

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

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Picture This

With customer demand for new locomotives increasing, it will take a One Wabtec approach to deliver for our customers.



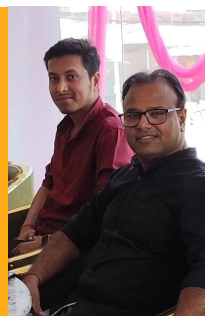
Competitive Edge

Mike Bratt discusses the ongoing shift in customer demand and how employees can prepare for the changes.



Managers' Roundtable

Managers across the company share why it's important for employees to recognize their role in delivering solutions for the customer.



Employee Excellence

Angel Bahana shares how the Quality team is using a customer-focused mindset to prepare for a large new Tier 4 order.



Picture This

Ramping Up Production

Aligning our team to customer demand

With customer demand for new locomotives increasing, it will take a One Wabtec approach to deliver for our customers.



The recent order for new Tier 4s could be a turning point for customer demand for new locomotives. We're preparing our sites to deliver both mods and new locos at a high level by strengthening communication and coordination across Wabtec as well as our suppliers.

Shifting customer focus

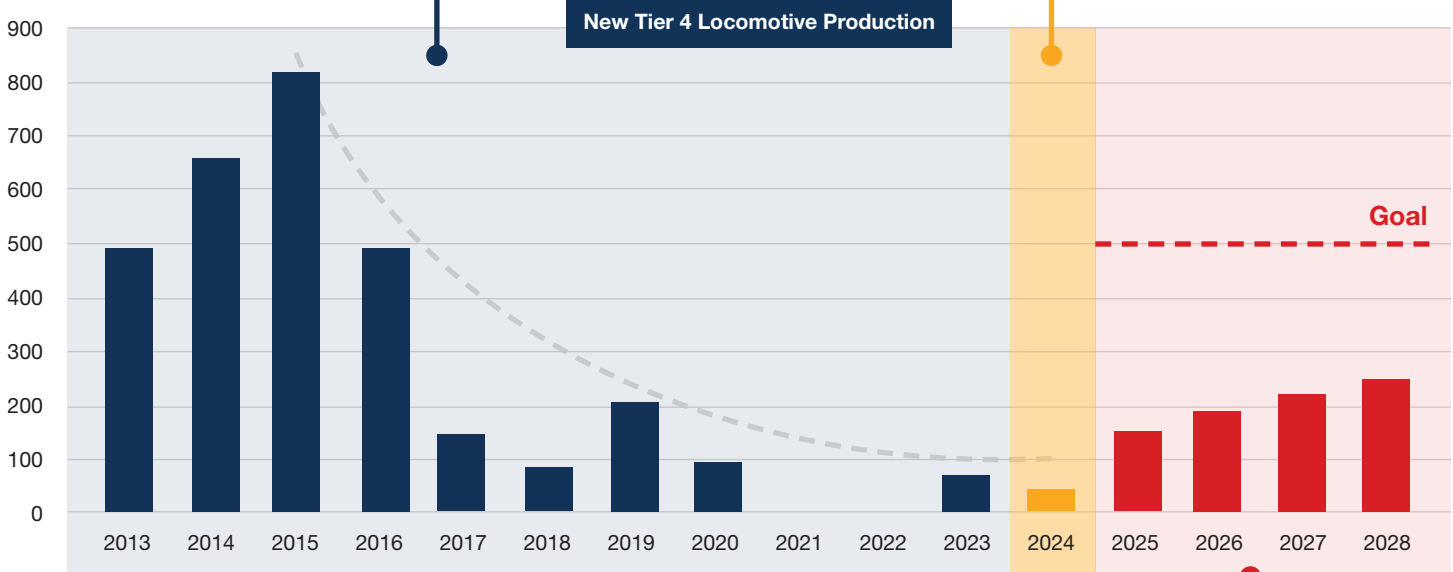
To meet customer demand, we've been shifting from new locos to mods since 2015 — but customer demand for new Tier 4s is now increasing.

Coordinating with Siscos

When we treat our six sister companies (Siscos) within Wabtec like suppliers, giving them proper lead time to prepare, we can count on them to deliver important parts on time, and keep our projects on track for the customer.

48%

on-time delivery from Siscos in 2024



Help us improve delivery

As we expand our new loco production, it's critical for employees on the front line to escalate solutions to problems as soon as they're spotted. If you notice that the quality of supplied parts isn't where it needs to be, or packaging is unsafe, speak to your supervisor immediately.

Reaching a higher capacity

With the large recent order for new locomotives, we're prepared to deliver four new Tier 4s per week — but we expect to deliver up to 10 per week as we receive more orders, so we plan to step up our execution by:

- Assessing supplier capacity and reserve
- Prioritizing high-value, high-replacement cost parts
- Aligning Leadership and Sourcing across sites

Frontline Spotlight

Solution-Driven Excellence

Collaborating on common goals

Ruslan Kling and Maulen Uteyev are championing collaboration on their team to deliver effective solutions and improve the customer experience.



At Wabtec, delivering better solutions for our customers is at the core of what we do. Here, Ruslan Kling, Locomotive Test Technician, and his manager, Maulen Uteyev at the Kazakhstan site, share how they have maintained their commitment to the customer and led their team to achieve their shared goals.

Proactive leadership

Ruslan is always looking for ways to improve processes and make solutions more effective. "In my daily routine, I often analyze the data to identify problems and areas for improvement. With my experience in electronics, I create proposals to help improve production processes," he says.

Maulen believes that this proactive approach is what makes Ruslan a strong leader on the locomotive test team. "He knows how to unite the team and work cross-functionally to achieve the goal. He understands our commitment to providing

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Ruslan follows the principles that are important to Wabtec — understanding common goals, mutual responsibility, planning, and coordination of work.
— Maulen

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effective solutions to deliver our products on time and with high quality," Maulen explains.

Sharing a common goal

A key part of Ruslan's success is his frequent collaboration and mentorship with his team members. "On a regular basis, I conduct technical trainings with co-workers on locomotive testing processes to promote skillful processing of technical documentation," he explains. By sharing his knowledge and training others, Ruslan creates an open learning environment that benefits the entire team. This dedication to the team allows Ruslan to tackle challenges while working as one team for the customer.

When faced with equipment breakdowns and engineering changes, Ruslan emphasizes that the cohesion of his team is what helps them overcome obstacles and deliver on their commitments. "We always try to meet the given deadlines and work as one team. The opinion of each team member is very important, and it all contributes to the effectiveness of our

common goal. Everyone should feel heard," he says.

Maulen commends Ruslan's ability to lead his team toward a shared goal. He says, "Ruslan follows the principles that are important to Wabtec — understanding common goals, mutual responsibility, planning, and coordination of work."

A customer-first mindset

For Ruslan, the most rewarding part of his job is problem-solving and delivering for the customer. "Successfully addressing a complex problem and providing a solution that meets the customer's needs is very satisfying," he shares. Maulen also shares that "Ruslan's ability to see a project through from concept to completion makes the process very rewarding." He believes other employees can experience this sense of accomplishment when they understand customer needs and apply their expertise.

One notable example of Ruslan's contributions is his development of a solution to improve the process of checking safety devices. "We used to check safety devices on a locomotive on one railway track, but now we use it to check on several railway tracks at the same time. I provided a rational proposal for improving the axial suspension station, and we switched from the manual method to a semiautomatic," he recalls. "These improvements have enhanced safety measures and positively impacted our processes."

Ruslan's commitment to excellence and customer satisfaction reiterates the values that deliver effective solutions and drive our company forward. He says, "You can tirelessly move toward the intended goal through continuous improvement, consolidating your knowledge in practice, and sharing your experience with your peers in the team."



Competitive Edge

Demand for New Locomotives

New loco orders mean a shift in operations

Mike Bratt discusses the ongoing shift in customer demand and how employees can prepare for the changes.



Recently, Wabtec landed a significant order for 170 new Tier 4 locomotives with a large customer. This order marks a shift in customer demand from modernizations of old locomotives to production of new ones. Mike Bratt, Vice President, Operations in Fort Worth, says the change in demand is caused by a variety of factors which will affect the ways we deliver for customers. Here, Mike discusses the shift and how we're preparing for these changes going forward.

Trend toward new locos

The recent order will begin production in the first quarter of 2025 and will be completed by Q1 of the following year. This order is particularly significant because the customer has ordered primarily modernizations over the last couple of years. "The last four to five years of our business have been modernization-focused demand," says Mike. "The customer was buying modernizations, but now they're purchasing new Tier 4 emissions locomotives."

This increase in the customer's fleet means employees should be ready for a change in Wabtec's operation. "The customer only has 25 Tier 4 locomotives in their fleet, and now they're adding 170 into the fleet." Mike says, "Employees need to be ready not only for this order but also what this order signals, which is a potential switch from mods to new locos in the industry."

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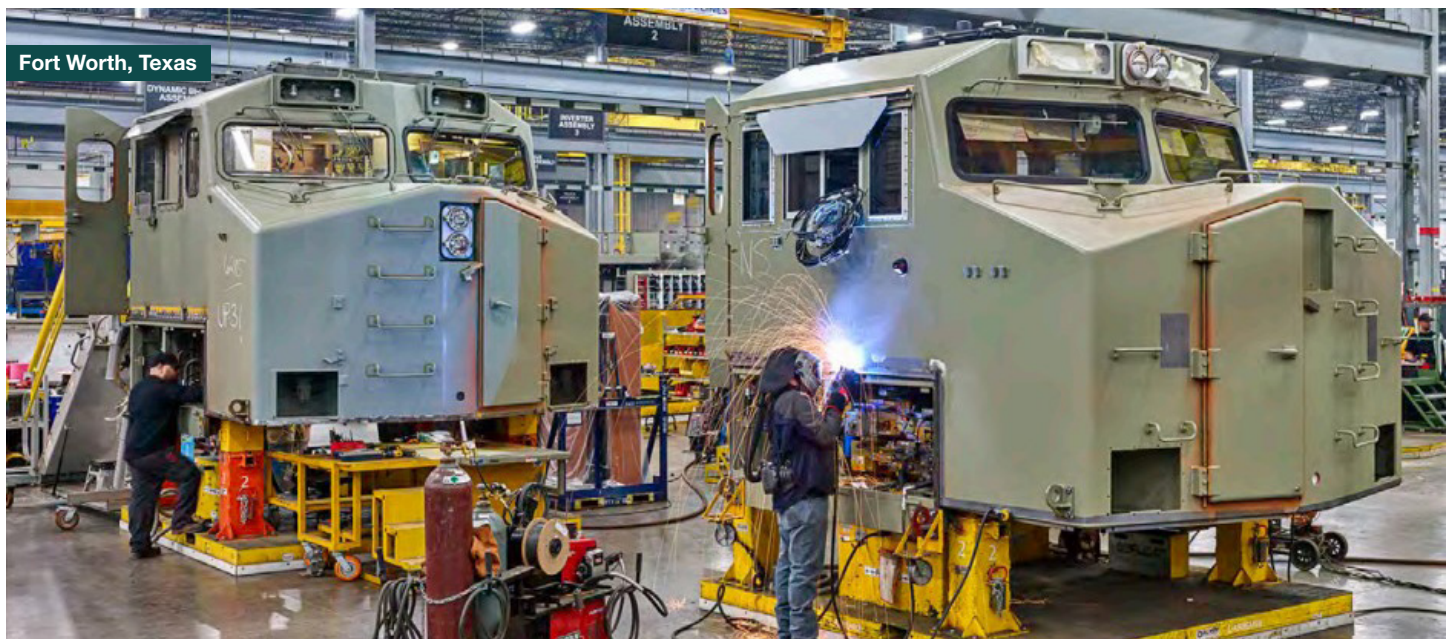
We're going to continue to build both new and mods, so people will be moving to where the work is needed.

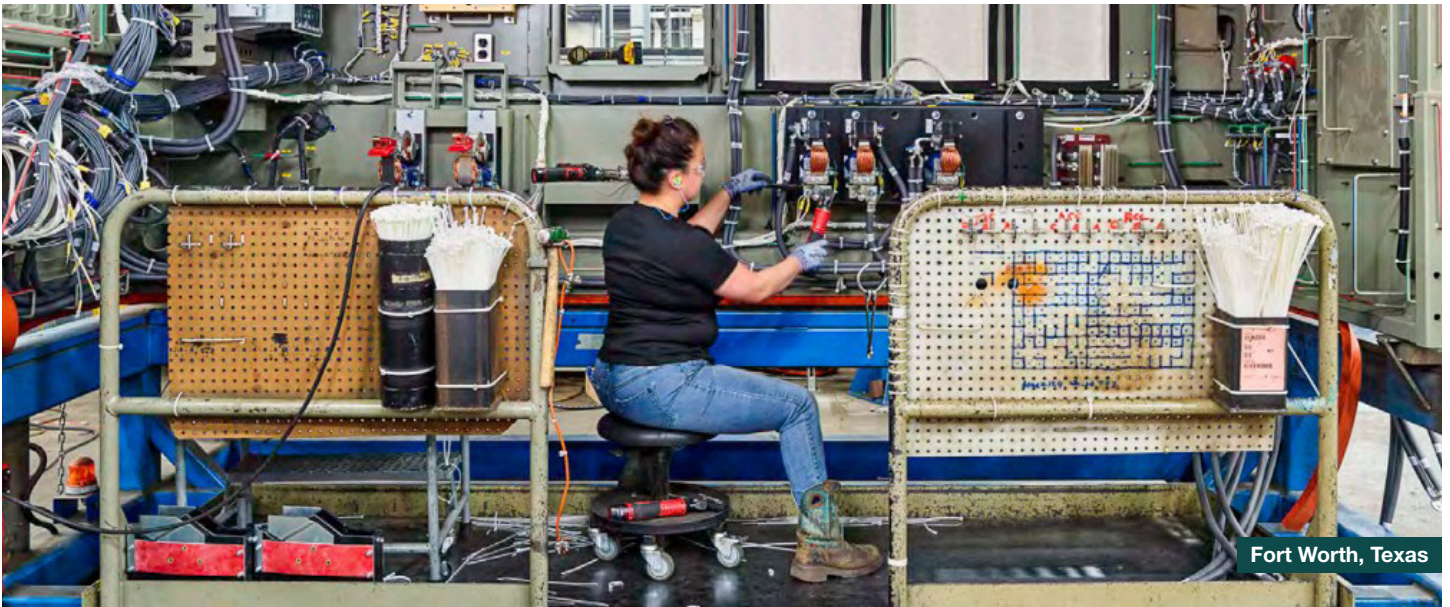
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Flexing from mod to new

Our current mod operation is different from building new locomotives, so we'll need to shift gears to prepare for a change in our day-to-day assembly. "Four or five years ago when the market shifted toward mods, we had to go through and convert our production line so we could handle them." Mike says, "There are different skills and labor sets that are required for a new loco versus a mod. So, we have to be able to move people within the facility quickly to get them to where the labor is required."

Mike emphasizes that flexibility is going to be key for this transition. If we can find a rhythm in manufacturing both mods and new locomotives, we'll be able to deliver for whichever product line our customers need. "We're going to continue to build both new and mods, so people will be moving to where the work is needed," Mike says. "It's about flexing our teams to fit the needs of the customer. One of the core competencies of the Fort Worth





plant is our flexibility and ability to move employees to where the work is needed quickly. We'll be utilizing this to ensure we can deliver on time."

That flexibility will also be important when it comes to employee skillsets. "Some of our employees have never seen a Tier 4 locomotive, so they have to get trained on the differences." Mike says, "It's integral that we support our employees, so we are prepared for what's ahead."

Preparing the front line

Frontline employees can expect changes in our operation moving forward, but Mike says our drive and motive should stay the same regardless of the product. "It doesn't

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We have to give our best effort to make sure that we deliver, because the best job security in the world is delivering for your customer.
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matter how big or how small your role in the company is — each and every one of our employees have a role to play." Mike says, "If you don't do what you need to do for the company, then the person next to you could be affected — and then people down the line are affected."

Delivering what our customer needs is always at the forefront of our business. Mike thinks our adaptability will determine our success in the years to come. "We're all counting on each other to make sure everyone is doing what they're supposed to do, so we all can succeed together." Mike says, "We have to give our best effort to make sure that we deliver, because the best job security in the world is delivering for your customer. That's what we want."



Managers' Roundtable

Stepping Up

Maintaining our commitment

Managers across the company share why it's important for employees to recognize their role in delivering solutions for the customer.



Sheo Pratap Singh



How do employees contribute to delivering a successful solution for the customer?

Sheo: Our employees are the key to customer success. They have expertise across all areas, from engineering to quality. And they're backed by the guidance of our experienced leaders. This powerful combination ensures that we build and design locomotives that meets the customers' needs and exceeds their expectations.

Thomas: I think our employees feel empowered to make decisions on behalf of the business. In our organization, we encourage them to make decisions, and we want to give them opportunities to talk to their leaders and say, "Hey, I tried this, and I think we could do this better." That's how we've made some of our biggest improvements. When you're in those entry-level positions, you see it at a level that a lot of our leaders don't see on a day-to-day basis. Their feedback is valuable, and they need that push to feel empowered to support the business and deliver on their commitment.

Alfonso: Especially on the front line, the first thing is creativity. Customers have different needs, and frontline employees are good at digging to find what they are. They provide creative solutions and good products for all our different plants worldwide.



How do collaboration and communication help us meet customer needs?

Sheo: At Wabtec, our teamwork and communication are what makes a train run on time. Our success relies on

everyone working together. At the JVC Bihar facility, we have to break down the departmental barriers and work together to deliver for the customer and ensure a smooth ride.

Thomas: A lot of times when you look at a problem, it's overwhelming because it seems too broad and too insurmountable. So, we try to teach our team to break the problem down into specific segments, solve each segment, and utilize their colleagues and leaders to execute on those.

Alfonso: It's important at every step of the process. On a day-to-day level, every single employee is expected to collaborate on their tasks. Because of that, we have to communicate internally and across different departments. In the same way, we also want to communicate our plans to customers. We want to tell them the challenge we see and how we will execute our plan so that they know where we are and where we're going.



Customers have different needs, and frontline employees are good at digging to find what they are.

— Alfonso



Alfonso Lara

Production Quality and Maintenance Manager
Monterrey, Mexico



Thomas Meighan

Director of Materials
Erie, Pennsylvania



Sheo Pratap Singh

Production Operations Manager
Bihar, India



Why is it important for employees to prioritize our customers?

Sheo: Prioritizing the customer drives loyalty and builds trust. When we keep our commitment, we take ownership over our work and create a strong reputation for Wabtec.

Thomas: Every piece down the stream is reliant upon commitments. No matter if it's an internal or external customer, there's someone making a plan based on the commitment we've



At Wabtec, our teamwork and communication are what makes a train run on time.

— Sheo



made to our customer. They can't execute without that.

Alfonso: Our customers expect a lot from us. If we're not committed, it's going to be difficult for the organization to make sure that the customer is seeing good results. So, every single employee at Wabtec must be committed to knowing what we have to do. And that commitment comes with going the extra mile. Customers can see when we're putting passion and commitment into our work. This effort impacts the customers and gives them good solutions, and delivering on these needs is important for Wabtec to continuously improve.



Bihar, India



Bihar, India



Check out the Managers' Roundtable video on the digital version of *Same Track*.

Employee Excellence

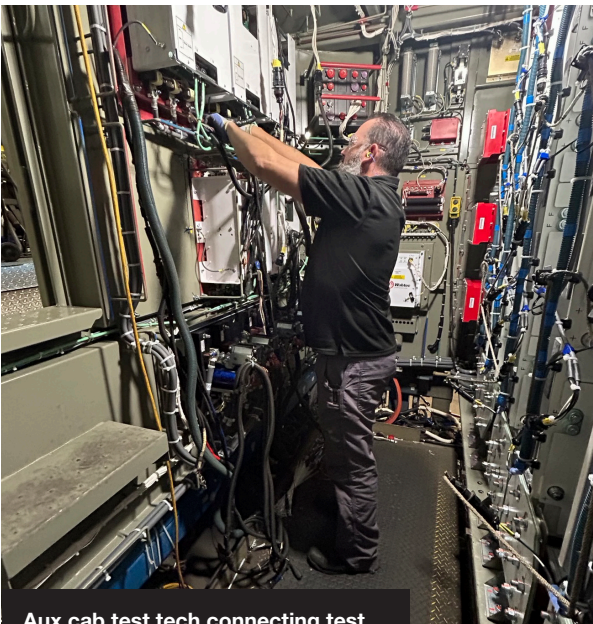
Successful Preparation

Delivering at all stages of the build process

Angel Bahana shares how the Quality team is using a customer-focused mindset to prepare for a new Tier 4 loco order.



The needs of our customers affect every aspect of what we do — and every team at Wabtec. Here, Angel Bahana, Quality Leader, shares how the Quality team in Fort Worth is preparing for the increased volume of new locomotive orders, and how this reflects the teaming approach we take to delivering for customers.



Aux cab test tech connecting test harnesses to start commercial test



Partnering from the beginning

“The Quality team is working closely with the New Product Introduction (NPI) Manufacturing Engineers to understand what is different about new products. We are also updating our Quality Inspection Plan (QIP) and testing plans to ensure every product characteristic is validated through the manufacturing process and commercial testing.”

Focusing on risk-prevention

“As we start to focus on new locos, we want to be aware of the differences in production compared to mods. We analyze single points of failure on our new fleets using our reliability and performance data from the field. This is to ensure all products meet or exceed our reliability goals. When we hear about any defects, we determine the root cause and develop corrective actions. In many cases, that means updating the QIP and Locomotive Test Plans to stop recurrence.

“For that reason, before we build the new Tier 4 locomotives for the customer, we will incorporate the data and the experience learned from other fleets into the new customer’s QIPs and Locomotive Test Plans to help us deliver a better product to them.”

Prioritizing the customer

“We motivate our team members to focus and pursue excellence at all stages of the manufacturing process. This mindset is what sets us apart from the competition and ensures that our customers continue to come back for more locomotives.

“We’re constantly educating our team members on the different aspects of teaming and implementing innovative technologies to ensure we deliver only the best quality products to our customers.”