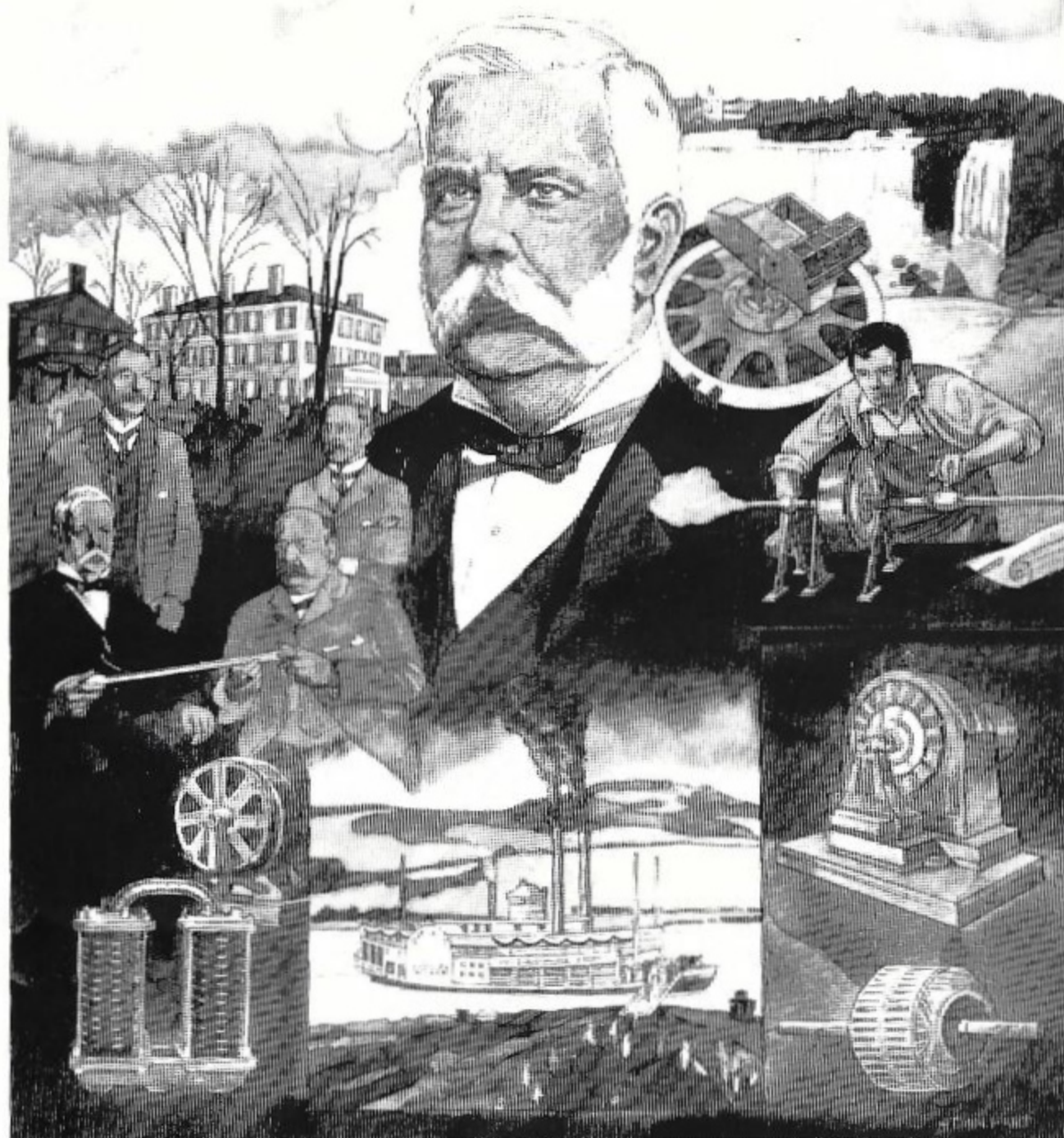


Orlando Centennial Scrapbook



— IT'S HISTORY —

George Westinghouse's 100-Year Legacy



If you've flipped a switch, listened to the radio, watched TV, flown in a plane or ridden a railroad or elevator, you've been touched by George Westinghouse and the company he founded a century ago—Westinghouse Electric Corporation.

Westinghouse Electric has changed a lot over the past 100 years. But the spirit of George Westinghouse's inventive and entrepreneurial mind will continue to be a legacy to the corporation that bears his name—and to the nation and to the world.

Few inventors have matched George Westinghouse in turning today's tinkering into tomorrow's products and services. In his lifetime, he was awarded patents on 361 inventions. Before turning his attention to electricity—and the first alternating current system in America—he invented the air brake and a system of railway signals and switches. And he developed a system for delivering natural gas.

George Westinghouse's contributions and the corporation he founded that made their widespread applications possible, still survive.

Only five other Fortune 500 companies claim charter dates earlier than January 8, 1886, the date Westinghouse was incorporated. One key to its longevity, according to the corporation's Chairman, Douglas D. Danforth, is that Westinghouse has not remained static.

"The world has advanced considerably since the days of George Westinghouse," says Mr. Danforth. "As a corporation, Westinghouse has advanced with it. We have adapted to changes in technology and shifts in our world markets."

Back in 1911, George Westinghouse expressed the same sentiment a different way. He said, "I don't think of the past. I think of what I'm going to do tomorrow."

That philosophy has enabled Westinghouse Electric to provide several historic "firsts." Among them:

- The Corporation designed and manufactured the first

motors, meters and other components to make alternating current electricity the standard of the world's electrical system.

Westinghouse provided the first electrified railway—the New York, New Haven and Hartford Railroad. The world's first high-speed electric elevator, at Rockefeller Center, was a Westinghouse product.

- The first commercial radio broadcast—announcing the results of the Harding-Cox Presidential race—was aired by Westinghouse Electric in 1920.
- For the home, Westinghouse provided the first electric range, electric iron, waffle iron and coffee percolator.
- The first steam generator used by a U.S. electric utility was a Westinghouse product.
- The Corporation has long been at the forefront of radar technology. At Pearl Harbor, a Westinghouse radar nearly changed history. It detected Japanese planes 138 miles away. But nobody took them to be enemy aircraft.
- Westinghouse built the first industrial atom smasher. From that technology, the corporation spawned the engine and propulsion equipment for the Navy's Nautilus, the first nuclear submarine. Westinghouse designed and built the reactor for the nation's first commercial nuclear power plant at Shippingport, Pa.
- Westinghouse produced the first American-designed jet aircraft engine.
- A Westinghouse TV camera provided pictures of man's first walk on the Moon.

The Corporation developed the first industrial research and development program. It established the first Productivity and Quality Center in American industry.

What does Chairman Danforth think of this rich heritage of pioneering?

"I don't think about the past," he says with a wink. "I think about what we're going to do tomorrow."

'We shall not look upon his like again'

A certain softness characterized his voice. He stood well over six feet. Kindness always showed in his eyes, and he had a gentle smile. His build was strong and his presence commanding.

He was a simple man, temperate in everything but work. He never smoked. On occasion he drank a glass of wine with dinner or a brandy with his coffee. And although he could well afford delicacies for his table, he chose plain foods and ate moderately.

He never cared for wealth as a possession. He valued it only as a tool to help carry out his ideas.

It was, perhaps, his upbringing that set his lifestyle; he grew up in an environment of work, thrift and responsibility.



The little village of Central Bridge, N.Y., marks the birthplace of George Westinghouse. His forebearers—generations of mechanics and farmers—hailed from a region in Germany. They were self-reliant, self-respecting and hardworking, the sort of people who make up the backbone of the country.

Mr. Westinghouse, too, was a diligent worker and a progressive one, which would, later on, distinguish him as a technological pioneer. As a boy, he loved mechanical work. He tinkered hour upon hour in his father's machine shop much to the chagrin of the elder George, who wanted his son to concentrate more on schoolwork.

But young Westinghouse had a mind of his own. He was intent upon his own plans. Discipline that would have kept an ordinary lad in his place was wasted on young George. His spirit was strong, like an unharnessed natural force.

His drive enabled him to create and build devices that pushed American technology toward unheard-of dimensions.

His character enabled him to add humanism and integrity to the workplace. He radiated energy and inspiration.

People believed in George Westinghouse, the clear-eyed, enthusiastic man whose face was lighted

with eagerness and sincerity. All who were associated with him gave their loyal affection.

As occupied as Mr. Westinghouse was with his businesses, he never lost the personal touch. His consideration of others, especially those who worked for him, was natural...genuine.

He was the first to shorten the work week to 5 1/2 days.

For years after he founded the Air Brake Company, he invited all his employees to a dinner at a local hotel. When the number of workers increased to make such feasts impossible, he provided each with a Thanksgiving turkey for more than 30 years.

When that became an unwieldy practice, he directed the money into one of the nation's first pensions funds.

He one day observed his women employees sloshing through rain and mud from the train station to the factory. He built a covered walkway—despite objections from his stockholders.

Mr. Westinghouse also set up a plant lunchroom in the days when such a luxury was considered a waste of valuable production space.

He encouraged employee clubs to promote good fellowship and often joined employees during gatherings.

He demanded honest work and honest dealings. And he would never consent to have anything leave his plants until it was as perfect as his workers could make it. "We are here to serve our customers, not to swindle them," he said. "That is the only way to build a sound business."

He imposed no limitations on his own time or energy. He filled every hour with achievement, and the sun, when it set, saw him still at work.

Only by his doctor's orders did he, late in life, confine himself to his home.

One winter day that last rays of the sun shone on a seemingly resting figure in a wheelchair; propped on his lap were freshly sketched drawings.

George Westinghouse was born on Oct. 6, 1846, and died on March 12, 1914.

"Take him for all and all...we shall not look upon his like again."

OUR PEOPLE ARE



Front: Mike Thompson, Tom Kuchma, Betty Covington, Terry Hall, Karen Weaver, Colleen Repplier, Dick Taylor, Don Udauchak
Back: Don Eichison, Jim Lau, Glenn Gamble, Roy Dunderdale, Steve Piermont, Lou Nagoda, Joe Turner, Bucky Walter

2ND GENERATION



Bud Lang



Chuck Burkhardt



Bob Ward



Cy Banish



Ann Vanderveer



Jeff Meert



Debbie Barnwell



Bill Thomas, Jr.

3RD GENERATION

OUR HISTORY

Grandfathers, fathers, mothers, uncles, cousins and brothers -- their ties with Westinghouse read like a family tree.

Orlando is the melting pot of Westinghouse immigrants. They're associates whose parents worked primarily in manufacturing locations like Lester, East Pittsburgh or Sharon.

Bud Lang's a third generation associate whose great-grandfather worked at the first Westinghouse Electric Company factory in Garrison Alley.

Cheryl Wisniewski's great-grandfather immigrated from Hungary in 1914. His first job in American was with Westinghouse, and he retired from the Company 40 years later.

Joe Turner is a second generation associate whose uncle started working for Westinghouse at the age of 14. He retired with 49 years of service.

These men and women have continued in their families' footsteps. Their history is Westinghouse.

They may have joined Westinghouse because the Company was well known and dad or mom recommended it. Or they may have joined for the same reason as third generation associate Ann Vanderveer "Westinghouse used to be known as a family company," said Ann Vanderveer. "My mother worked there, and as a little girl it used to be my delight when it rained to walk down and take her an umbrella. It was an excuse to be near the place. When I graduated from high school, I applied for a job and was accepted. My grandfather worked for Westinghouse for 35 years and my mother for 45 years. We're a Westinghouse family. It's a good place to work."



Patti Millison Sr., and Patti Millison Jr., are third and fourth generation Westinghouse. Patti Sr.'s grandfather was a steam fitter at Lester. He retired in 1961. Her father worked on erection and maintenance of Eddy-stone Station and maintenance of Chester and Richmond Stations. Patti Sr., joined Westinghouse after she and husband Ed, who's a planning analyst in Materials, transferred to Orlando in 1982. "There was an opening in Human Resources, and after I talked to George Dann who was the HR manager then, I knew I wanted the job," said Patti Sr. Patti Jr., began as a temporary in the mail room. She now works in China Operations.

2ND & 3RD GENERATION



John and Gary Bushey

1ST & 2ND GENERATION



Glenn and Mike Cox

2ND & 3RD GENERATION



Kurt Sr., and Kurt Jr., Steinebronn

Celebrating 100 Years Of Quality



It was a long drop from the fourth floor to the Atrium as contestants dropped, threw or flew their entries for the "100 Years of Quality" Paper Drop Contest. Entries were wadded into tight balls shaped into airplanes or folded into tight squares, and there were a variety of throwing styles. The goal was to hit the Quality target in the Atrium. Winners received prizes varying from Centennial clocks to keychains.



We kicked off our week-long Centennial Celebration with a birthday cake and salute to George Westinghouse. Associates gathered in the Atrium for birthday cake and punch.



Generator Development Engineering's Joe Myers (left) is shown with his winning paper entry and Centennial pen set. Bill Nygren (right) was in the spotlight as one of our contest hosts.



The Centennial Art Show was a tremendous success with over 150 entries in categories from painting to photography to arts and crafts. Winners were announced during Open House Thursday night. Above left and right, associates and their families get a chance to view their friends' artwork.



Peggy Johnson took Best in Show. Peggy is the wife of E.K. (Ken) Johnson.



Several departments held demonstrations for our families. In the Computer Center, Rich Thompson (above left) inputs data to make posters for the kids. Kelly Corwin (above right) proudly displays her poster.



MEETING OUR REQUIREMENTS

It was a hot, muggy October morning when our associates gathered under the tent to celebrate Always Meet Requirements Day (AMR) Friday, October 10.

There was good news on the quality improvement front. According to General Manager Howard Pierce, we've come a long way since former Power Generation Vice President Gene Cattabiani began our Quality Improvement Process. Our forced outage rate has improved to 1.5% and our availability is at an all-time high.

Improvements in customer service and customer satisfaction have had a significant impact on improving customer relations.

Howard stated "We must continue to improve because the challenge facing us today is as great as that 10 years ago. The world is changing and competition is greater than ever, but we can continue to grow and achieve significant quality improvements if we continue to work together as a team."



Our annual Quality Achievement Award winners are pictured left and above. Janet Gaines - Non-exempt category for her outstanding coordination of Word Processing needs and technology. Paul Kamphaus (left) - Management - for his contributions to solve Chief Joe coil voltage endurance failures. Steve Richards (above) - Professional - for his efforts to safely and cost effectively deliver our equipment.



Winners of the Uniform Shipping System Team received the Team Award. Shown with General Manager Howard Pierce: (left to right) Chuck Yaskanich (E. Pittsburgh), Howard Pierce, Ted Moss, Tammie Barrier, Dick Rahenkamp, Mike Thompson, Bill Froehlich, Joe Fenza and Bill Moorhead. Not shown: Martha Christopher, Al Lagore (Winston-Salem) and Harold Weatherman (Charlotte).



GM Howard Pierce seals the Centennial Time Capsule which will be opened in 2086.



George Westinghouse paid a surprise visit - historian, Charlie Ruch portrayed GW for our AMR Day audience.

From The Past To The Future 100 Years And Growing

100 years ago George Westinghouse had the foresight to see the benefit of alternating current for distributing electricity. His decision to use alternating current was controversial and was derided by many opponents, including Thomas Edison.

Not to be deterred, Westinghouse was determined to prove his system was safe to consumers. In 1893 he succeeded in lighting the Columbian Exposition of the World's Fair, proof to the public that alternating current was a safe and economical system. Westinghouse Electric Corporation now supplies fossil and nuclear power systems throughout the world.

We've come a long way in 100 years, but this is just a part of the Westinghouse saga. It's now time to look forward to the next 100 years. Our facility houses associates representing several divisions, yet we are a team, working together to supply our

customers with the equipment and services they need now and in the future.

We're planning now for the products and services that will be needed in five, ten or even 30 years.

We live in a time of dramatic change. A Robert Heinlein science fiction novel set in the future of space exploration, includes a Westinghouse steam turbine-generator. If this is any indication of the future, we may yet design equipment to generate electricity for inhabitants of space.

Currently we are developing equipment with more immediate customer needs in mind. Our RIGIFLEX and Ruggedized designs are proving themselves and will be an important part of our marketing future. In addition, newer and more efficient 150 and 300 MW designs are underway.

Every associate plays a part in shaping our future. If we succeed in



developing new products, in satisfying our customers' needs and in winning over our competitors, it will be because we did it together as a team.

Tom and I look forward to being part of this team. Now let's move on to the next 100 years.



'Circle-W' and company evolve together

Trademarks and logos reflect the companies they identify as well as the historical times of their design.

The Westinghouse "circle-W" has changed over the years, but at the same time has kept a family look. From 1900 to the present, the logo has become cleaner, stronger and less cluttered. The first logo was graphically busy compared to the one of today.

Designed 100 years after the first, the second logo was very different. It was established the three basic elements of

the symbol—circle, bar and W. The company name was smaller, subordinate to the initial "W."

In 1940 the company's name was removed from the bar and placed in a wide circle, drawing greater attention to the name again. Still, the circle, bar and W were maintained.

In 1953 the symbol began to look more like it had decades earlier. The W dominated the symbol. By this time, the three elements needed no other support to identify Westinghouse because the

company's name was a household word.

Twenty-six years ago the logo was dramatically redesigned. That symbol is the one we use today, representative of electrical devices such as circuit boards, wire and tubes.

Although the Westinghouse logo was undergone changes over time, the three basic elements have remained. This kind of evolution reflects the tradition and strength of our company.



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Editor-Jan Scalise
Westinghouse Power Systems
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Orlando, FL 32826-2399
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