“Unity is strength.... when there is teamwork and collaboration wonderful things can be achieved”
To better understand the Virginia & Georgia Transformer culture and what we are achieving, you must understand our Model of Success which includes a Vision; Strategy; Requirements for Success and; Guiding Principles:

→ **Our Vision:** To build a perfect power transformer for reliable 60-year service, fulfilling our commitments to the customer, our employees, our communities and stockholders through process improvement and business growth, as a proud American Manufacturer “powering business growth”.

→ **Our Strategy:** By creating a culture of customer commitment; continuous training and employee development; expanding into growth adjacencies driven by INNOVATION; deploying our “Digital Strategy”; continuous process improvement; maintaining a safe and productive workplace for our employees.

→ **Our Requirements for Success:** robust engineering, process design, flawless execution; design optimization; lean approaches and production automation; meet Customer Expectation; technological advancements; strategic planning to serve changing market place; On-Time performance; employee selection and retention; employee training and development.

→ **Our Guiding Principles:** Pride in our legacy; passion for our mission; RCDE, WMJ/TDL; ownership of our team; rewards and recognition for retention; adapt to new generation; ownership of plan to meet objectives - plan and re-plan.

→ Our **Vision**, our **Strategy**, our **Requirements for Success** and our **Guiding Principles** have produced 15 % CAGR since 1982. We need to seek out, hire and retain employees who are committed to our organization and who will help maintain this vision and we feel you are one of those.

We’re twice as good as we used to be...

The culture at Virginia Transformer Corporation is one of continuous development processes. VTC – GT is a company that has managed to maintain an incredible level of growth, expansion, and improvement over the past two decades. Below are just a few of our current company goals:

- Increased automation and error-free manufacturing processes
- Higher levels of productivity, with shorter production lead times.
- An expanded customer base, and enhanced presence in the power transformer industry.
- Larger unit ratings
- Shorter lead times, increased efficiency, lower costs.

The drive and commitment to excellence at Virginia Transformer is unmatched anywhere else – which explains why our company has grown substantially faster over the past decade than any other power transformer manufacturer in North America. We have made countless innovations and improvements in every aspect of our corporate operations, and we will continue to do so. Our commitment to both growth and improvement is unshakeable.
How to Leverage Your value at work

As we know, no single person produces a transformer - it’s a team effort. “There is a tightly woven chain of activities that needs to happen to achieve results,” says Anoop Nanda, President. In short, we rely on each other to succeed.

But that reliance can’t exist without trust. “It’s a reflection of your character,” says Jennifer McClure, president of Unbridled Talent LLC, a leadership advisory firm. “Co-workers will go above and beyond for people they trust.” That, in turn, helps produce above-and-beyond results. Follow these tips to build trust with your colleagues and bring value to your work.

Give co-workers praise when it’s due: “When you give credit to others, you’re seen as gracious,” says Los Angeles–based executive coach Libby Gill. However, “it has to be authentic and well timed.” A team meeting, for example, is a natural setting to say thank you for someone’s help with a project.

Share information: Team players build trust, but you must take steps to shape your reputation. When you return from a training event or conference, share what you learned with your peers. Whatever you do, be sure you have the right intentions. “If your goal is to help your colleagues and succeed, you’ll build trust,” McClure says. But if you’re just sharing because you want something in return, odds are people will pick up on that and trust you less.

Trust others: Give your co-workers all the help they need, then trust them to execute. Many supervisors unintentionally micromanage their employees, inhibiting trust building. To avoid over-meddling, establish rhythmic update meetings — say, once a week to effectively oversee your direct reports without hovering over their shoulder.

Invest in your employees’ development: Managing others requires you to help your direct reports grow. Gaining new skills and sharpening the skills they already have only happens if you provide honest feedback. Feedback should comprise of praise and instructive advice for areas needing improvement. Coach and assist developing their path to gain knowledge and new skills that prepares them for challenges within the company.

Be a consistent performer: Produce excellent work, day in and day out. No one on your team should have to wonder whether you’re going to deliver. Not only does your performance need to be consistent, but so should your mood or behavior. Your teammates need confidence that you can be counted on to keep a calm, cool, and collected mind.

Pay attention to non-verbal communication: Actively listen with your body and eyes. Body language will help you signal that you are listening, but it can also signal the opposite. A slumping posture or crossed arms turns people off. Active listening uses direct eye contact, nodding, asking questions, confirming understanding. This creates a welcoming atmosphere giving confidence that people should not hesitate to approach you. They will feel valued, willing to share ideas and provide important feedback to you.

Boost your value: VTC GTC is a fast-paced workplace delivering quality products on time to our customers. It is not an easy task, so being someone that others can go to for advice makes you a valuable employee. The more you develop your own soft skills, the more useful you can be to others!

Rckck n! ~ Steve Chandler
Congratulations on achieving the anniversary/special awards with VTC-GTC Family! We love your commitment. Your dedication and hard work is appreciated.

You have been such significant part of our team and we couldn’t imagine building Perfect Transformers without you.

We are so proud to have you as part of our VTC-GTC Team. We hope that you keep up the good work for many more years to come! THANK YOU!
Mr. Rob Skaggs, who wrote the earlier version of VTC’s electrical design program in C language in the mid-1980s visited us in Roanoke office on August 19, 2019 by invitation from our CEO.

Mr. Skaggs met our CEO Mr. Prabhat Jain, and our Engineering Development /Program team leaders. Mr. Stagg shared the old experiences and our team shared what we have made from that program to the present version. Mr. Jain presented him a memento in his honor. Seen in the picture with Mr. Rob Skaggs are Mayank Parashar, Software Automation/O&M lead, Bala Krishnan Mani, Development Engineering Supervisor and John K John, Director of Engineering and Development.

~ John K John
Director of Engineering

Electrical engineering training to VTCW Employees by John K. John, Engineering Director

VTCW recognizes: Mr. Ganapathi Krishna for being the sales Representative who gave VTCW the most work quantity during 2019.

More than 9 Million Dollars!!!

Congratulations and thank you for the great job!
Since mid-year our Sales department has been actively pursuing renewable power projects where our Customers can place orders for units well into 2020 and 2021 but will receive 2019 tax credits if they show enough progress. To date VTC/GTC has orders from 12 different customers for 59 Transformers that will be built in GTC, VTCR and VTCU over the next few years. As the orders were received each customer designated certain components to demonstrate to the government their due progress. As of publication our total project revenues exceed $80M!

In order to show meet these critical commitments, our team under Rakesh Rathi has placed orders for radiators, tanks, conservators, DGA’s and conductor from 11 different external suppliers in four countries plus our Metal Shop in Pocatello. Balancing capacity, cost and delivery with multiple suppliers for the same commodities to guarantee fulfillment of the requirements. For example, there are six suppliers plus our own VTCU Metal shop making tanks and/or conservators. All this material must be completed and offered for customer inspection before the end of December and in some cases mid-December. We dedicated project management team to ensure successful execution of ITC components.

Along with the 2020 and 2021 units, we also received orders for two units that must be fully completed, one by the end of 2019 and one by end of March 2020. In order to provide project oversight, Vinay Srinivas is coordinating with personnel from VTCW, VTCR, VTI and GTC who have been visiting suppliers and monitoring progress; while VTCU is focused on completing the HA904A for St. James Solar. Vinay is keeping track of all input from the suppliers and VTI for overseas sourcing.

Here is the scope of the 2019 Project focus:
- 622 Radiators
- 19 Tanks
- 38 Conservators
- 15 DGA’s
- 1 complete transformer.

We also traveled to ABB in Tennessee to successfully insure delivery of the LTC and Bushings for HA904A St James Solar. This is one of the Continuous flow transformers that must be completed by the end of the year to meet a commitment to this customer—the penalty for delay is $75K and loss of business so it is vital we complete this job on time.

Excess Inventory Reduction

Our efforts to reduce Excess Inventory have been very successful in 2019 and resulted in a true reduction of excess inventory by more than $1 Million dollars through the end of October. This is the direct result of team efforts by Engineering, Materials/Purchasing, Quality and Manufacturing to identify and utilize excess material that was in our stockrooms for new jobs. This takes extra effort to review what is on hand for use, analyze the suitability for the new job, write the process deviation, check the material quality and finally incorporate it in the product but everyone is working together for success. Much of the success this year is the analysis provided by Vikram Saboo to develop tools and spreadsheets to make identifying appropriate materials easier for the teams.

**Excess Inventory**

Investment Tax Credit Projects

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Picture of a tank in process at TIK.
**EMPLOYEE OF THE MONTH**

**VTCU 3rd Quarter**

VTCU’s July Employee of the Month - Gustavo Botello Salazar (middle)

VTCU August Employee of the Month - Aarika Edmo Lish

VTCU’s September Employee of the Month - Coressa Whitworth

**VTCW 3rd Quarter**

VTCW’s July Employee of the Month - Rafael Martinez.

VTCW’s August Employee of the Month – Jose Elias Portillo

VTCW’s September Employee of the Month Moises Moreno.
VTCR’s July Employee of the Month - Cecilia Armendariz, Electrical Design Engineer

VTCR’s August Employee of the Month - Mohammadreza Esmaeili, Jr. QC Technician.

VTCR’s September Employee of the Month - True R. Burns, Test Tech Lead.

Charlotte Parrish correctly answered the CEO challenge question. Great Job!

**GTC’s ABOVE & BEYOND RECOGNITIONS**

THEODORE RICH  
COURTNEY HUNTER  
CLIFFORD ADAMS

JOSH COWART, REGINEL CHAVIS, KENNETH

**It Pays to Read!**

Charlotte Parrish correctly answered the CEO challenge question. Great Job!
Safety Ambassador Program

Safety Ambassador Program launched in VTCW by Mr. Mudassar Mohsin. The program is designed to encourage employees to bring safety back home and into the work place by participating in activities that educate about the leading cause of preventable loss of property and injury.

Improvements in MIS

We have successfully completed the network wire and wireless upgrade projects at VTCR which greatly improved the wireless accessibility in the building and the new network wiring made it easy for users to move within the building without MIS assistance. Below is the picture of how the VTCR network data rack looks like today.

To Share your thoughts, please write to:

mudassar_Mohsin@vatransformer.com or kamalakanta_majhi@vatransformer.com
VTCW’s August Safety Tablet winner is Jesus Leonel Mata Romero.

VTCW’s September Safety Tablet winner is Ricaro Villagran, for a Clean Month.

VTCR’s July 2019 Safety Tablet winner for No recordable is Robert Watkins.

VTCR’s August 2019 Safety Tablet winner is Reggie Cardwell.

VTCR’s September Safety Tablet draw winner is Artan Cani, Maintenance Mechanic.
VTCU congratulates new employees who successfully completing 90 days with $20.00 Walmart gift card.

WE ALL CAN WORK; BUT TOGETHER

“We Will Win”
2019 REP CONFERENCE at VTCW

Our annual Rep Conference was a great success thanks to all of YOU who participated - Thank You! It was a pleasure to meet you all face to face and welcome those who are new to the team. Our hosts in Mexico were most accommodating and I hope you all had a pleasant experience visiting VTCW to see the impressive facility and Team excitement first hand.

We’re also excited to introduce new members of our internal team as well, myself, Paul Taylor, VP of Sales and Marketing, and Steve Park, C&I Director of Strategic Segments. As we shared with you at the conference, it’s an exciting time to be a part of VT-GT, there are big things on the horizon, - 525 KV project next year, and we’re counting on you to be part of making them happen.

As presented by our CEO, Prabhat Jain, and our President, Anoop Nanda, we’re implementing new initiatives like our 3C’s for customer satisfaction, expanding Training regimen to achieve the vision of perfect transformer, Service Expansion and other ways to Power Business Growth, you are a vital part in all this and we’re counting on your interaction and feedback going forward to make it work for all of us.

Paul Taylor,
Vice President-Sales & Marketing
2019 Rep Conference at VTCW continues …

Chihuahua Plant Tour by our VT-GT Reps.

Reps Dinner

Reps Training

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Big Shout out

**Ben Nicely - Marketing Specialist, Creative Designer**

Congratulations! Marketing Specialist, Creative Designer Ben Nicely is celebrating his daughter, Rachel Nicely graduating from Radford University December 2019, (a semester early).

Rachel graduates with a BS in Exercise Science and Health Education. She is also a Certified Personal Trainer and plans to pursue a career in Occupational or Physical Therapy.

Congratulations to Ben and family, good luck in your future endeavors Rachel!

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**Giselle Adriana Varela, Customs, VTCW**

Congratulations!

Giselle Adriana Varela (Customs, VTCW) as she has successfully completed bachelor’s degree with 9.85% and announced as the best of the 2019 in the class. Well done!!
VTCW’s 2nd communication meeting led by plant managers and staff. Each manager presented their quarterly end report and 4th quarter targets. The communication is essential for employees and staff know where to focus their efforts the quality and production targets set for the plant.
GTC Employee Appreciation Lunch

GTC held an employee’s appreciation lunch and dinner for all employees on Thursday, Sept 26, 2019.

VTCR Managers Appreciation Dinner

VTCR held a manager’s appreciation dinner for all managers on 18th September 2019.
Overview

The Front-Line Manager (FLM) program is a skills development program for employees, nominated by their managers, to develop and prepare them to be competitive for future company leadership positions.

General Organization

The program has four components.

1) **Assessment** – Each participant is given a series of assessments that measure their ability to think critically and identify the areas with the greatest potential for building strengths. These assessments will help establish a personal baseline for a development plan that builds experience and knowledge.

2) **Engagement** – Each participant is given an engagement survey to gather feedback about how they feel about the company and what development skills they need.

3) **What’s My Job?** – A self-reflection and discussion with their manager of the participant’s role, tasks, routines / activities and tools needed to be successful is used to build a working document. The WMJ is a tool used to help the subordinate to efficiently prosecute their responsibilities.

4) **Individual Development Plan (IDP)** – Using the above assessments and WMJ, an IDP is developed to build the experience knowledge necessary to successfully reach their goals.

The IDP is owned by the nominee, but strongly supported by management and the company through frequent follow up activities to ensure success is achieved.
GTC upgrades its Training Facilities!

VTC – GTC’s T & D Team is dedicated to improving quality and productivity of our human capital. This includes improved training facilities, targeted skills training and staff development.

GTC T-3 Training Sessions
Thank you to all for your hard work and service!

You are the rock of VT-GT Corp. Without your hard work, dedication and continued service, we couldn’t make the best transformers in the business. We look forward to your continued outstanding service.
Six ITCH Industrial Engineering Students are helping VTCW with continuous improvement projects.
MEXICO'S INDEPENDENCE DAY CELEBRATION at VTCW - 16th SEPTEMBER
Organizational Announcements

Virginia and Georgia Transformer continues to grow and strengthen its dominance in the Power Transformer industry. To further support this strategic drive, the following key appointments are announced.

**Steve Strande as Vice President – Corporate Quality.** In this capacity, Steve will drive the overall quality system for the company – including plant quality, ISO system, vendor quality and quality of all business processes that ultimately impact our customer’s experience and our market competitiveness. Pugal Selvaraj and his team will report to Steve.

**Paul Taylor, as Vice President – Sales & Marketing.** In this capacity, Paul will focus on all aspects of sales, marketing and sales operations. Segment Directors Tom Aikens, Balram Ramamurthy, Steve Park, and Director of Sales Operations – Rajiv Kumar will report to Paul Taylor. Vijay Pargaonkar -Director, Business Development and Dhiraj Dahal, Pricing Manager will also report to Paul. Paul will lead the charge to our strategic objective of achieving our growth rate by 2022, achieve target MSR, plant filling by succeeding in target market segments of IOU and C&I and by excelling in customer experience.

**David Gillispie as Vice President – Operations.** David will be responsible for the Roanoke and Pocatello Operations. David will be responsible for the full spectrum of the plant P&L deliverables. Operations, engineering, HR, Quality and Materials leaders will report to David in this capacity.

**Michael Jackson is welcomed as Plant General Manager for GTC.** Mike will have full P&L responsibility for the Georgia Plant, and will report to Anoop Nanda, President. He will take immediate responsibility of Manufacturing, Materials, Facilities, Human Resources, Quality and Engineering.

**Neeraj Baxi is appointed to a newly created role of Vice President of Facilities and Manufacturing Engineering.** In this capacity, Neeraj will have corporate responsibility for Facilities, SPOF, Disaster Elimination, and Special project Execution. He will own Process and Dashboard for SPOF and Disaster Recovery, Facility Management process, framework and auditing and lead company move to TPM (total preventive maintenance) model.

**David Rico is appointed Manufacturing Manager for VTCU plant.** Prior to this role, David was Manager of Development and Continuous Improvement at the VTCW Plant. He will report to David Gillispie, Vice President Operations. David will be responsible for all aspects of production – controlling all element of man, machine, materials, methods and measures. All Production, Materials and Facilities teams will report directly to him. He will have dotted line responsibility for Facilities, Safety and Human Resources that will report directly to David Gillispie, Vice President.

**Amitabh Sarkar is named Director, Technical Management for VTCU Plant – reporting to David Gillispie, Vice President – Operations.** In this expanded role, in addition to plant engineering, Amitabh will add plant quality and technical management functions to his portfolio. This is a part of a strategic pilot to forge an ‘engineering driven’ quality and technical management execution to deploy enhanced processes, design for manufacturing and link process design, monitoring and assurance. Frank Burton, Sudip Chanda and their teams will be reporting to Amitabh.

Please join in welcoming these new leaders as they join the team to blaze the path to a PERFECT TRANSFORMER!

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Birthday Celebrations

VTC wishes a very Happy Birthday and a blessed new year for all.

Thank you!
VP Operations Excellence Visits VTCW

Kenneth Chandler (far left) during his first visit to VTCW

Sports News...

VTCW Basket Ball Teams during Index Tournament

VTCW Metal Fab Crews During Daily Morning Stretch
VTCW Engineering team participating in various team building activities.

**Brain Teaser**

1. *I am a word of six; my first three letters refer to an automobile; my last three letters refer to a household animal; my first four letters is a fish; my whole is found in your room. What am I?*

2. *Draw a line. Without touching it, how do you make the line longer?*