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May 2, 2018

Letter of Recommendation to Mr. Andrew Grove

To Whom it may concern:

I am delighted to write this letter of recommendation for Mr. Andrew Grove, who joined Wabtec Corporation at our Pittsburgh, PA headquarters in May 2017 as a Summer Intern. The internship program would allow Wabtec to explore and benefit from Andrew's experience as an Industrial Engineer and to use his out-in perspective to positive impact our products, services and technologies. From the very beginning, it was very clear that Andrew was driven by a passion for innovation. Subsequently, Andrew was assigned to work more closely with Central Engineering, particularly within the function of Innovation Management.

Here are some of Andrew's key contributions during his tenure at Wabtec:

- Participated in key research, ideation and renderings for developing the content towards the making of the 'Disruptive Innovations by Wabtec' that was showcased at the Wabtec Board of Directors meeting (on Oct 18, 2017)
- Participated in key research and insight gathering that led to the development of the 'Understand the Mindsets Around Safety' video that was showcased at the Annual Strategic Planning Meeting of the National Safety Council (on Jan 30, 2018)
- Single handedly edited and created the video content that maximized the impact of the message, emphasizing the power of the medium to convey an impactful message. Andrew's experience in videography and design was successfully leveraged at multiple Leadership events and resulted in delivering the message in a non-traditional and high-impact manner
- Worked closely with technology teams to create a new product brochure for a new and unique drone-based solution. The brochure was subsequently released at an external tradeshow and attracted positive customer interest
- Clean sheet redesign of Wabtec Product Catalog and Training Manuals. The effort resulted in elegant, and impactful product descriptions and visuals. Going forward, Wabtec proposes to continue the development using the templates and formats developed by Andrew
- Ideating new concepts and methods for the design upgrade of a bus driver protection device / product, including envisioning concepts for the next generation of the offering

It is without a doubt that Andrew brought new, fresh and exciting perspective to Wabtec from his multi-domain experiences. In order to enable Andrew to get a full 360 degree understanding of Wabtec and its various functions, Andrew was also enrolled into a rolling engagement with all the business functions at



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the Corporate Level. As part of this engagement, Andrew worked with functions such as Sales & Marketing, Quality, Safety, Engineering, Communications, Human Resources, Manufacturing and Supply Chain to enrich his experience and knowledge about how a corporation such as Wabtec functions.

During the course of his engagement at Wabtec, Andrew also got to work with multinational cultures.

Andrew demonstrated a strong set of values that aligned with Wabtec's core values and we are confident that Andrew will be a strong asset anywhere he goes.

Here's wishing Andrew the very best for a bright and successful future!

Best wishes,

A handwritten signature in black ink, appearing to read 'R. Fuerderer', with a long horizontal stroke extending to the right.

Ralph Fuerderer

Chief Technology Officer

Wabtec Corporation

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