - Our vision is to improve **ADVANCED SAFETY** and **DRIVER EFFECTIVENESS**, and reduce the number of commercial vehicle accidents by 50% by 2020
- We are involved in developing **PRODUCTS** and **FUNCTIONALITIES** to better meet these needs



# VEHICLE EFFICIENCY ROADMAP



**Fuel Efficiency**

**Energy Recovery**

**Weight Reduction**



EcoSmart Clutch Compressor



Transmission automation



TPMS – Tire pressure monitoring



2-stage Compressor



Smart Air Supply E-APU



E-comp - electrical driven compressor



Emission & retarder controls

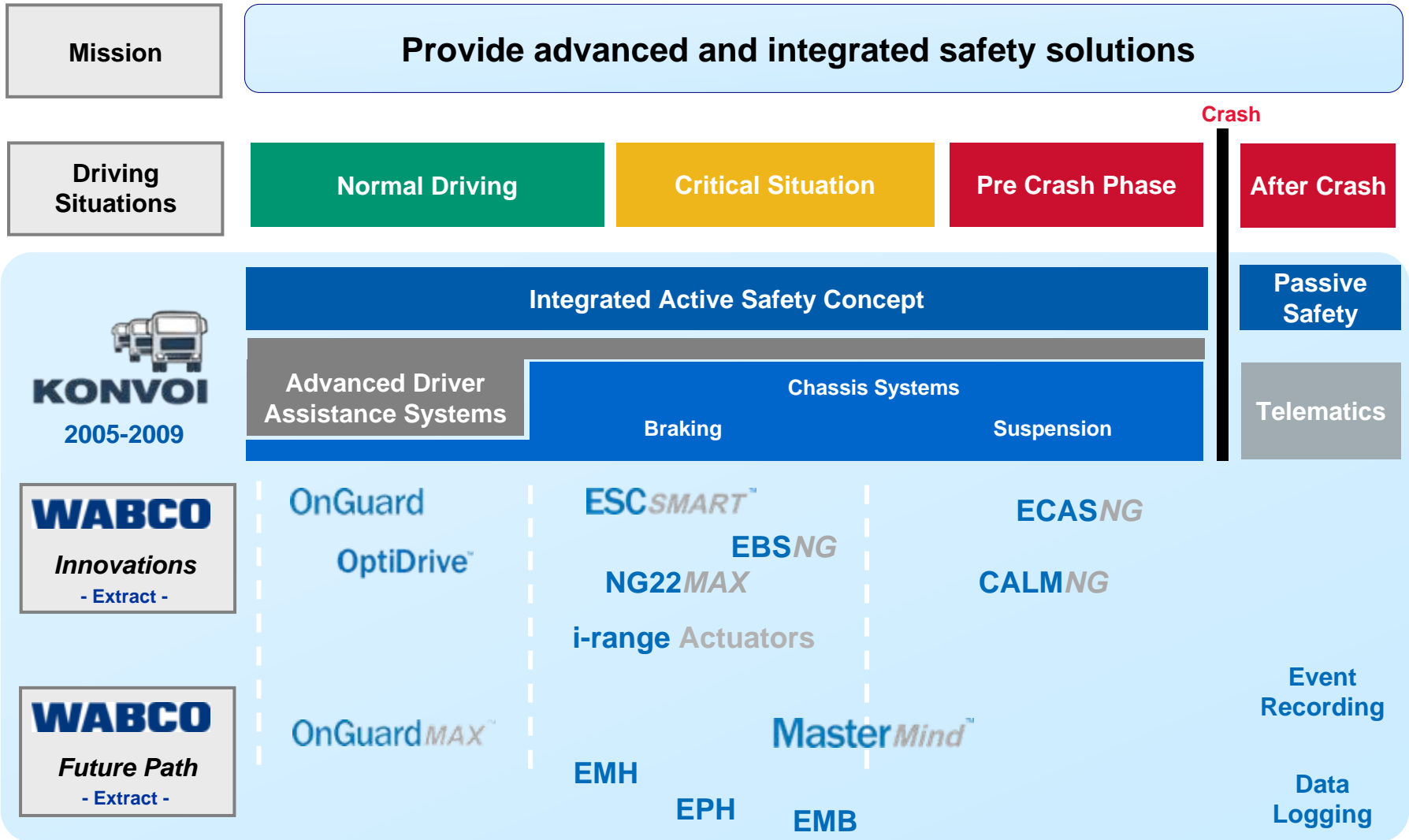


New light weight heavy truck brake NG22MAX



High Output Compressor Alu-Crankcase

# ADVANCED SAFETY & DRIVER EFFECTIVENESS



## Local Market Connectivity

- All regions managed by local teams
- Leadership team comprises 10 Nationalities from 4 continents
- #1 Position in all Asia countries notably in China and India
- #1 Position at Kamaz, Russia

## Local Manufacturing

- 4 factories in China
  - Benchmark Lean processes
- 3 factories in India
  - Multiple Award Winning
- 1 Factory in Brazil
  - Lean transformation under way

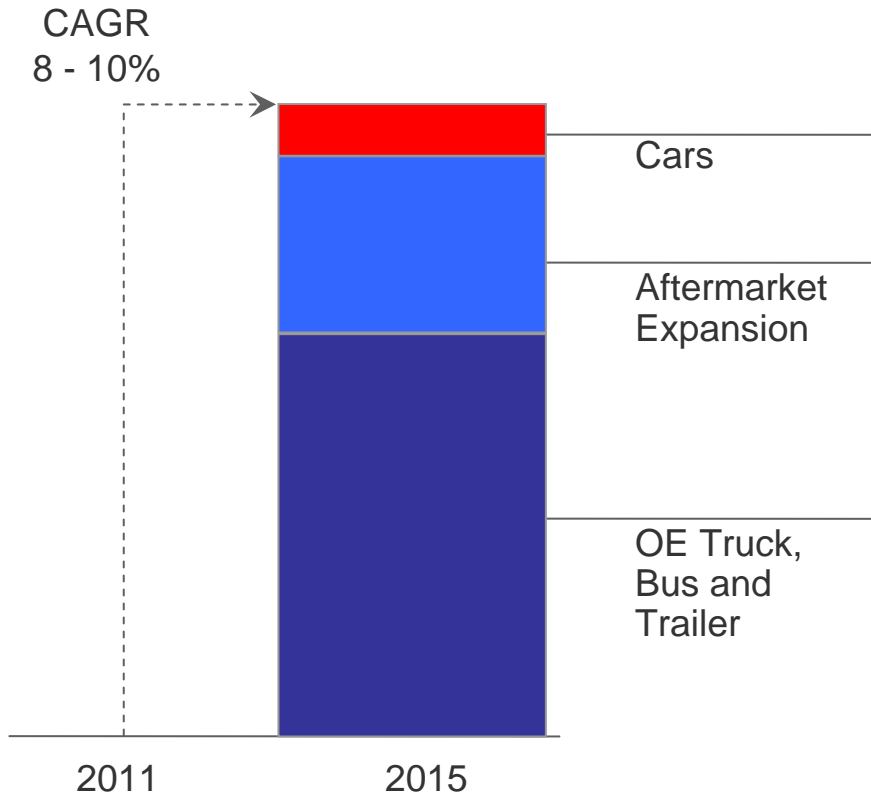
## Local Supply Chain

- Local strategic sourcing teams connected to global commodities
- Strong supply base covers core commodities
- Local supplier management
- Leveraging BCC capabilities for global manufacturing network

## Product Development

- Hub in India addresses emerging country specificity and conventional product design (150 engineers)
- Software development center in Chennai (85 engineers)
- Test & design center in Poland to support Hanover hub (100 engineers)

## ABOVE MARKET SALES GROWTH THROUGH 2015\*



## OE TRUCK, BUS AND TRAILER

### INCREASING VALUE PER VEHICLE

- Air Disc Brakes
- Transmission Automation Controls
- Electronic Stability Control
- Driver Assistance Systems

### GLOBALIZATION

- China
- Eastern Europe / Russia
- India

## AFTERMARKET EXPANSION

- Enhanced Penetration
- 10% Year-of-year
- WABCO Reman Solutions
- New Product Ranges
- New Services (e.g. Diagnostics, Training)
- East Europe, North America and Asia

## AUTOMOTIVE PENETRATION

- Electronic Air Suspension
- Vacuum Pumps

\*Assumes commercial vehicle production flat at 2010 levels

## Updated 2011 Guidance (as of April 29, 2011)

(\$ Millions, except per share data)

	Original	Revised (1 EURO = 1.37 USD)
	Low End – High End	Low End – High End
<b>Sales</b>	18% - 23% <sup>(4)</sup>	\$2,700 - \$2,800 20% - 25% <sup>(4)</sup>
<b>Performance Op Margin</b> <sup>(1)</sup>	12.6% – 13.6%	12.8% – 13.8%
<b>Performance EPS</b> <sup>(2)</sup>	\$3.75 - \$4.15	\$4.15 - \$4.55
<b>Free Cash Flow Conversion</b> <sup>(3)</sup>	80% - 90% (Excluding Stream. & Separation)	80% - 90% (Excluding Stream. & Separation)

## Key Inputs

- Annual price erosion ~1.5%
- Maintaining strong levels of productivity
- ~2.5% higher materials cost from raw materials inflation
- Net interest expense at current rates
- Performance tax rate of ~15.6%
- 2011 weighted average shares at 69M
- Streamlining & separation cash payments: ~\$15M

Note: Guidance as announced on April 29, 2011. Inclusion of this information in this presentation is not an update or reaffirmation of those financial assumptions

Refer to Slide 18 for Footnotes

## An **INDUSTRY** leader

- We continue to be well prepared and sufficiently **FLEXIBLE** to take full advantage of increasing demand for new commercial vehicles in 2011, while meeting our commitment to long term growth

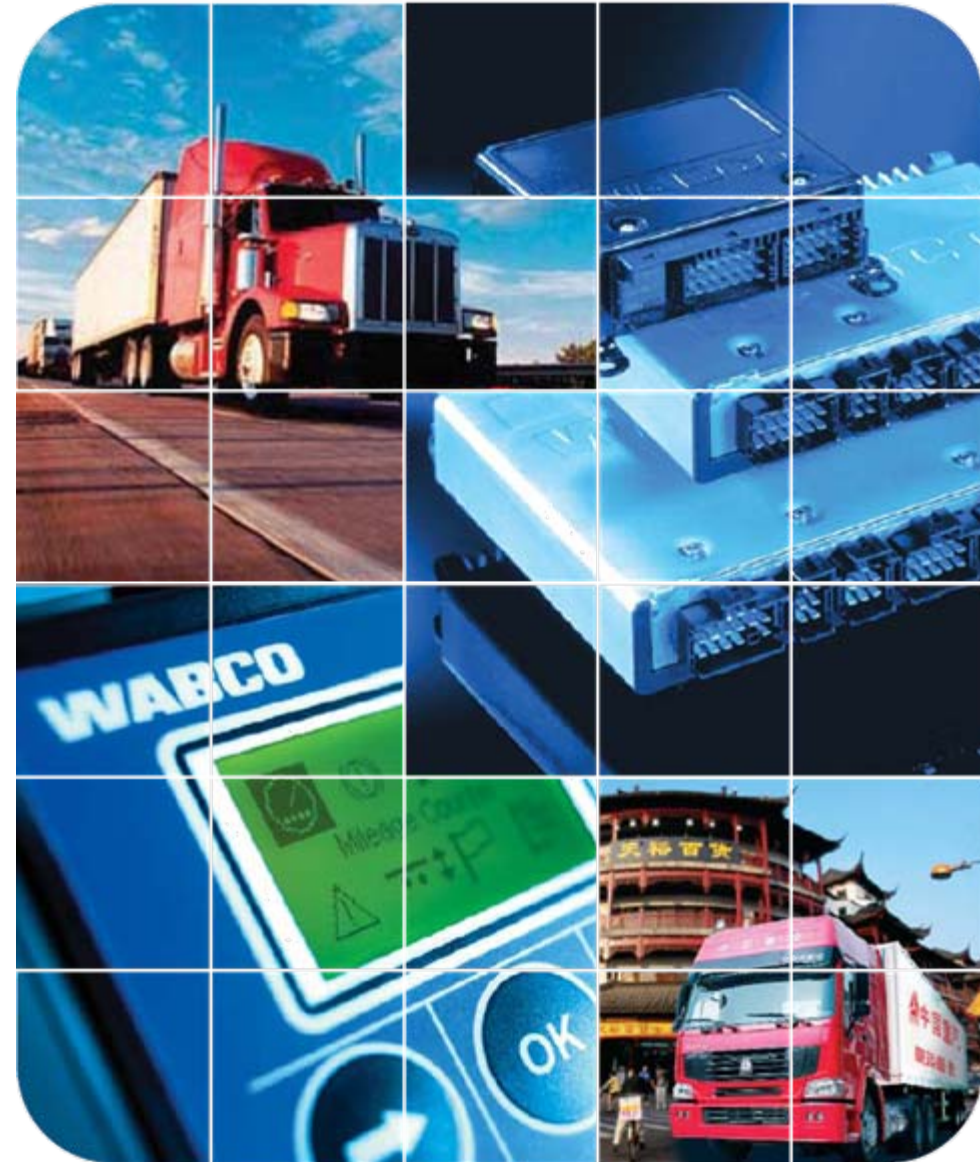
## The **TECHNOLOGY** leader

- Continuously adding **BREAKTHROUGHS** to our portfolio of technologies and products for full connectivity to all markets

## Advanced **MANAGEMENT ENVIRONMENTS**

- Applied globally, the WABCO Operating System, delivers continuous **OPERATIONAL** improvements

We drive **PERFORMANCE** by connecting with and adapting to **CUSTOMERS** everywhere in the world and continuing to anticipate and satisfy their needs



**WABCO**

**PASSION**



# APPENDIX

## RECONCILIATIONS OF NON-GAAP MEASURES TO GAAP MEASURES

## Footnotes

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1. Adjusted for streamlining and separation costs
2. Adjusted for streamlining, separation and one-time tax and discrete tax items
3. Net cash provided by operating activities less net cash used in investing activities
4. Adjusted for currency translation
5. Adjusted for currency translation, streamlining and separation costs

## Tables

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The tables that follow provide the reconciliations of the non-GAAP financial measures to the most comparable US GAAP measures.

## Definitions

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- **Separation costs** include all the incremental costs to establish WABCO as a stand-alone separate independent company. It also includes the costs associated with certain liabilities, including contingent liabilities, that have been assumed by WABCO from Trane, formerly American Standard, in the separation but are not related to the Vehicle Controls Business. These costs would include the (i) periodic adjustments to the carrying values of the liability, (ii) interest on certain liabilities and (iii) costs to defend certain of these assumed liabilities.
- **Streamlining costs** are those costs that help adjust the company's workforce and other resources to changing market requirements.

**WABCO HOLDINGS INC.**  
**Reconciliation of GAAP to Non-GAAP Financial Measures for Full Year 2011 Guidance**  
**(Unaudited)**



(Amounts in millions, except per share data)

	<b>Previous Full Year 2011 Guidance</b>	<b>Revised Full Year 2011 Guidance</b>
<b>Operating Income</b>		
Reported Operating Income Margin	12.2% - 13.2%	12.4% - 13.4%
Streamlining cost, impact to margin	0.3%	0.3%
Separation costs, impact to margin	0.1%	0.1%
<b>Performance Operating Income Margin</b>	<b>12.6% - 13.6%</b>	<b>12.8% - 13.8%</b>
<b>Net Income</b>		
Reported Net Income	\$266.8 - \$294.5	\$319.0 - \$346.6
Streamlining cost, net of tax	6.3	7.0
Tax items	3.0	(17.9)
Separation costs, net of tax and separation related taxes	(17.4)	(21.7)
<b>Performance Net Income</b>	<b>\$258.7 - \$286.4</b>	<b>\$286.4 - \$314.0</b>
<b>Reported Net Income per Diluted Common Share</b>	<b>\$3.87 - \$4.27</b>	<b>\$4.62 - \$5.02</b>
<b>Performance Net Income per Diluted Common Share</b>	<b>\$3.75 - \$4.15</b>	<b>\$4.15 - \$4.55</b>
Diluted common shares outstanding	69.0	69.0

Note: The presentation of performance net income and performance net income per diluted common share is not in conformity with generally accepted accounting principles (GAAP). These measures may not be comparable to similar measures of other companies as not all companies calculate these measures in the same manner.