

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

Hear from Jimmy Glick and his manager, Patrick Long, about the ways Jimmy elevated his team in his first year as a Production Team Lead.



Picture This

We expected a less-than-perfect year – we ended up with a few highlights and triumphs.



Competitive Edge

Gunjan Malhotra discusses the new Simandou order at our Marhowra, India plant and what it means for Wabtec.



Managers' Roundtable

Managers across Freight Equipment share the things they're most proud of with their teams this year.



Employee Excellence

Bruno Cury discusses the ways our Contagem facility intends to improve in 2025.



Picture This

2024 by the Numbers

Visualizing our impact

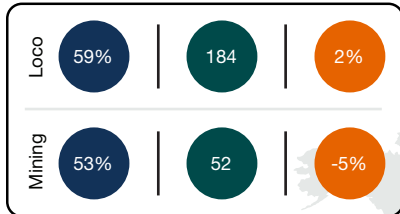
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Iowa Ops



Fort Worth, Texas



Monterrey, Mexico

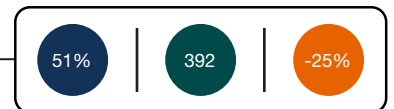


Saltillo, Mexico

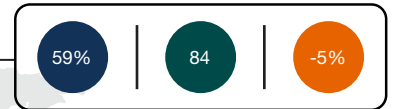


Going into 2024, we braced for a difficult year financially. With hard work from our teams, we were able to outperform many of our projections in key metrics to improve our products and deliver for the customer.

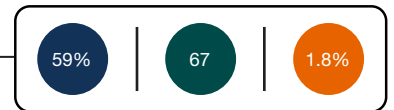
Erie, Pennsylvania



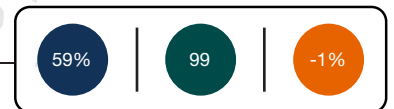
Kazakhstan



Marhowra, India



Contagem, Brazil



Always more work to be done

We came up short on our yearly goals for both Time on Product and Volume by a slim but notable margin. However, our Volume improved by 11% since 2023. One of our focuses for 2025 should be decreasing the distance from our 2025 goals and the actuals come the end of next year.

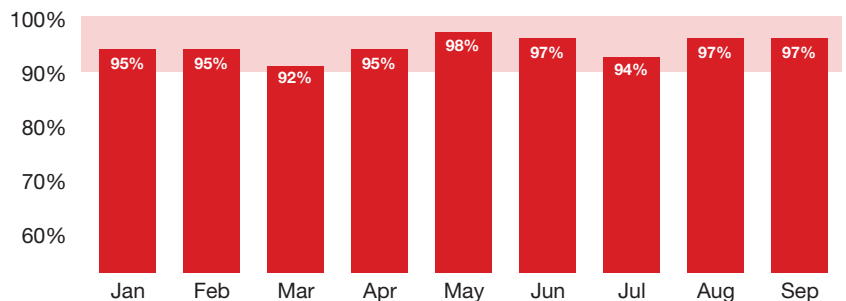
Negative's positive

Our efficiency metric, measured as Total Cost Productivity (TCP), refers to our year-over-year cost reduction. In this case, a negative value represents our costs going down. So, this year, Erie reduced costs by 24.5% and Iowa raised costs by 13.1%.

Keep pushing our On Time Delivery (OTD)

A huge win in freight this year is 96% OTD exceeding our 2024 goal of 91%. Mining lagged a bit, though it should be noted that this is related to Texas Mining's 52 late Komatsu deliveries. One focus for 2025 should be decreasing the distance from our 2025 goals and the actuals at the end of the year.

Target OTD %



Frontline Spotlight

A Strong Start

Leading with excellence

Hear from Jimmy Glick and his manager, Patrick Long, about the ways Jimmy elevated his team in his first year as a Production Team Lead.



Jimmy Glick

This year, James (Jimmy) Glick moved into a new role as a Production Team Lead, helping his team in our Albia, Iowa facility accomplish their goals. Here, Jimmy and his manager, Patrick Long, Operations Leader, discuss the progress they've made this year and what they're looking forward to in 2025.

Taking the lead

Since moving into a leadership role, Patrick thinks Jimmy has empowered the people on his team to succeed. "Jimmy has grown in his Team Lead role over the course of the year by encouraging ownership of outcomes within his team. He provides clear direction and expectations, and removes barriers in the way of his team's path to success," Patrick says.

And it's not just about making the job easier — Jimmy makes sure to find new opportunities for the people on his team to develop their skills. Patrick says, "He develops his team by recognizing cross-training opportunities when they arise and pairing up different craft employees accordingly."



Patrick Long

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He provides clear direction and expectations, and removes barriers in the way of his team's path to success.

— Patrick

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Thanks to his leadership approach, Jimmy's gotten to see the people on his team grow with him this year. "The highlight of my year has to be seeing my team members step up and show up ready for a challenge. They want to get the team to the next level while keeping a safety-first mindset," he says. "I've seen them grow this year and seen many of them take on a leadership mentality to overcome obstacles."

Managing priorities

As a team lead, Jimmy has worked to balance good fundamentals with innovation. "He's taken the initiative on many safety improvement opportunities in his area this year, and drove those safety projects to completion. He coaches his team daily on identifying safety issues and ensures they are empowered to stop work or take action when appropriate," Patrick says. "At the same time, he's worked on an air brake runaround project this year that saves time and money when shipping locomotives dead-in-tow with either missing or defective air brake systems. He helped design the units and led his team through the build."

Finding a rhythm

In addition to the technical expertise, Patrick's been impressed with Jimmy's

leadership through change and uncertainty. He says, "One of the main obstacles we've faced this year is the move from the Freight Services group to the Freight Equipment group and establishing our role within it, while adjusting to a management restructuring that took place late last year. The whole team has done a great job with understanding the new structure and how to operate within it."

With a smoother path forward, Patrick is excited for what the team can achieve next year. He says, "In 2025, I look forward to working with Jimmy on new projects coming to RAI that are outside of what we've done in the past. I'm confident in his ability to lead his team through the incorporation of the new processes the work will require, all while keeping safety, quality, and craftsmanship front of mind."

Similarly, for Jimmy, it's all about the team. "I've been with this team for years now — in 2025, I'm looking forward to continuing to work with them, and taking on new challenges while staying safe."

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I'm confident in his ability to lead his team through the incorporation of the new processes the work will require.

— Patrick

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Competitive Edge

A New Opportunity

First exports from India

Gunjan Malhotra discusses the new Simandou order at our Marhowra, India plant and what it means for Wabtec.



Gunjan Malhotra, Director, Supply Chain Freight and one of the leaders of the Marhowra plant, is excited about a new order for a brand-new customer, Simandou. The new order gives the Marhowra plant the opportunity to export locomotives out of India for the first time.

Here, he discusses some challenges that come with these opportunities, and how his team is preparing to deliver on them.

New order

Gunjan is enthusiastic about this new opportunity. "We are entering into a very exciting phase for Wabtec in India for locomotives. Our Indian manufacturing facility has been chosen to produce locomotives for two customers which will support iron ore mines in the Simandou mountain range in the Republic of Guinea,"

he says. "We are absolutely thrilled about this project, because this will mark the first set of global deliveries from India as part of the global supply chain strategy."

The product itself will closely resemble the locomotives produced in India today, but with a few changes. Gunjan continues: "In total, there is potential to produce approximately 140–150 locomotives (our Program and Sales teams are in touch with the customer to finalize the number) and we're confident this product will enhance our capacity to serve standard gauge markets from India. The cost advantages provided by our Indian base offer significant competitive benefits, helping Wabtec to be competitive globally," he says. "This project represents a tremendous opportunity for both Wabtec as a brand in India and for India as a country to export locomotives

internationally — truly embodying the 'Make in India' initiative for the world."

Energy on the ground

Gunjan is not the only person who is excited about this new order. Our team members at the Marhowra plant are looking forward to this new challenge too. "This order is crucial as it scales up our team and facility to serve local, regional, and global customers. So why is the team excited? Because we are setting up new cab subassembly lines, a new truck assembly line, and more to meet future demands, allowing us to extend our customer base," Gunjan says.

There are other elements of the order beyond the physical updates to the plant that are compelling. "Working with international private customers helps us learn new requirements, gain skills, and





Justin Downs with the Marhowra team

manage variants on weld, paint, and assembly lines. This will increase volumes, improve group competitiveness, and build capabilities in our Indian teams,” Gunjan says. He continues, “For a long time, we’ve been dealing with two products and one customer, which stabilized operations nicely. Now, a new customer onboarding will help to add volume, provide group competitiveness, and build capabilities in our Indian teams.”

The new order also provides the chance for new development opportunities. Gunjan explains: “We are going to hire new production employees, and they will be recruited from engineering colleges all over India. They will be trained at a newly build Wabtec facility named ‘Gurukul,’ which means ‘Institution,’ with learnings derived from our Texas Locomotive Manufacturing facility. This facility will replicate manufacturing processes like talking electronic component assembly, sealant, and cable routing.” These added educational components further contribute to the excitement surrounding the Simandou order.

One standard of quality

Gunjan recognizes the significance that this order has for Wabtec and his team. He points out, “While our international customers recognize Wabtec as a brand because it’s an international brand, they may not be familiar with India or Indian capabilities.”

That means the Marhowra employees have a lot of responsibility on their shoulders. “Our delivery capability and quality must impress them. We should be able to give them the best quality at the best cost in the best possible time frame.

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Now, a new customer onboarding will help to add volume, provide group competitiveness, and build capabilities in our Indian teams.
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That will happen only through one global standard of quality. No matter where we produce our products, in any part of the country, in any part of the world, our product quality has to be consistent,” he states. To Gunjan, this order gives us the chance to reinforce that standard.

Gunjan is appreciative for the support from other Wabtec teams across the globe who have helped him and his team prepare. “I want to express my deep gratitude to all the Global Manufacturing support teams and regional teams, which are helping us in building this particular capability. Additionally, special thanks to Matt, Justin, and Greg for guiding us in this particular journey of capability development,” he says.

Owning the outcome

Gunjan has four summary points to remember as we progress toward fulfilling the order: “Simandou is a great opportunity for us. It is up to us now to prove our global delivery capability and quality so that the customers can see India as a delivery location. They should be able to see the

difference that we are able to provide. “Secondly, we need to stay proactive to identify and resolve the issues earlier using the global resources as needed. We are one global company, we are One Wabtec. We should not shy away from taking global support wherever it is required. We have all the support from the leadership team to really make it happen.”

“Thirdly, we should remember our competitive edge. We should be able to attract new businesses through quality, cost, and delivery capability,” he continues. “Lastly, we need to continue to invest into our teams for the future. We need to stay unified and grow stronger so that we are always future-ready. If we continue to invest in our organization, we can roll out more products, we can roll out better services. We can do all of this much better.”

Gunjan says in closing: “It is all up to us now to play our game. There is a lot of confidence that the senior leadership team has already demonstrated. Now, it is up to us to make it happen.”

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This order is crucial as it scales up our team and facility to serve local, regional, and global customers.
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Managers' Roundtable

2024 Accomplishments

A lot to be proud of

Managers across Freight Equipment share the things they're most proud of with their teams this year.



Brady Thompson



What was the highlight of your year with your team?

Vimlendra: 2024 has been an exceptional year, with our Marhowra site meeting and even exceeding all quality performance metrics. One key highlight is an impressive improvement in Infancy FLY, which stands within 1.0 (~0.8) for the year — which is a world-class rating.

This year's success is a testament to the way we Expand the Possible through a drive for continuous improvement. We have explored opportunities within our plant, along with supplier shops, to improve across the value chain. Quality is a journey, and we have celebrated every single milestone with our teams to keep them engaged and encouraged. I would like to thank everyone for their hard work in making this a successful year!

Martin: This was a new role for me this year, and we had 11 different people on our team in new roles, which of course brought challenges with everybody taking on new tasks. But we had great support for each other, and we were able to run without major issues. For example, one of our people was a master scheduler for the first time, and that's a very analytical position. She worked hard to contact our customers and recover our back orders, so now we've reached our best year in terms of on-time delivery. And we had lots of other great achievements for other roles as well.

Brady: As part of RELCO's integration into Wabtec, we've had some strict requirements with a lot of our processes, especially physical inventory. Physical inventory became a quarterly process, instead of a yearly one, for our site the last few years. We were held to a strict cycle count through compliance to follow these rules because we weren't meeting

our accuracy targets. I'm happy to announce that this year we achieved our accuracy goals and are able to move on from the strict financial compliance standards, so we will get to follow our own cycle counts for next year, which is a very exciting achievement!



This year's success is a testament to the way we Expand the Possible through a drive for continuous improvement.

— Vimlendra



What were some of the things you were most proud of as a leader?

Vimlendra: There were three key areas that I focused on and we instilled as a team that I'm proud of: enhanced quality awareness, a customer-first mindset, and future readiness. We improved quality through a cultural emphasis, dedicated quality workshops, quality alerts, and stand-downs. We became more customer first by focusing on quality and field performance, and it's been rewarding to see customer-centricity, promptness, proactiveness, and responsiveness taking root across our teams, further strengthening our relationship with our customers. As far as future readiness, we've been working to expand the consistency and reliability we've demonstrated for a single customer up to this point to a new customer in Simandou.



Vimlendra Yadav
Plant Quality Leader
Marhowra



Martin Tapia
Materials Manager
Mexico



Brady Thompson
Manager, Materials/Planning II
Iowa

Martin: This role has been a big step for me because it's connecting all the supply chain dots, from the internal teams to the customers to the suppliers. You need to bring in the material on time, and deliver the orders on time. You need to comply with the importing regulations and the exporting material requirements. So it's been challenging managing the team with all the different responsibilities, but we've reached good metrics and our customers are happy, so that's been a huge achievement this year.

Brady: When I joined the facility here, the site was on the Operational Excellence journey but had become one of the lagging facilities. The site was a year and a half into the OpEx journey, which is supposed to take a year, with no end in sight. That meant we had strict expectations and daily meetings to help us get on the right track.

Thankfully, in July of this year, we graduated from the program and we're finally able to move forward as a site. This is a huge milestone, and now we're able to control our own path.



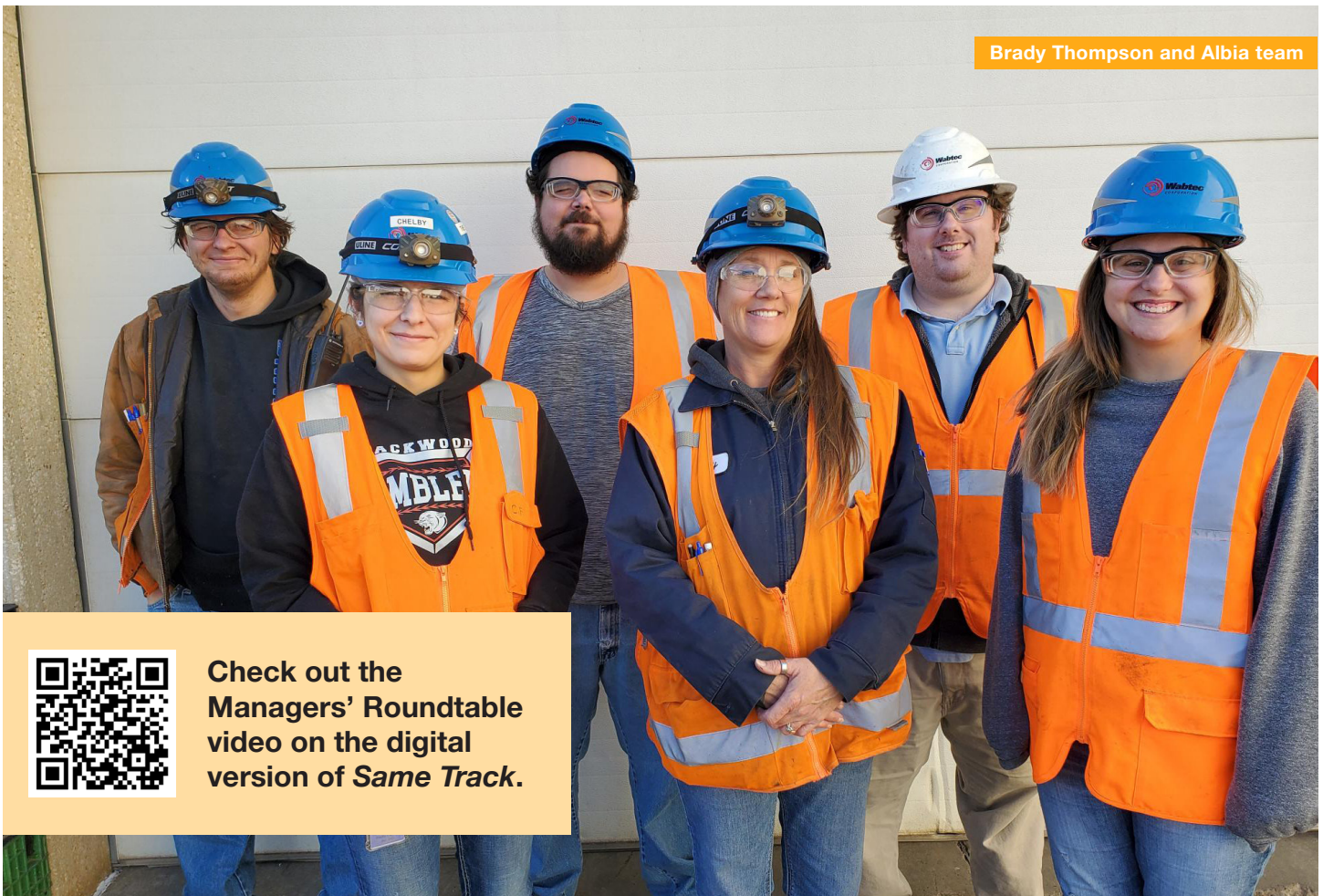
What are you looking forward to most with Wabtec in 2025?

Vimlendra: The coming year promises both challenges and opportunities. We're poised well on our journey with the new export order. And we're preparing ourselves by training and qualifying our new workforce on the special processes like torquing, welding, painting, crimping and cable routing, conducting PFMEA workshops, assessing risks, and implementing quality assurance plans to ensure built-in quality from the start. I am excited about the journey ahead and the ways we can achieve our goals and set new benchmarks for quality and customer satisfaction as One Wabtec.

Martin: We keep winning orders with locomotive and mining customers, and I'm really proud of how Wabtec has incrementally improved its potential, not just economically, but for all the people who work here. We're winning more

experience and forming new leaders. I'm expecting this same strategy, so we can keep learning and growing, in the coming year. I'm really thankful for all of my teammates and the people around the Monterrey shop because everybody is working hard to achieve these goals.

Brady: Now that we've built this great foundation with the Operational Excellence program, I'm excited to get together with my team to look ahead, because we can forge ahead to our own destination now. It's time for us to become a stronger part of Wabtec, to be more integrated into the systems, and actually be part of One Wabtec. We're excited to follow the same rules, use the same data, have the same SOPs, and operate at the same standard of excellence as the other sites. Thanks to my team members, and thanks to everyone who came from Fort Worth to help us reach this level.



Brady Thompson and Albia team



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

Employee Excellence

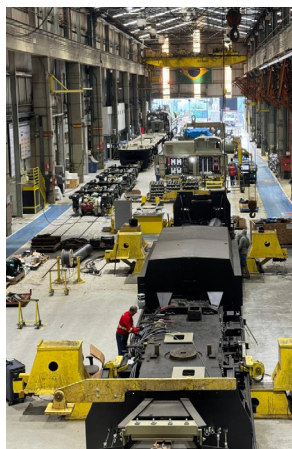
Back on Track

Success in the face of adversity

Bruno Cury discusses the ways our Contagem facility intends to improve in 2025.



Our Contagem facility experienced an abnormally tough 2024. A perfect storm of external events, changes in senior leadership, and a large new product introduction led to a difficult year. Here, Bruno Cury, Operations Director, discusses these issues and the ways their team is working to get the Contagem site back on track.



Q: What challenges did the facility face this year?

Bruno: “This year, we faced new challenges and suffered from difficulties that carried over from the previous year. There were large fluctuations in the supply of imported items due to external events, changes in senior leadership, large NPIs (the largest since 2015), and the break of more than two years without reportable accidents — with four accidents in the first half of the year. These challenges are connected to the complexity of our multi-solution plant combined with a 25% increase in volume in new locomotives from 2023 to 2024.”

Q: What are some thing you're proud of with your team this year?

Bruno: “Regardless of our obstacles, this team has proven to be a team that stays united and connected in crisis situations. We are a resilient team that demonstrates the ability to overcome adversity and daily problems. In addition, it was a year in which we created connections with Wabtec teams outside our plant, which was essential for deliveries and for solving problems we knew were coming. I also proudly recognize the strengthening of the team – bringing in more seniority and preparing us even more to deliver on our commitments, and ensuring quality and safety.

“To have a smoother 2025, we're spending time analyzing the obstacles, making sure we understand the lessons learned, investing in the team's training and experience, and working as a team to support each other.”

Q: How are we preparing for a stronger 2025?

Bruno: “We have divided our team into project-focused groups related to our volume readiness. These teams will be addressing topics like line side support, manufacturing instructions, materials management and presentation, capacity preparations and simulations, and sponsorship to increase our headcount by 30%. We are focused on solutions for the factory floor, developing leadership through conflict management and real-time problem solving, and working on accountability and ownership.”