

The Winning Together Issue

April 2022

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Competitive Edge

Bruna Pinho, Lead Lean Manufacturing, discusses Contagem's winning spirit.



Leader's Letter

Justin Downs invites employees to contribute story ideas or serve on the editorial board.



Managers' Roundtable

Q&A with managers from Erie, Contagem, Fort Worth, and Bihar.



Frontline Spotlight

Tony Hamilton and his manager, Diego Martinez, discuss what moves them to prioritize growth and raise the bar for their team.



Leader's Letter

On the Same Track

A new newsletter celebrating our team and our culture

Justin Downs invites employees to contribute story ideas or serve on the editorial board.



Team,

I am excited to introduce a brand-new resource for our team. This monthly employee newsletter called *Same Track* highlights how our team ensures We Deliver continuous improvement, quality, and safety for our customers, shareholders, and each other — hallmarks of the Global Operations organization. This team has accomplished so much since the merger in 2019. Despite the global pandemic, regional conflicts, and natural disasters, our team continued to rise to the occasion and deliver for our customers and support the business. That is a tribute to your efforts.

The company continues to navigate significant challenges in the current environment with a difficult global economy, labor shortages, supplier disruptions, and increased commodity prices. These challenges underscore the importance of flexibility, productivity, and collaborative working relationships, especially as we discuss new labor contracts at some of our sites. Our team's ability to flex and adjust at all levels of the organization is critical in positioning the company and all of you for success and growth.

This newsletter is designed to align our team around the strategy and foster a culture of continuous improvement, accountability, and trust. It will focus on innovations happening at our plants, best practice sharing, success stories, values spotlights, and production information. As a resource for our team, your participation is important. We will be assembling an editorial board comprised of frontline employees and leaders from across our sites to provide direction and guidance on content for the newsletter. Additionally, we want your thoughts on story ideas and topics for future editions. Please submit story ideas and suggestions to WabtecCommunications@wabtec.com.

Our team is critical to the success of our company and customers. It is my hope that this newsletter will share and celebrate our accomplishments as one organization. The newsletter also will serve as a forum for all of us to learn and apply best practices, as well as discuss important topics impacting our organization from every level. That is critical as we grow and succeed together as one team.

Thank you,

Justin Downs

JOIN OUR GLOBAL EDITORIAL BOARD

We're seeking employees from all regions to serve on the editorial board for this publication. You'll build global connections and help make the people in your plant or facility more visible. The time commitment is just one 30-minute meeting per month. If you're interested in joining, please email WabtecCommunications@wabtec.com.

Competitive Edge

How Do You Lean?

Coming together to move and improve the world

Bruna Pinho, Lead Lean Manufacturing, discusses Contagem's winning spirit.



In our efforts to win together, each employee has the opportunity to impact the culture of their facilities. Brunna Pinho shares how the culture of the Contagem plant has truly embraced lean principles and a commitment to face challenges together so that, ultimately, they can win together.

Leaning into success

You're probably already familiar with the five lean principles, which are value, value stream, flow, pull, and perfection. They provide a constantly flowing roadmap toward further improvement that zeroes in on reducing wasted efforts toward meeting the customer's needs. "Lean culture is raising problems fast and solving them fast," Brunna says.

In Brunna's mind, lean principles make working together as a team possible. "Lean is all about being better every day. It's a continuous improvement

mindset," she says. "It's about how we can do better, how we can deliver better results for Wabtec, and how we can be better as people." When everyone is committed to leveling up their performance day after day, the results across the whole group compound.

"As we're on this continuous improvement journey, everyone is on the same page. We're pursuing the same goals and excellence together," Brunna says. "Lean is not about tools; it's about culture. It's the way we do everything. Here in Contagem, for the past eight years, we've been developing that mindset." That means eight years of continuous improvement and development across the whole facility.

Share problems to win together

"In Contagem, we often like to say that we are a big family. We enjoy working together and believe that we must create

a good environment to deliver the results we're looking for," says Brunna. "When we have a problem, we are going to solve it together. If we are winning, we are winning together."

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Lean is all about being better every day. It's a continuous improvement mindset.

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"We end up spending most of our time together, since we work in the plant with





each other. Because of that, we have to have this good environment and work collaboratively,” Bruna says. It’s worth it to Bruna and the people in Contagem to invest in the relationships and culture at their facility so it can be an invigorating experience, not a draining one. “It really makes me happy to work in this kind of environment because we believe that if we fight together and we face problems together, we are going to win together.”

Bettering the bottom line

According to Bruna, the commitment to winning together is as good for business outcomes as it is for the people involved. One example stands above the rest in her mind. “For the brand-new ES44 locomotive, we developed everything together as a team. We had engineering working alongside the operations and commercial teams, everyone coming together to really develop and deliver a brand-new locomotive,” she says.

Without the commitment of the whole team to bring their best, Bruna doesn’t think they could have built such an

outstanding locomotive the first time through. “When you produce something for the first time, it usually doesn’t go well. But using everything that we know about lean principles, we guided this project to start on time and deliver for

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the customer on time with minimal quality issues, and without any accidents,” she says. “I really believe that’s a big win — embracing the lean culture and having this teamwork effort.”

Contagem is also well-known for a signature implementation of lean, the mixed-model moving line. “Another thing I have to mention when it comes to lean and winning together is the mixed-model moving line,” says Bruna. “Here in Contagem, we have a line that was developed to embrace the lean culture, both raising and solving problems quickly.” This innovative line reduces the space requirements, cost of inventory, and lead times for assembly significantly.

A shared vision

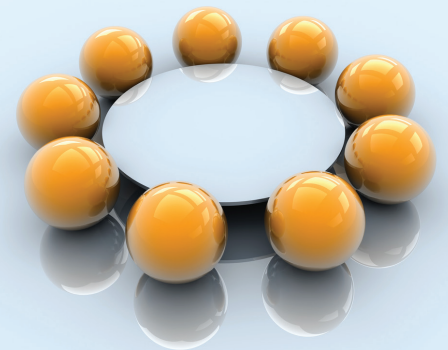
Ultimately, Bruna and the team are united by their commitment to making the world a better place through their work. “What motivates me most is the fact that we really move and improve the world. We are here to create locomotives and develop transit and freight component products that make a difference,” she says. “Putting Wabtec first means that I’m contributing with the people around me to a better future. Doing that in a good environment with good people who feel like family makes a real difference.”

Managers' Roundtable

The Big Picture of Collaboration

Moving and improving as a team

Q&A with managers from Erie, Contagem, Fort Worth, and Bihar.



Can you share a time when your team all pitched in to win together?

Amy: Last quarter was challenging from a production standpoint with supply chain issues and labor changeovers as we were trying to hit customer commitments. We were way behind on overdue hours from 2021 with no end in sight. So my team and I actually sat down in January and started coming up with some creative opportunities. Their ideas helped us come up with different options to flex labor that we hadn't discussed before, including making our own material from raw material we had on hand when suppliers fell through just so we could make sure we continued to feed our customers. Each one of them spearheaded a task on their own to help put our plan back on track. And we would not have succeeded in the first quarter if they hadn't collaborated as a team and come together.

Danilo: Once, to reduce factory inventory using lean manufacturing techniques, we decided that we should transform our two locomotive assembly lines into one. The solution came when we made several mockups and simulated the assemblies. I called the manufacturing teams among other areas, and they participated in the simulations. We did more than 100 simulations together. The result is that, today, we have only one line that produces all models with low inventory. This idea created a lot of free space in the factory. It proves to me once again that, when we bring people together and challenge them, brilliant ideas come about.

Justin: Our company has done a great job in the past few years with overcoming the challenges that came with the coronavirus, between absenteeism, COVID regulations, and general morale. It could have been detrimental to our

company. I think our facility was able to work together to create solutions. As a facility, we came together to meet customer commitments when it really mattered.

Santosh: In the plant, we have to meet the delivery schedule and meet our quarterly targets. Once, we had a shortage of some material, and we were behind schedule. All of us put our efforts together to meet the deadline of the customer. Even though we were behind schedule because of that particular material, when the material reached us, the team joined together and met the deadline that had been given to the customer. Ultimately as a team, we won together, and we didn't miss the target in terms of delivery.



Have you ever collaborated with other Wabtec sites to deliver for the customer?

Amy: Before I was in my current role, I worked in the fabrication building. I had the opportunity to be a part of a team that assisted with feedback to India when they started building the main cab assemblies. We worked with engineering on the different builds, redline issues, and best practices that we had come up with. We were able to pass that along to assist the India team when they started production. This ensured that they were consistent, were delivering a good quality product, and that they were on time to our customer.

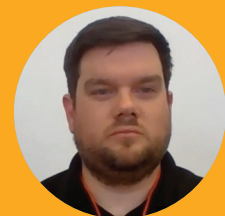
Danilo: In Wabtec locomotive factories, to assemble locomotive trucks, it's necessary to flip them upside down using powerful cranes. In Brazil, my team was challenged to assemble it without flipping because there was a problem with trucks that a team had delivered, and there were no cranes. I traveled with members of



Amy Pratt
Propulsion Business Leader
Erie, PA



Danilo Matos
Operations Leader
Contagem, Brazil



Justin Mooneyham
Operations Coach
Locomotive Assembly
Fort Worth, TX



Santosh Kumar
Site Quality Leader
Bihar, India

my team. We applied our technique and solved the problem.

Justin: When we first started mods, we had a lot of people come in and help us turn our facility into a remanufacturing facility. I have a good friend I made from that first initial venture here, and he now works at our USM facility. We've actually done a lot of training together. He's taught me a lot about our older locomotives and how we make those work, from getting each other parts and so on. With our USM, our remanufactured locomotives, it's been a huge collaborative effort.

Santosh: In India, we have one manufacturing plant at JVC Marhaura for locomotive manufacturing, and then we have two services sites: one at Roza and another at Gandhidham. Our three plants, manufacturing as well as services, are well connected to each other so that we can respond to the voice of the customer immediately. There have been a couple of instances where we got the feedback from both the service sites, took the input, and immediately started meeting the customer requirements.

Q How does your team support Wabtec's ability to be competitive?

Amy: Because the marketplace is constantly changing, we at Wabtec have to change with it. I believe my team's ability to think outside the box when challenges arise and create efficient solutions that benefit not only us, but the customers, too, is definitely going to help support Wabtec's ability to be competitive in the future.

Danilo: This year we assembled the first 12 ES44 locomotives in Brazil for local customers. It's a new model that

had never been made here before, and it was highly competitive because it has an economy of 5% on oil. It'll be our main product for years to come, assembling them with the expected quality, on time.

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Justin: Our ability to build the highest quality, most effective and efficient locomotive in the world is our team's highest priority. We know that the higher the level of reliability we can provide to the customer, the more likely it is they'll come back for future orders. The understanding that our customers' safety, production, and quality goals be met with our product drives us to compete for the business.

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Santosh: Being in a quality function, we need to ensure we are giving the right product to the customer, so the customer can get a sense of good reliability and availability of the locomotive when they're running it into the field. That's how we as a team are supporting Wabtec to ensure good quality for the customer.

Q What advice do you have for other managers on winning together?

Amy: In order to inspire your teams to focus on winning together, you have to show your teams that you value them. You have to allow your teams to be able to share their ideas and have some

input on the direction you plan to go. What's worked well for us is, whenever we make plans, we address them as a team, come to the best possible solution for all of us, and then we go after it, as a team. Everyone's included. All suggestions are heard. We have very candid conversations about the best opportunities. And then we make a plan. This allows everyone to be engaged. It helps grow trust. There's value within the team when everyone's a part of achieving the end goal.

Danilo: Trust that people are brilliant when challenged. Give autonomy, launch challenges, and work together with your teams with total focus on the customer. Be tireless. It inspires others!

Justin: It's critical to understand the goal, create a good working environment, and keep people informed. The knowledge that our employees have about their jobs is what makes this company great. Encourage decisions to be made by the individuals doing the work and equip them with the knowledge to make those decisions. We build the best locomotive in the world, and it's because of our team members, bar none.

Santosh: The first piece is to keep the team motivated. The second piece is to always be a part of the team. Don't think that you are not a part of the team. Always keep on challenging the team and raise the bar once they achieve their targets. We as a team need to win together. I always believe in winning as a team, not winning as an individual. Wabtec is a place where we can work as a team.

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Frontline Spotlight

Tony Hamilton

Leading among peers to win together

Tony Hamilton and his manager, Diego Martinez, discuss what moves them to prioritize growth and raise the bar for their team.



Competitiveness is one of our business priorities here at Wabtec, and we know that a critical part of being competitive in the market is finding ways to do it collaboratively — to win together. Tony Hamilton, Test Technician in Fort Worth, TX, has a reputation for upholding our value of Succeed as a Team. Here, Tony and his manager, Diego Martinez, both share what Tony brings to the table that makes his impact so significant.

It starts with dedication

For Tony, the results of collaboration are indisputable. “You get much better growth outcomes when you work as part of a team, and I think you get a lot more innovation, too,” he says. “The support through innovative processes allows people to make decisions more easily and gives them the space to grow.”



Many people can see the benefits of winning together, but Diego points out that Tony has the will and mindset to actually put the work in. “The biggest thing about Tony is his dedication,” Diego says. “It’s the dedication to his job here, but it’s not just that. Last year, he completed his bachelor’s degree while doing full-time work here. That shows you the person he is.” Tony earned his degree all while working full-time, often adding extra overtime and weekend shifts on top of his studies.

That dedication has been even more tangible for Diego lately. He’s worked around Tony for the last six years but has only been his direct manager since stepping into a new role a year ago. Diego sees that Tony has helped him thrive with his new responsibilities. “It’s very impressive just how technical he is with the locomotive testing that we do. That has a big impact on our team. I came into the role fairly recently, and I’m still learning, so it’s great to have him on the team.”

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We all have different skill sets and backgrounds, and we all need one another to get these locomotives out to the customer in the best shape possible.

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Walk it and talk it

With his wealth of knowledge, Tony leads by example. “The years of experience Tony brings have a great impact on the team. He has a willingness to guide and train the other test techs. You can see the team trusts him and is always looking to him when they need help,” Diego says.

With the rest of the test techs looking up to him, Tony does not let them down. “He always goes above and beyond on whatever tasks I assign him,” Diego says. “Recently, we’ve been working a lot of overtime, and he’s been motivating the team to go above and beyond in the tasks they’re working on. He speaks a lot in our morning meetings and models a willingness to complete every task.”

But Tony doesn’t just get people moving; he also makes sure they have the support they need to stay on the right track. Diego says: “He’s very vocal. Throughout the day, he’s always talking to the crew about how they’re doing.” That tendency to be vocal is especially important when times get tough. “If we have problems, he always likes to share his input, drawing on past experiences and sharing what could help. And he likes to get everybody interacting and working together for conclusions. He’s that kind of guy.”

Doing it for each other

Tony credits his relationships with his teammates for motivating him day-in and day-out. “We have a close team here. Everybody knows each other, not just on a professional level, but personally as well. As you get to know peoples’ families and such, it’s easier to work with one another. It makes collaboration easier,” Tony says. “When I go home for the day, I’m not feeling overwhelmed from work — and it’s because of the people I work with. They make it all easier.”

Tony finds that Wabtec’s industry makes collaboration even more rewarding. “When we build this product, regardless of anyone’s title, everybody is working toward the exact same goal. We all need one another,” Tony says. “We all have different skill sets and backgrounds, and we all need one another to get these locomotives out to the customer in the best shape possible. Then we keep doing it time and time again, to customers all over the world. It just speaks volumes on the culture and the type of people that work at this facility.”

Tony concludes: “I’m excited to be a part of this team and to be a part of the product. Not many people build locomotives or have even been on a locomotive. It’s exciting to be a part of that.”