

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

Juan Martinez and Jason Burks discuss how they've built excellence into the team process as employees have made delivery a personal priority.



Leader's Letter

With each successful delivery, we're building our reputation for following through on our promises to customers.



Competitive Edge

Chris Tomczak shares how the team in Erie overcame countless difficulties to ultimately deliver for Egyptian National Railways.



Managers' Roundtable

Managers across the globe discuss the importance of delivering for our customers.



Employee Excellence

The Contagem Paint team shares how their work for Inpasa unlocks their production.



Leader's Letter

Motivated to Deliver

Overcoming the hurdles to customer delivery

With each successful delivery, we're building our reputation for following through on our promises to customers.



Team,

If we don't deliver for the customer, nothing else we do matters. Although a tremendous amount of work must be completed by a long list of Wabtec people before any successful delivery, that final step is the one that our customers — and their customers, and their customers' customers — depend on.

This issue of *Same Track* features an amazing example of our team overcoming multiple challenges to deliver for Egyptian National Railways in the *Competitive Edge* article. Chris Tomczak in Erie explains what we were up against and how we got the job done anyway.

In the *Employee Excellence* article, you'll find more evidence of our customer-delivery mindset. Contagem team lead welder Juan Martinez and his manager Jason Burks discuss the pride and satisfaction in knowing they've delivered a quality product, whether to an external customer or an internal one.

Every successful delivery we make helps us build our reputation for quality, safety, and fulfilling our promises to our customers. It takes a team effort — actually, the efforts of many teams — to follow through from booking a project to the day of its delivery. I am proud of our ability to successfully deliver for the customer, over and over again, and I'm grateful for the passionate effort each of you puts into making that happen.

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

Taking Ownership for Delivery

Making customer satisfaction your responsibility

Juan Martinez and Jason Burks discuss how they've built excellence into the team process by making delivery a personal priority.



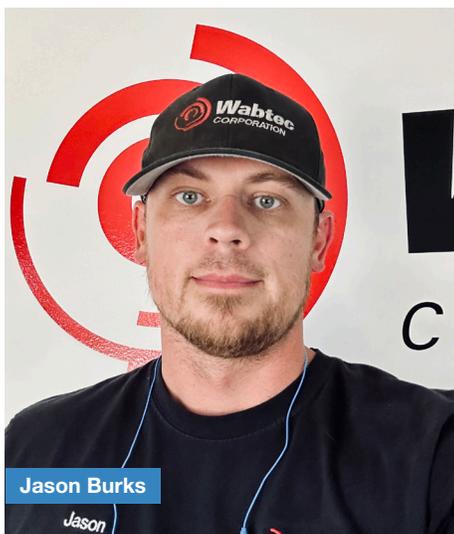
Juan Martinez

Everyone in the company has a role to play when it comes to delivering for the customer, and we can expand our scope when we all assume responsibility for that. Here, Juan Martinez, Team Lead Welder Aux Cab Fab, and his manager, Jason Burks, share how they've taken ownership to reach the overarching goals of the company.

Focusing on the customer

For Juan, the motivation to deliver for the customer is simple. "My team and I know we've done our part when customers are satisfied and happy with a great product," he says. "Delivering the product to the customer is important to me because it keeps the customer and our relationships at the highest level, creating and encouraging future business."

Jason sees Juan and the team living out this commitment to the customer. "My teams do an excellent job. The importance of safely producing great-quality products day in and day out is instilled in our minds," he says. "Building a teaming culture here at Wabtec starts with great quality and a happy customer, whether it's our direct customer in-house or the companies we're shipping locomotives to."



Jason Burks

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Building a teaming culture here at Wabtec starts with great quality and a happy customer.

— Jason

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Holding ourselves accountable

For Juan, the secret to delivering for the customer is to take responsibility for what's within your control. "I believe all team members should take pride in their own work, use time wisely within their working hours, and grow their product knowledge," he says. "Every team member should be

accountable for their own operator load chart and sign off on their work with a sense of accomplishment."

Jason confirms that Juan puts his words into action. "Juan has an extreme amount of product knowledge and takes great pride in delivering a defect-free, top-notch quality product. Juan reaches out to other employees in different departments, asking if there are ever any issues or anything they need to ensure they are receiving the exact product they are looking for," he says. "Juan refuses to let products leave his area without a final approval from him. You can count on one hand the number of issues that have come from his department in a full year's time."

Juan's dedication to his high standards has made him a leader that others on the floor come to for help and development. "Juan is highly thought of in our plant and our Mining plant next door - so much so that any issues they may have, they request Juan to come over and help and train their team members on how to achieve great-quality products," Jason says. "Juan goes above and beyond teaching and instilling the quality mindset for his team."

Building a culture of excellence

From Juan's perspective, having a culture built around the customer makes us a unique provider. He says, "Taking pride in our work and having that contagious personality for a great-quality mindset is what sets us apart."

Jason sees Juan bring that mindset to work every day and hopes to see it spread across Wabtec. "Overall, I think Juan's leadership and accountability speak for themselves," he says. "If every team member came with the same mindset that Juan has and the eagerness to learn the product inside and out, every team would achieve a much-higher-quality product, delivering to a happy and satisfied customer."



Juan and Jason

Competitive Edge

Doing Whatever It Takes

Staying committed to delivering for the customer

Chris Tomczak shares how the team in Erie overcame countless difficulties to ultimately deliver for Egyptian National Railways.



To deliver for the customer, we often have to overcome unexpected challenges. Here, Chris Tomczak, Locomotive Assembly Plant Manager in Erie, shares how his team responded to a variety of difficult situations to ultimately fulfill orders for Egyptian National Railways (ENR).

A perfect storm

While Chris is used to orders having complications, there were a lot of unforeseen difficulties in completing the ENR order. “There are always supplier quality issues, design changes, and compressed schedules, but we were also trying to fit the Egypt volume into schedules that were already tight,” he says.

Of course, this all got worse with the global difficulties of the last few years. “We were dealing with the height of the pandemic in the early parts of this as well, which made it difficult to get the material needed on time,” Chris says. “The locomotive-fire suppression material was first sourced from Russia, so we had to switch suppliers

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It’s motivating to know that they’re happy with the product you put so much hard work into completing.

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to an Italian company and incorporate design changes when the Russia-Ukraine war started.”

The team also faced supplier quality issues throughout the process that led to rework on much of the order. Additional modifications were required after customer requests resulting from the prototype inspection. Once the completed products

were approved by the customer on the Wabtec site, one of the biggest issues took place. Chris says, “The second batch of ENR locomotives were completed through customer inspection, transported to the Port of Virginia for overseas shipment, and during our final inspection, we identified blue wheels with many of the locomotives that required combo replacement before loading to the vessel.”

Even though the problem wasn’t caused by Wabtec employees, they were the ones who had to deal with the damage that high temperatures caused. “We had a quality team go through with crane crews and replace 19 combos at the port, which is obviously a huge undertaking,” Chris says. “But we were able to get that done and still make the shipment, which is an incredible example of how the team does whatever it needs to in order to get the job done.”

Overcoming obstacles

Despite the roadblocks, the team was able to deliver for ENR on time and help

Alexandria Port, Egypt



them meet their goals. "They recently finished customer inspections on these units, and we received some very positive feedback," Chris says. "It always makes you feel good and it's motivating to know that they're happy with the product you put so much hard work into completing."

Throughout the difficulties with the Egypt order, Chris saw the resolve of the people he worked alongside. "The team we have in Erie is really a resilient group. They've dealt with issues in the past, and they pull from past experiences to organize around what works. There's not a lot that can get them down for too long," he says.

Chris has confidence going into work each day that the people around him are just as dedicated to delivering for the customer as he is. "We know that we've got a commitment to the customer to ship at a certain time. Our say/do ratio needs to be very high," he says. "And that results in additional volume, more jobs, and a better overall environment within the site."

All hands on deck

Of course, Chris has seen the people he works with step up outside of ENR too. During the work stoppage for union contract negotiations in Erie, salaried employees have moved into floor roles to keep production moving. He says, "They continue to show the same attitude there. From the salaried team to business leaders and quality managers, everybody's trying to do everything possible to keep the product moving and hit our customer commitments."

This has opened Chris's eyes to the way the whole workforce in Erie can come together to do great things. He says, "I'd love to have the hourly people back, but with this situation, it makes you feel good about what you see day in and day out as far as the progress and the learnings that are taking place go."

Seeing it to the finish

Chris knows his team is motivated by

seeing customers' orders fulfilled. He says, "That's our number one goal. We want to do it safely and with high quality, and it needs to be on time to meet the customer commitment."

When everyone is focused on working hard, people aren't willing to accept failure. "Things like the work stoppage, the pandemic, and quality issues are all things that could be used as excuses for why you didn't fulfill your commitments," Chris says. "But we don't want to lose, so we try to work around every single one of these issues and have a plan in place to maintain our schedule to the best of our ability."

Even though they're focused on delivering for the customer, Chris believes the motivation to keep pushing comes back to a feeling of camaraderie. "There's this team aspect, and nobody wants to lose," he says. "When you're standing next to somebody that's fighting, you're not going to let them do it alone."



Managers' Roundtable

Contagem, Brazil



The Final Step

Delivering at the highest level

Managers across the globe discuss the importance of delivering for our customers.



Why is delivering for our customers so important for Wabtec?

Sheo Pratap: The locomotive is a critical part of transportation infrastructure, which plays a vital role in the global economy. We are using advanced technology to meet the customer needs for safety, efficiency, and reliability. Wabtec has a long legacy in the transit and freight segment, and that's thanks to our ability to deliver to customers on time with high-quality product and service to compete in the market. This will help Wabtec attract new customers and retain the existing ones. That means more work at our facilities and more stable jobs for employees, which can lead to increased sales, revenue, and profits for Wabtec.

Felipe: For any company to be successful in the long term, delivering to customers is mandatory. We exist as a company because of our customers — so, of course, we have our solutions and our products, but we also have to have the customers there to buy them and use them. So, delivering to customers is key for us to be successful as a company.

Janeth: Delivery is the most important part about fulfilling customer expectations. If they are a success, we are a success. If the customers are happy, we meet our goals.



What sorts of things can happen that can make it difficult to deliver for the customer?

Sheo Pratap: Many things can make it difficult to deliver for the customer, but the most important one is a change in the customer requirement during the project. This can make it difficult to deliver the product on time and within the budget.



We are using advanced technology to meet the customer needs for safety, efficiency, and reliability.

— Sheo Pratap



There are also unexpected events like we faced already, COVID-19 and supply chain disruption, which can make it difficult to deliver for the customer. Not to mention other factors, like resource constraint, lack of experience or expertise, or poor planning and execution. These can all lead to slow or difficult delivery.

Felipe: We can have commercial challenges, we can have technical challenges, we can have geopolitical challenges. We just recently faced some big obstacles to keep our deliveries. We had the COVID pandemic, something that we have never faced before. Many things that can impact a delivery, but I'm happy because, although we sometimes face critical challenges, we are able to keep the locomotive delivery on time.

Janeth: Lack of communication can often affect delivery. Not only between the customer and us but also between our departments and our employees. There are other external factors that we cannot control, as well. So, the pandemic, logistics issues, or the weather come to mind as examples. We have to remember that it's part of the operation and we are constantly working to solve these issues.



Sheo Pratap Singh
Production Operations
Manager
Bengaluru, India



Felipe Antunes
Key Account Manager
Contagem, Brazil



Janeth Carvajal
Fulfillment Leader
Monterey, Mexico

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For any company to be successful in the long term, delivering to customers is mandatory. — Felipe

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How have you seen your team come together to overcome those types of challenges?

Sheo Pratap: My team has built a great culture of open and honest communication within the team and with the customer. We have an HPT culture here, which displays a confidence that will ensure that team should work together. We also have R&R culture, which motivates teams to stay focused and determined.

Felipe: During these critical times, we have to think five or six steps ahead. We

need to plan a lot, understand the rigs, and understand how to mitigate errors. Everybody from the company needs to understand that their job impacts the final delivery. Doesn't matter if you are on the sales side, if you are on the production line, or if you are on the sourcing team, everyone has their job and everyone needs to feel that they are responsible for delivery to the customers in the end.

Janeth: My team is a very young and agile team. We have great energy and passion for our work. Teamwork is the most important for us. Every time we have an issue, we work all together to solve it.



How does it feel when you overcome a challenge and ultimately succeed in delivering for the customer?

Sheo Pratap: There is a sense of satisfaction when we've all worked to solve it. We get a great feeling of satisfaction and accomplishment from a successful delivery to the customer.

Felipe: It's very pleasing. There is a real feeling of mission accomplished. We did our job, and now we get to see the customer happy when they recognize that we

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Delivery is the most important part about fulfilling customer expectations. If they are a success, we are a success.

— Janeth

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delivered what we promised. This builds trust between the customer and Wabtec. So, customers start to understand that they can trust us and that we are able to support them. This kind of trust is key for long-term relationships.

Janeth: I can say in only one word: satisfaction. Every time we meet our goals, we feel that satisfaction – that we did something good.



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

Employee Excellence

Delivering for Inpasa

Supporting an innovative customer

The Contagem Paint team shares how their work for Inpasa unlocks their production.



The team in Contagem, Brazil, recently delivered two new ES44ACi locomotives to Inpasa Brazil, the largest producer of clean and renewable corn-based fuel in Latin America. Here, members of the Paint team share how they overcame a number of hurdles to deliver these locomotives for the customer.



The challenge

“We faced a whole new challenge, one that we have never faced before, because Inpasa required us to paint their logo on the ceiling of the locomotives. We were also dealing with a new set of colors and had to figure out which color to paint first, so we had to think strategically about how to deliver with quality without needing to repaint.”



Coming together

“This whole project took a lot of teamwork. We gathered not just the Manufacture Engineering team, but the Planning and Production Control team as well, in order to understand the challenges that we were facing and create the best solutions to overcome them.

“Everyone involved in this project helped us overcome every challenge that we have faced. Every team, with leadership as well as our peers, contributed to delivering a product that is capable of improving the efficiency of our railways, reducing gas emissions, and cutting operational costs.”



Success

“For us, delivering for a customer like Inpasa is exciting, because it is a new client, and we know how good that is for Wabtec’s future. We are also pleased to know that Inpasa is a great company, investing in the Brazilian agricultural sector and generating new jobs.”