

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

Arturo Coronado and Martin Tapia share how they bring a drive for excellence to work so they can bring the best result for the customer.



Leader's Letter

Justin Downs explains how focusing on competitiveness helps us deliver on our commitments and maintain high performance.



Competitive Edge

Gina Trombley discusses what it looks like for us to compete in the market as One Wabtec.



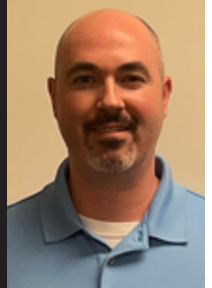
Managers' Roundtable

Managers discuss the importance of a competitive attitude, and how their teams can continuously improve.



Employee Excellence

Bryon Wellman works with his team to find technology solutions that reduce waste.



Harnessing Competitiveness

Encouraging growth

Justin Downs explains how focusing on competitiveness helps us deliver on our commitments and maintain high performance.



Team,

Our mission at Wabtec is to unlock our customers' potential by delivering innovative and lasting transportation solutions. For our team, we are responsible for delivering on our commitments, which directly links to how we can exceed the expectations of our customers, shareholders, and each other.

In this edition of *Same Track*, the focus is on competitiveness and how we ensure that we are best positioned for success and growth. In a challenging global environment, continuous improvement is critical to bring in new work and the jobs that go with it. Flexibility is key to maintaining our competitive edge. We must adjust to industry demands and capture more freight equipment volume by maintaining high-performing, cost-effective, and efficient facilities.

The global marketplace for locomotives places sharp focus on our operational performance in terms of safety, efficiency, dependability, cost reduction, and quality.. Work and jobs go to plants that excel in those areas. Positioning our locomotive plants to be flexible and competitive ensures work and growth in the long term.

When it comes to winning business, each of us has an important role to play. As you read through this edition, I hope you will think about the ways that we can be more productive, more efficient, and, as a result, more competitive.

Thank you for all the work you do,

Justin Downs

TAKE THE SURVEY

We want to hear your thoughts on the *Same Track* newsletter, so we've created a survey for you to speak your mind. Follow the QR code to share your feedback.



Frontline Spotlight

Expecting Excellence

Holding to a high standard

Arturo Coronado and Martin Tapia share how they bring a drive for excellence to work so they can bring the best result for the customer.



Arturo Coronado

Taking pride in what we do every day helps us perform well and stay competitive in the market. Here, Arturo Coronado, Assembly Associate, and his manager, Martin Tapia, Production Manager, break down the competitive spirit Arturo brings to his work and how it elevates the final product.

Pride in what we do

For Arturo, there's a clear vision for winning the day on the floor. "It means we've done all we can do to ship orders to the customers on time, and that I feel satisfied knowing I've done my best," he says. "When you make a good product the first time, the customer will be pleased."

This emphasis on the customer is something Martin loves to see on his team. "I tell my team that the best way to contribute directly to the customer is to perform the best in our work," he says. "We improve customer satisfaction by always focusing on putting safety first and delivering the product both on time and right the first time."

And Arturo embodies that customer-focused mindset to ensure he's bringing his best. Martin says: "He is constantly measuring his daily performance by comparing the daily goal with the daily

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Arturo consistently executes improvements in the areas he works in. He's found safety, quality, and cycle time improvements.

— Martin

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output. He continuously finds a way to improve his work by identifying those opportunities."

Raising the bar

Even after a decade with the company, Arturo brings a drive to improve that makes us more competitive. "Arturo consistently executes improvements in the areas he works in. He's found safety, quality, and cycle time improvements," Martin says. "For example, he recently found a way to perform his work leaner — he designed and built a welding template to standardize the team's work process."

Arturo takes personal responsibility to use his talents to help Wabtec succeed. "It's important to me to maintain a standout position for Wabtec in the marketplace," he says. "I show competitiveness in my work through the multidisciplinary operations I can perform. That means that I can share my ideas on improvement in more areas."

Excelling together

Martin has seen this personal responsibility spread to other members of the team, too. "He's spread his competitive spirit to others through the example he sets," he says. "In our meetings, he is always raising his hand when he sees opportunities and improvements. This behavior has become part of our site culture."

For Arturo, the opportunities and challenges at Wabtec are very rewarding. "Not everyone can make locomotive traction motors. I feel proud that I have the knowledge to perform the rotor assembly and welding," he says. "The processes have their own special complexities, and for locos to perform right, the traction motor needs to be the highest quality. I feel proud to support that high quality."



Arturo



Arturo and Martin

Competitive Edge

Driven to Win

Uniting for Wabtec's success

Gina Trombley discusses what it looks like for us to compete in the market as One Wabtec.



When the company does well, everyone wins — especially employees. Here, Gina Trombley, Executive Vice President, Sales and Marketing and CCO – Americas, discusses what it means for Wabtec to be competitive in the market, which takes us all working together as One Wabtec.

Finding the competitive spirit

Gina brings a competitive mindset to her work, which she says comes from her background — something she shares with a lot of frontliners. “I am a native of Grove City. I started my career in the industry at our plant in Erie. The floor is a place that I’m really familiar with,” she says. “I’m also a veteran and the executive sponsor of our Veterans Network. One in five railroad employees is a vet, and that comes through in the mission, the purpose, and the culture.”

When it comes to competing for deals, Gina uses that competitive edge and experience on the floor to communicate value. “I’ve had several customers walk the floor of our facilities so they can think about how they’re

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freakishly competitive
like me, we all care
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the company.**

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investing and what we’re doing for them,” she says. “While a lot of them intellectually understand what we do, there is no better endorsement of our technology than seeing the downright excellence that we have on the shop floor with how we build, our quality processes, our schedule management, and so forth.”

Positioning ourselves to win

For Gina, competing in rail and freight takes a more nuanced strategy than

other markets. “Our customers are pretty sophisticated buyers. Price, quality, and the schedule are essential to competitiveness, but we also have to bring innovation and a high level of detail,” she says. “These are 200-year-old companies that understand to the nth degree what the operational impact is of the technology that they bring into their railroad.”

Gina does a lot of work to align the customer’s needs with what Wabtec is able to produce. “I spend a lot of time thinking about how our customers show up to the negotiating table. They have all the efficiency questions in the back of their minds, and you also have to consider that they are getting pressed to grow as much as any publicly traded company is,” she says. “It’s a pretty complex discussion we have with them, and I’m happy to report that Wabtec’s technology is particularly well positioned to win.”

One of the ways we set ourselves apart from other manufacturers is the vision we share with our customers. “There is an





absolutely unrelenting focus on quality of work and continuous improvement on our floors, and it is so obvious to everyone from the team on the floor to the leadership team to the customers on their visits,” she says. “That’s important because they want to do business with companies that share their values, their culture, and their character.”

Aligning Ops and Sales

Gina knows it’s important for different divisions to work in tandem if we want the company to be successful. She says: “I have consistent meetings with Greg Sbrocco’s [Executive Vice President, Global Operations] team on how we get ready for what’s coming and how we position what’s happening in our shops with our customers. It’s really critical that I can tell the story of our operations as well as I can tell the story of our technology.”

In these meetings, Ops and Sales work together to face interconnected challenges from different angles. “We spend a lot of time talking about what we can do from a schedule perspective, what’s possible from a ramp-up perspective with labor and capacity,” she says. “I press hard on the Sourcing team for what we can do on cost. I’m very cognizant of what’s coming at us from a lead time and inflation perspective around the supply chain. I’m hyperconscious of how tight the labor market is today.”

Gina feels that it’s especially important for us to be strong in these areas as we approach new market opportunities. “Our ability to control these factors is a huge competitive differentiator for us right now, because the customers aren’t always as far ahead in their planning as we’d like for them to be,” she says. “And we have a great partnership with our supply chain team, because sometimes customers ask us for modernizations or locomotives well inside our lead times. The whole team helps us get ready so we can go and win.”

How we win

For Gina, Wabtec’s competitiveness is something we should all be invested in. “Even if you’re not freakishly competitive like me, we all care about the health of the company.”

In her mind, the formula for winning is straightforward. “We have a brand in the market: we build the most reliable, most

“ We build the most reliable, most efficient, most productive locomotives and modernizations in North America. ”

efficient, most productive locomotives and modernizations in North America,” she says. “Competitiveness for us means that we maintain that brand and continue to grow it. As long as we do that, we’re going to keep driving volume into our shops, and we’re going to be able to have a steady flow of work for our workforce and the company.”

Gina believes that investing in this brand and showing who we are will make Wabtec a force in the industry as things evolve. “As this market grows, we’ve got to be the best positioned to not just provide great technology, but to be ready to serve the market so that we get our wholly unfair share of what is coming,” she says. “And we can only do that if we have a true readiness to serve and an amazing high-quality process going through the shops that manufacture our very cool products.”

“ There is no better endorsement of our technology than seeing the downright excellence that we have at the floor level. ”

Managers' Roundtable

Teaming to Compete

Focus on Competition

Managers discuss the importance of a competitive attitude, and how their teams can continuously improve.



Why is competitiveness important at Wabtec?

Uma: When teams and people work towards excellence, that means zero accidents, zero defects, zero delays, higher efficiency, and higher morale. These are ways we can build competition internally, which will give Wabtec an edge over competition.

Alan: It's important to make sure we get the best value for our customers. We want to be their supplier of choice.

Carol: We are in a market where we have ups and downs in terms of volume. We don't have the same volume every year. Being competitive is very important for keeping the results and the people we want to have here.

Ryan: Being competitive allows us to build on what we've done for the last 150 years and the experience that Wabtec brings. We continue to set that standard to enter our market high so that we can maintain our competitive advantage.



What can frontline employees do to help Wabtec's competitiveness?

Uma: Frontline workers are core to the company. They can strive to make defect-free products. They can suggest ways and means to improve the productivity of the company and add value to the value-added works in the system.

Alan: Be curious and ask a lot of questions. A lot of times, I think we miss some key opportunities throughout our day when we could be capitalizing on them a lot sooner.

Carol: We must have good standard work in place. The frontline employees have to follow the standard work in order to add value to the product, avoiding all kinds of waste.

Ryan: By having well-maintained training programs, recognition programs, and a clear purpose for the team, it creates a culture of ownership that allows team members to feel that they have an impact. Frontline employees can engage in simple quick solutions that drive value for our customers.



Contagem, Brazil



Uma Sanker Dwivedi
Project Manager
Biar, India



Alan Brzozowski
Machining COE
Erie, Pennsylvania



Carol Gurjao
Senior Materials Planning and
Execution Manager
Belo Horizonte, Brazil



Ryan Baker
Business Leader
Flower Mound, Texas



How can we build a team culture around competitiveness?

Uma: With great technology, expanding customer expectations, and more people entering in the market, we must continuously and proactively evaluate the products and services we are offering. There is a race to offer products and services economically and usefully to customers.

Alan: It's a culture where people can

collaborate and share the mindset of continuous improvement throughout the day.

Carol: We have a problem-solving culture, so it doesn't matter what area you are working for. We support each other and it helps to be competitive.

Ryan: Our teaming culture drives problem solving, decision making, and competition, promoting winning as one Wabtec. We invest in our people by providing recognition, personal development opportunities, and opportunities for advancement.



We must continuously and proactively evaluate the products and services we are offering. — Uma



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

Employee Excellence

Smart Solutions

Implementing new tech effectively

Bryon Wellman works with his team to find technology solutions that reduce waste.



Bryon Wellman

Bryon Wellman, Propulsion Machining, works in Building 2 in Erie, which specializes in precision machining of fabricated and cast components that are critical to propulsion performance and reliability.



Reducing manual work

“I like to look at manual operations, machine cycle time, and machining processes to identify issues. I try to use technology as much as possible to help improve machine cycle time and machine processes by implementing newer tooling, better cutting strategies, and moving operations to newer machines with advanced capabilities to combine as many machine operations as I can.”



Cutting time, improving value

“I created a program to machine one of our stator frame parts on one of our Okuma five-axis machining centers. Due to the size of the parts, we were limited to working on these parts on manual machines with inefficient tooling and multiple setups. Machining them on our five-axis machining center, we were able to eliminate nearly 60% of the machining time, reduce setups, and optimize our tooling to increase tool life.”



Continuous innovation

“We recently moved one of our core frame head parts, which had a long lead time with manual operations to a five-axis machining center. This change eliminated two operations and over 35% of machine time. After moving the part to a more capable machine, we identified a mill tool we could replace to eliminate more time from the process. This change replaced a standard milling cutter with a high-feed mill that allows us to run the new cutter nearly seven times faster.”



Getting it done together

“Helping the team work more efficiently is important to me because it enables us to be more productive. This creates a better work environment and confidence in the team and myself while increasing production in the shop. Increasing efficiencies as a team will also help promote more ideas.”