

THE NEWSLETTER FOR FREIGHT OPERATIONS EMPLOYEES

SAME TRACK



COMPETITIVE EDGE

A human touch for Simandou

FRONTLINE SPOTLIGHT

Contagem adapts to new scope

MANAGERS' ROUNDTABLE

Accelerating Norfolk Southern

PICTURE THIS

Customers on six continents

Customer Focus

September–October 2026



LEADER LETTER

Customer growth

Dear Team,

Wabtec has made it our business to be our customers' supplier of choice on their best days and on their worst. Right now, they are stressed for the best possible reason: They are growing! This is something we haven't seen for over a decade.

The U.S. Class 1 Railroads are seeing sustained carload growth. They are taking share from truck and moving more service-sensitive carloads through their intermodal operations. A strong harvest, coupled with continued ethanol demand, is driving growth in grain, while global dynamics, including the war with Iran, are contributing to growth in their chemical business. Although our Canadian customers are flat, with carloads pressured by U.S.-imposed tariffs, Grupo Mexico is the fastest growing railroad south of the U.S. border, enjoying 11% year-over-year growth. Our customers are hustling to get more reliable power on the mainline, and they are calling us every day for help.

When the Class 1s are short on horsepower, they run a familiar playbook: return good units to service, then bring back the not-so-good ones, then move to units that need heavy work, then borrow from a neighbor, and finally add units to their fleets. We are seeing each of these behaviors today.

Our Sales and Services teams are reaching across Wabtec and into this team to understand what is possible for additional engine overhauls, rotating equipment repairs, and other key material availability. We are asking if we can go faster on wreck repairs. In 2027, we are already building new or modernized locomotives for five of the seven Class 1s, including the first tranche of DC-to-AC EVO mods for the Norfolk Southern. (Whoop, let's go!) Let's see if the remaining two make a move.

My relationship with your leaders is one of my top priorities. My ask is that the broader Wabtec team connects even more strongly, communicates even more frequently, and looks around corners so we can serve our customers the best way we know how — as Team Wabtec.

When your leaders asked me to pen this letter, they asked me to focus on quality, trust, and the promises we make. There are 24,600 Wabtec locomotives hauling freight across the globe, and that number is growing every day. Each one of those locomotives carries a promise: a promise of reliability, performance, and partnership.

Thank you for the work that you do every day to keep that promise. We simply could not do it without you.

One Team. One Mission. One Wabtec.

Gina Trombley
EVP and Chief Commercial Officer

Gina Trombley says something interesting is happening in our industry right now — our customers need our help to keep up with their growth.



Reacting to customer changes

Felipe Scaramussa Marin and Maisa Cunha describe how they accommodated a major customer change with the job already in process.

When the Contagem plant initially received this Komatsu GTA41 alternator for repair, Wabtec prepared a report for the customer that recommended the alternator be equipped with a full scope electrical load.

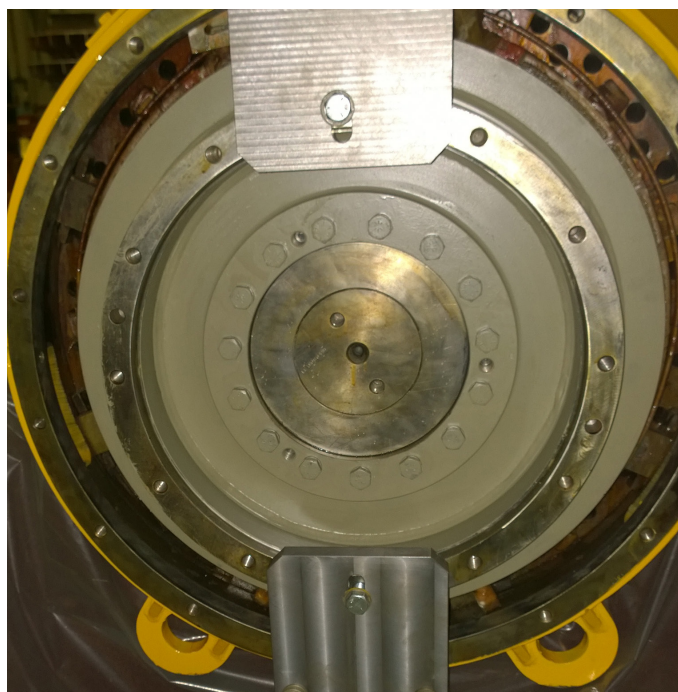
"The customer was initially not interested in full scope, although we emphasized the importance of that to ensure quality," says Maisa Cunha, Customer Service Leader.

"They said, okay, we saw your report, but we want to go with medium scope," says Felipe Scaramussa Marin, Operations Senior Manager. "The full scope would have provided more power, but at a higher cost."

Sudden change of plans

During an advanced stage of the repair process, Maisa met with the customer for a routine follow-up meeting. Suddenly, the customer decided they wanted the full scope after all.

Going back to Operations to share the news of the scope change was a difficult conversation, she says. "But Commercial



Felipe
Scaramussa
Marin

Operations Senior Manager



Maisa
Cunha

Customer Service Leader

"The team workshopped it to find a way to do what the customer needs. This is the moment that we have to work as One Wabtec."

— Felipe Scaramussa Marin

and Operations, we work together, we have synergy," Maisa says. "In the end, we find a resolution."

"It's not an easy conversation," Felipe says. "But Maisa and I have a strong relationship. I know she's accountable. When she came forward to say, 'This is important, we need to make this a priority,' I knew we needed to do the right thing for the customer. So, I said, 'Okay, let's do it.'"

Cross-functional collaboration

It took not just difficult conversations, but strong cross-functional collaboration – between Commercial, Engineering, and Operations – to develop a plan to deliver for the customer.



GTA41 traction alternator from a Komatsu mining truck, a key component that generates the electrical power needed to drive the truck's traction motors.



"The team workshopped it to find a way to do what the customer needs," Felipe says. "This is the moment that we have to work as One Wabtec."

The Contagem facility works on locomotives and alternators, both of which take up a lot of space. Changing the scope of the Komatsu alternator repair at the last minute required some cumbersome rearrangement on the floor. "We have a lack of space in our plant," Felipe says. "When we've already started a component repair, it's difficult to say, okay, let's move this to another scope."

Just because it's difficult doesn't mean Felipe's team can't pull it off, however. "We saw that this was very important for us because

it increases the revenue Wabtec will make on this alternator, but also, it's important for the customer relationship," Felipe says.

Balancing shipping dates

Felipe suggested they delay a shipment for MSA, another customer, to allow time for the additional work on Komatsu. "My KPI was at a good number with MSA, so I thought I might be able to avoid a bottleneck if I can delay shipment on their order."

They approached the MSA customer and asked if they could delay shipment by two or three days but still ship in the same week as promised. MSA said that was not a problem for them.

Then Maisa went back to Komatsu to let them know Wabtec could accommodate their request for full scope, but it would push the delivery date out a week. "They were surprised that it would take us only one additional week," Maisa says. "So, it was good news for Komatsu."

It also felt great for the team in Contagem. Being able to accommodate the Komatsu change in scope felt "very, very wonderful," says Maisa. "It was difficult, and we were able to prioritize and make it happen."

"It was difficult, and we were able to prioritize and make it happen."

— Maisa Cunha

Simandou success

Nadege Ongbile Yoko in West Africa and Gunjan Malhotra in India share how their teams collaborated to land the Simandou deal and then to ship those first locomotives out the door.



**Nadege
Ongbile Yoko**

Managing Director
Commercial
West Africa



**Gunjan
Malhotra**

Director
Supply Chain Freight
India

The Marhowra plant has been contracted for more than 140 locomotives for SimFer, the joint venture between WCS and Rio Tinto. The locomotives are an innovative supplier-led solution for this pit-to-port iron ore project in Guinea.

When asked how long ago she started working on this deal, Nadege Ongbile Yoko, Managing Director, Commercial in West Africa, says, “I started with Wabtec in 2014. And I can tell you I started working on this deal in 2014.”

For years, Nadege focused simply on introducing the customer to Wabtec’s capabilities and expertise. “It was a proactive journey to educate the client about what Wabtec does,” she says.

Starting with Erie

Wabtec supplied Rio Tinto with 32-ton axle load locomotives for their Australian operations, and initially that’s what they were leaning toward for Guinea. “But the Simandou line was built following Chinese standards as a 25 tons per axle track,” Nadege says. “The tender specification along with all the other customization Rio Tinto needed made us lean toward an Erie-built product leveraging the ES43ACi locomotive.”

Wabtec’s initial proposal was for a U.S.-made product assembled in Erie, but the Chinese competition undercut the price by a significant margin. “We were not expensive, but we were higher

than the budget they had for the project,” she says. “And our Chinese competitors were way, way below what we were putting on the table.”

The Marhowra solution

“We continued to force ourselves into the conversations,” Nadege says. “And eventually we said, hey, we could have a more cost-effective solution. And that’s when India came into play.”

To provide more competitive pricing, Wabtec proposed the same ES43ACi locomotive but to be assembled in India, and sold the customer on the idea of a more cost-optimal, supplier-led solution rather than leading with customer customizations.

“The Product team quickly demonstrated that the India product could deliver on the Simandou objectives,” Nadege says. “They showed that the locomotives could work on that rail line, move the tonnage the customer was expecting and — cherry on the top — it was more cost-effective.” Wabtec was still higher than the competition, but the customer was convinced that the Wabtec assets would provide more value than the competition.

Making it happen

This was the first export project for India, and there were many Guinea-specific issues and requirements, starting with the locomotive’s ability to handle some extremely long bridges.

“Initially, every customer requirement looked challenging,” says Gunjan Malhotra, Director of Supply Chain Freight in India. “What stood out was how our Engineering and Program teams worked closely with the customer to turn those challenges into solutions.”

“I started with Wabtec in 2014.
And I can tell you I started
working on this deal in 2014.”

— Nadege Ongbile Yoko



Because the project included several changes from the standard Indian railway locomotive, the plant had to quickly adapt manufacturing processes, infrastructure, and workforce capabilities. The payoff, however, was big.

"We knew that success would not only meet a customer commitment but also demonstrate India's capability to deliver world-class locomotive platforms for global markets," Gunjan says.

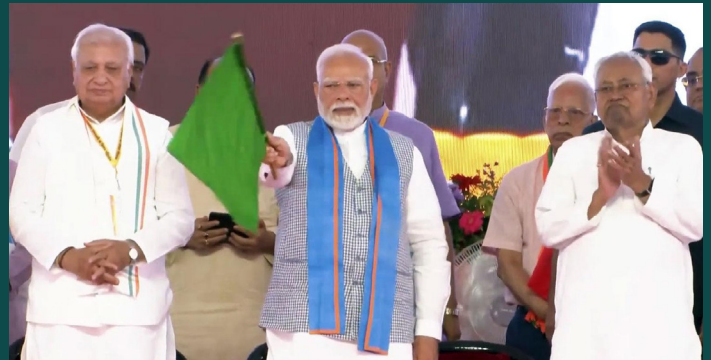
Building with purpose

The project began with a realistic delivery timeline, but the plant repeatedly over-performed on deadlines. "What ultimately changed the trajectory was the extraordinary commitment of the team," Gunjan says. The plant hosted regular customer visits, and he says those interactions had a profound impact. "The customer shared their vision for Guinea and how the Simandou project would contribute to the country's economic development and future growth. That gave our teams a much deeper sense of purpose beyond simply building locomotives."

"We have over 150 years of experience, and I knew there was no way we would not be able to deliver on what we saw our product simulations do," Nadege says. She also credits Christie Drabic, the Global Program Manager Leader, for her positive impact on the project. "She only sees possibilities in what would seem to be impossibilities, and she transferred that positive energy to the shop floor. With her attitude and Gunjan's leadership, it was clear that we could deliver."

A last-minute request

When the first locomotive was ready to ship, leadership from both the government and the customer traveled to Marhowra to



see it in person. That first locomotive, by customer request, was named KÔMA, in honor of Guinea's president's home village.

Although only one locomotive was promised for that date, the plant had the second one ready to go as well. "The idea emerged to unveil the second locomotive and name it after Guinea's second-highest official, who was attending," Gunjan says. "Everyone came together with a single goal: surprise the customer and create a memorable moment. It was a massive effort across the plant, and the energy was incredible."

The team had only a few hours to put the name on the cab, but they made it happen. "That was a fantastic moment," Gunjan says. "When the second locomotive was revealed, it had a huge emotional impact on the customer."

"It's hard to explain the emotions he had on his face when he saw his name on the loco," Nadege says. "It was a last-minute request, but Gunjan's team did a phenomenal job. From a human perspective, these are the little things that build connection."

Norfolk Southern deals

It takes planning, collaboration, and sometimes innovative problem-solving between Commercial and Operations to make deals like this happen.



Why are these two Norfolk Southern projects so significant?

Kaleigh: Norfolk Southern was the first railroad to take a DC EVO from us 20 years ago, and they are our launch partner for our first — and the industry's first — DC EVO modernization this year. We're also producing the first new locomotives that we've manufactured in over a decade.

Sofia: Right now, we're building 40 new locomotives in Texas.

Mike: And in Erie, we're producing the first DC EVO modernization.

When the EVO first hit the market, it revolutionized the industry. We're seeing those products now after they've been running the rails for 20 years.



Can you tell us about the need to accelerate delivery of these new locomotives?

Kaleigh: If I think about how this deal came to be, two years ago Norfolk Southern came to us with a problem. They needed power and they asked us to accelerate the deliveries of those new Tier 4 C locomotives this year.

As the saying goes, never let a good crisis go to waste. So, through a series of dialogues and a lot of uncharted territory, we were able to accommodate that. I think it's a testament to our partnership, both internally and externally.



**Kaleigh
Reyes**

Key Account Manager
Norfolk Southern
Atlanta, GA



**Sofia
Odriozola**

Senior Manager
Materials, Planning, and
Configuration Control
Fort Worth, TX



**Mike
Zaccheo**

Materials Manager
Erie, PA

Sofia: I think it's all about communication. Engaging the right teams early on in the process is really important for our success. We see what's possible, and if it's not possible, how do we make it possible?

"It takes all of us to get a deal done like this one with Norfolk Southern. It takes every single person who works for Wabtec."

— Kaleigh Reyes



How are the teams in Erie approaching the modernizations?

Mike: We're excited because this is definitely something different. We're treating this as a new product. Recently we've primarily been doing overhauls on the FDL product. Even though these EVOs were built in this very plant

20 years ago, we're dusting off the cobwebs of how we built them and learning a lot.

Folks working on the floor have a long association with Norfolk Southern. We've been producing these locomotives for them for decades. It's a signal of longevity to be doing these modernizations.

Kaleigh: Even though they haven't bought new locomotives in a decade, Norfolk Southern has been investing constantly with Wabtec through modernizations like the FDL locomotives Mike mentioned. This is an evolution of that partnership we've had with them.

"We see what's possible, and if it's not possible, how do we make it possible?"

— Sofia Odriozola



What do you think Norfolk Southern values about partnering with Wabtec?

Mike: I think in one word it's quality. It's building a quality product, one that everyone can take pride in and that the customer can depend on.

Sofia: I think for our customers, quality is important, as well as reliability and trust. Every employee plays a role in building and maintaining that trust when they turn raw material into a quality product that eventually ships out the door and delivers to the customer safely and on time.

Kaleigh: This is a team sport. These deals are won on the backs of how we show up as a team, as One Wabtec every day, and through the reliability of the assets that we produce.

What we do is complicated, right? We do heavy industrial engineering. It is specialized, and it takes cross-functional teamwork across our business units to accomplish some of the things we set out to do for our customers. I think that's evidenced by some of our long-standing relationships like our partnership with Norfolk Southern.

It takes all of us to get a deal done like this one with Norfolk Southern. It takes every single person who works for Wabtec. Everybody has a role to play. What we've accomplished, we accomplished together.



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

Moving the world

We do business on every continent of the globe — except Antarctica. We have customers in North America, South America, Europe, Asia, Africa, and Australia.



KEY WABTEC CUSTOMERS

Business Unit	Equipment	Services	Digital Intelligence
2025 Revenue	\$2.4B	\$3.1B	\$1.0B