WORLDWIDE ROLLING STOCK MANUFACTURERS

Market Insights and Factsheets for Top 50 Manufacturers and Overview of 190 Companies and 370 Production Sites
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Market Insights and Factsheets for the Top 50 Manufacturers and Overview of 190 Companies and more than 370 Production Sites

Available in English from 06th November 2018.
Now you can also purchase the data annex in Excel format (see overview data sheets on page no. 6 for more information).

SCI Verkehr presents the current product and service range of around 190 rolling stock manufacturers and also offers company figures and information about the current and future orientation of the world leaders in the manufacture of rolling stock in this MultiClient study. Furthermore, the study shows their production sites in detail, analysed by regional distribution and capacities.

The study “Worldwide Rolling Stock Manufacturers” analyses and explains the market along the revenues with new rolling stock. Previously to the publication of this study, SCI Verkehr surveyed the 50 largest manufacturers of rolling stock averagely from 2013 to 2017.

In terms of sites, the production facilities of traditional rolling stock production are taken into consideration first of all. Sites at which the maintenance and/or refurbishment of the vehicles are performed are not taken into consideration. A site is defined as a geographical place or location where a company or an operating facility of a company is located. For smaller companies, the site is also generally the company headquarters.

Within the scope of this study, SCI Verkehr is mainly focusing on the top of the value creation chain. Manufacturers of subsystems, components and assemblies are not considered. All input data used for these assessments has been summarized in corporate fact sheets; they have been sent to the respective market players for discussion and revaluation, and can be found in the studies and easily used for further detailed analysis.

In concrete terms, this market study “Worldwide Rolling Stock Manufacturers” provides:

- Worldwide trends and market volumes in the rolling stock industry
- Analysis of the production sites by product segment and production capacities
- Manufacturer analysis by regional presence, products and profitability
- Detailed profiles of the 50 most important rolling stock manufacturers worldwide, including company figures, production and services focus segments as well as analyses regarding the current and future strategic direction of the company
- Contact addresses and basic information on all 359 rolling stock manufacturing sites worldwide in the appendix of the study

NEW Explore our additional offer of the data annex in Excel format

- All in this study displayed figures and graphs concerning markets, installed bases and deliveries are transparently and comprehensively available
- Apply the data sets for an individual evaluation and configuration or to access and supplement available market data
SCI Verkehr GmbH is an independent consultancy company specialising in the markets and economics of transport. We have close connections to the rail industry, with consultants in a wide range of specialist fields. We have an extensive network of experts in Germany and abroad and we specialise in market and strategy issues for the mobility sector. Our activities focus on companies in the transport and rail industry, logistics, public and private transport companies and transport and economics departments in public administrations at national, regional and municipal levels.

Your contact

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1.1 Overview

The top ten manufacturers for new vehicles worldwide 2017

The 10 most important rolling stock manufacturers generated a combined new vehicles revenue of around EUR 40 billion in 2017, more than 70% of the global market for new vehicles with a volume of EUR 54.7 billion. Overall, there were eleven major rolling stock manufacturers with new vehicle revenue of more than EUR 1 billion in 2017.

The changing rolling stock industry brought some interesting dynamics to the ranking of the largest companies in the industry. The planned merger of the rail divisions of Alstom and Siemens Mobility, which is expected to be finalised in the first half of 2019, will lead to the establishment of a second major player in the railway supply industry besides CRRC. The European Commission (EC) is concerned that this merger could reduce the competition in the fields of rolling stock and control command and signalling (CCS) technology, and lead to higher prices, less choice and lower innovation for tenders in these fields, due to the lower competitive pressure. Therefore, it is not cleared, if the EC will agree or make some requirements to this merger, e.g. Siemens and Alstom have to submit part of its revenue.
1.2 Development of companies and site strategies

[...]

1.2.1 Consolidation process intensifies with creation of new large manufacturers

The main reason behind the development of new products, new integrated solutions and the continuous push towards the After-Sales market in addition to geographical expansion is the competitive pressure felt by rolling stock manufacturers. As a reaction, many players even try to reposition themselves fundamentally, either exiting the industry or upgrading their position through external growth. The companies’ recent quest to improve their competitive situation locally and/or globally thus saw the intensification of the consolidation wave which started in 2015:

– [...]

– According to Wallner Weiβ, the insolvency administrator responsible for the proceedings, Poprad-based freight wagon manufacturer Tatrávagonka acquired insolvent company Waggonbau Niesky in September 2018. A definite completion of the transaction is still subject to the approval of competition authorities. Previously, Chinese company CRRC had been repeatedly linked to the acquisition. In addition, WBN and trade union IG Metall agreed on a location and employment guarantee as well as taking over tariff contracts.

[...]

New market entries

[...]

– In April 2017, the Diesel Plant LLC was founded, which is part of the Aurum Group. The Aurum Group is a Ukrainian diversified industrial and investment group. The new company is focused on the production of freight wagons, including gondola wagons as well as grain hopper wagons. The plant intends to launch production of other types of rolling stock in the future. The company's capacities allow the production of up to 200 wagons per month.

[...]

1.2.2 Global expansion targets almost all market regions

[...]

Global presence is a key factor in the strategies of the largest manufacturers

[...]

At the same time, several very large market regions remain comparably closed or require co-operations of some kind.

Players from the following regions currently stand out with regards to their global expansion:

– Eastern Europe – In the recent past, several traditional rolling stock manufacturers (or former maintenance providers) have strengthened their competitive position for new rolling stock. Aside from their expansion within Eastern Europe and partly to the CIS region, they are especially targeting Western Europe, where they add competition to the established manufacturers.
The following table shows offerings by vehicle segment of the eleven largest rolling stock manufacturers - all of which had a new vehicle revenue of at least EUR 1 billion (2017) - and their market shares for the period between 2013 and 2017: The market share is based on delivered units in the period from 2013 to 2017.

<table>
<thead>
<tr>
<th>Manufacturer</th>
<th>E-Loco</th>
<th>D-Loco</th>
<th>HST</th>
<th>EMU</th>
<th>DMU</th>
<th>Metro</th>
<th>LRV</th>
<th>PC</th>
<th>FW</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRRC</td>
<td></td>
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<tr>
<td>Bombardier Transportation</td>
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<tr>
<td>Alstom</td>
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<tr>
<td>Siemens Mobility</td>
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<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Hitachi Rail Systems**</td>
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<tr>
<td>Transmashholding</td>
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<tr>
<td>Stadler Rail</td>
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<tr>
<td>Trinity Rail</td>
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<td></td>
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<tr>
<td>The Greenbrier Co.</td>
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<tr>
<td>Kawasaki Heavy Ind.**</td>
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<td></td>
<td></td>
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<tr>
<td>GE Transportation</td>
<td></td>
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</tbody>
</table>

* The list covers the 11 largest manufacturers ranked by their total new vehicle revenue above EUR 1 bn. Market shares are measured in cars or locomotive sections, LRVs are measured in units.

Figure 2: Worldwide market shares of the largest rolling stock manufacturers 2013-2017

Data table (additional offer): 1.3 Market share rolling stock

1.2.4 Margins

 […]
1.3 Production sites and capacities in the regions

Around 190 companies manufacture rolling stock at approximately 370 sites worldwide. Many manufacturers are integrated rail technology groups and also provide components for rolling stock, vehicle services such as maintenance or refurbishment, as well as infrastructure and systems technology related products and services.

Figure 3: Worldwide distribution of manufacturers and sites
Data table (additional offer): 2 Production sites

[...]

<table>
<thead>
<tr>
<th>Region</th>
<th>Manufacturers (segmental share)</th>
<th>Manufacturers (total)</th>
<th>Sites (segmental share)</th>
<th>Sites (total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa / Middle East</td>
<td>~11</td>
<td>~11</td>
<td>~17</td>
<td></td>
</tr>
<tr>
<td>Asia</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australia / Pacific</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastern Europe</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South / Central America</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Europe</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 4: Regional manufacturing distribution of rolling stock segments
Data table (additional offer): 2 Production sites
1.4 Regional market characteristics

South/Central America

- South/Central America has a domestic-grown manufacturing scene for freight wagons with Greenbrier-Maxion (former AmstedMaxion) being the largest regional player. The locomotives and passenger vehicles segments are underdeveloped, but foreign multinationals such as Alstom, Bombardier, CAF, Hitachi, and Hyundai Rotem have opened sites in the region to cater to the growing demand. GE and EMD operate locomotive sites. CRRC is planning to build a production site for locomotives, freight wagons and passenger coaches. However, some of the production sites are not fully utilised due to decreasing demand in the market and political differences in some countries.

- Around 15 manufacturers are headquartered in South America. After Greenbrier Co. increased its directly owned stake in the JV Amsted-Maxion to 60%, the corporation is the largest freight wagon manufacturer in South America. Besides Greenbrier-Maxion, Randon is the only freight wagon manufacturer headquartered in South America, which is among the 50 most important manufacturers, worldwide. Manufacturers located in South America have about ten sites exclusively in South America.

- Out of around 20 production sites in South America, local manufacturers operate only around half. North American, Western European, and Asian manufacturers operate the other plants.

- South America was an attractive market, in which local and extra-regional manufacturers have positioned themselves. In the medium term, the development of even more new sites is not likely, because it will largely depend on the development of demand in the large country markets, such as Brazil and Argentina. For example, the Brazilian rolling stock industry is facing a crisis: there were still no orders for delivery in 2019 with date to May 2018. Currently, there are some tenders published. Simultaneously, the existing production sites are not fully utilised, why it is more likely to expand the existing production sites.
3 Rolling stock manufacturers

3.1 Worldwide manufacturers of locomotives

Worldwide, there are currently around 50 active locomotive manufacturers. The manufacturing landscape is very diverse: Half of all locomotive manufacturers offer both electric and diesel locomotives. There are many specialised diesel locomotive manufacturers, but only a few specialised electric locomotive manufacturers. In general, the market for diesel locomotives is a global market with demand from all regions. In contrast, the market for electric locomotives is largely limited to the Eurasian double continent. The manufacturing sites are located, accordingly.

Among the specialised diesel locomotive manufacturers, there are many niche manufacturers that only offer smaller shunting locomotives, mainly for industrial or mining applications.

[...]

3.1.2 Production sites and regional developments

[...]

Table 1: Capacities locomotives per region 2010 – 2020

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa/Middle East</td>
<td>350</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asia</td>
<td>4,670</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australia/Pacific</td>
<td>120</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIS</td>
<td>1,680</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>190</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>1,710</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South/Central America</td>
<td>200</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Europe</td>
<td>870</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>World total</strong></td>
<td><strong>9,790</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[...]
3.1.3 Capacities and utilisation per region 2017

<table>
<thead>
<tr>
<th>Region</th>
<th>Production capacity p.a.</th>
<th>Capacity utilisation</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>2,350</td>
<td>![High Utilisation]</td>
<td>Medium utilisation of production capacities due to higher prices of new locomotives based on stricter emissions standards and increased focus on the modernisation and expanding of the useful life of the existing assets. After the low demand registered in 2016 and 2017, production figures are slightly going up.</td>
</tr>
</tbody>
</table>

The short-term capacity (standard capacity) is usually around 70% of the maximum long-term capacity. The depicted utilisation rate relates to the standard capacity. Capacity utilization: ![Very High] = very high, ![High] = high, ![Medium] = medium, ![Low] = low, ![None] = none.

3.1.4 Market shares of locomotive manufacturers

Electric locomotives

About 60% of the electric locomotives delivered between 2013 and 2017 came from Asian manufacturers. This share was primarily achieved on the Asian market, although Chinese suppliers have been intensifying their export activities. Chinese electric locomotives have already been exported to Kazakhstan, Uzbekistan, Belarus, South Africa, Iran, Macedonia, Serbia and Ethiopia. Despite these, Chinese manufacturers have lost worldwide market shares in this period.
4 Factsheets of the largest vehicle manufacturers

4.15 J-TREC

Japan Transport Engineering Company (J-TREC)

Overview

Headquarters
3-1 Okawa, Kanazawa-ku, Yokohama 236-0043 Japan
www.j-trec.co.jp/eng/
Tel: +81 45 785 3009

Management
Naoto Miyashita (President)

Current shareholders
100% JR East

Development of revenue and profit of JR East (Transportation division)
(FY ending March)

<table>
<thead>
<tr>
<th>Year</th>
<th>Employees</th>
<th>Revenue (EUR mn)</th>
<th>Operating Profit (EUR mn)</th>
<th>Order intake (EUR mn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/18</td>
<td>1,150</td>
<td>16,990* (JPY 2,018 mn)</td>
<td>2,866* (JPY 340 bn)</td>
<td>-</td>
</tr>
</tbody>
</table>

*Revenues and operating profits stated include Transportation business of JR East incl. Services, Operations and Manufacturing

Company description

Company introduction
Japan Transport Engineering Company (J-TREC) is a subsidiary of East Japan Railway Company (JR East), one of the largest passenger rail operators, worldwide. J-TREC’s portfolio in the rolling stock segment includes LRVs and metros as well as HSTs (Shinkansen) and multiple units. In addition, J-TREC produces special-purpose vehicles such as containers, trailers and tank wagons as well as parking garages.

Company history
Tokyu Car Corporation, the predecessor of J-TREC, was founded on 23rd August 1948. Tokyu Car was a licensee of an early-generation (early-1960s) stainless-steel commuter EMU train body and related bogie technology from the Budd Company of the United States. JR East took over the former Tokyu Car Corporation and added its own rail vehicle manufacturing facility Niitsu Rolling Stock Manufacturing Factory in April 2014 to form J-TREC. JR East founded the Niitsu Rolling Stock Manufacturing Factory, the first full-scale rail vehicle manufacturing plant owned by a railway operating company in Japan. This was accomplished by expanding the vehicle maintenance facilities in Niigata in 1994 with the aim of establishing a comprehensive management system for rail vehicles in which all the stages, from design to disposal, would be controlled.

Recent business development
Revenue
For FY 2017/18, JR East’s revenue totalled EUR 16.9 billion (JPY 2.02 trillion), remaining almost at the same level compared to the previous FY. J-TREC’s revenue is only a fraction of this, and cannot be specified based on official documents. Regarding the operating profit, JR East reached JPY 340.4 billion in FY 2017/18, which corresponds to approximately EUR 2.87 billion.

Current relevant company information
In January 2017, the Tokyo-based public railway transport operator Toei awarded J-TREC a contract for the delivery of 27 eight-car EMUs of the type Sustina S13 for operations on the Toei Asakusa Line from Nishi-Magome to Oshiage. The whole delivery will be completed by the end of 2021. Upon delivery, the EMUs of series 5300 from the years 1990 to 1997 will be
taken out of service.

On July 2017, the first of five EMUs of series 5000 to Tokyo commuter operator Keio Corporation were delivered to Wakabadai depot on the Keio Sagamihara Line. The ten-car trains entered passenger service in September 2017 and have been used on a new limited express service since spring 2018.

**New product platforms**

By 2020, JR East plans to introduce DC EMUs of the E235 series for commuter rail services on the Yamanote Line in Tokyo. A pre-series train was delivered in March 2015. The entire fleet of 52 E231-500 series trains formerly used on the line will be replaced by the E235 series trains before the 2020 Summer Olympics in Tokyo.

**Shinkansen ALFA-X:** In July 2017, JR East announced it would introduce a new ten-car test train, known as ALFA-X (Advanced Labs for Frontline Activity in rail eXperimentation), in spring 2019. The new 360 km/h model will operate on the Tohoku, Joetsu and other HSR lines. JR East will complete the next model by around FY 2030. The ALFA-X test train is expected to have two different end car nose profiles. It has not been announced whether J-TREC, another manufacturer or a consortium will build the new Shinkansen model.

**Medium- and long-term outlook of the company**

For FY 2017/18, the company plans to have revenue of JPY 2 trillion (EUR 16.8 billion). The company also has a target for operating profit of JPY 350 billion in 2020.
Strategic focus

Worldwide presence

J-TREC focuses sales on its domestic market of Japan. It delivers a large proportion of its production to parent company JR East. Nevertheless, J-TREC has also been successful in other markets, especially in Asia but also in the USA, and has become active in Europe as well.

Product strategy

Focus on passenger rolling stock

J-TREC mostly produces passenger rail rolling stock, and can deliver a wide variety of segment products, such as metros, EMUs, DMUs and HSTs. It also produces containers and other special products for the freight transport industry.

Value creation

Medium vertical integration

J-TREC manufactures a range of vehicle components in-house, but also sources important parts (e.g. electrical components) externally, for example from Toshiba and Mitsubishi.

New markets

Export strategy

J-TREC has excess manufacturing capacities and has exported vehicles to foreign markets in order to better utilise its resources. Most recently, the manufacturer submitted a bid in the UK.

Facilities and co-operations

J-TREC’s two sites in Yokohama and Niitsu (Niigata) can manufacture HSTs, EMUs, DMUs and metro vehicles.

Co-operations and joint ventures

Co-operations with other companies: J-TREC cooperates with other Japanese manufacturers such as Toshiba and Mitsubishi.

Sites of final assembly

<table>
<thead>
<tr>
<th>Country</th>
<th>Site</th>
<th>Products</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td></td>
<td>HST, EMU, DMU, Metro</td>
<td>Production capacity: 1,220 cars p.a.</td>
</tr>
<tr>
<td>Japan</td>
<td>Yokohama</td>
<td>HST, EMU, DMU, Metro</td>
<td>Production area: 118,025 m² Production capacity: 920 cars p.a.</td>
</tr>
<tr>
<td></td>
<td>Niitsu</td>
<td>HST, EMU, DMU, Metro</td>
<td>Production area: 43,000 m² Production capacity: 300 cars p.a.</td>
</tr>
</tbody>
</table>

Product segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Market shares (2013 – 2017)</th>
<th>Important platforms</th>
<th>Description and main customers of platform</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMU</td>
<td>~10% (Japan) ~5% (AS)</td>
<td>E233-8500</td>
<td>The E233-8500 is the newest EMU platform of the E233 series. The series can be configured as six-car trainset and has been operated in Japan by JR East since 2017.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E235</td>
<td>The E235 series have stainless steel bodies and can be configured as an 11-car trainset with six motored (M) cars and five non-powered trailer (T) cars. Currently 143 are operated by JR East on the Yamanote Line.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E353</td>
<td>The E353 series is a tilting EMU operated by JR East in Japan since December 2017. The E353 consists of one nine-car set and one three-car set.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3000</td>
<td>The A3000 series is a two-car EMU operated by Shizuoka Railway in Japan since 2016.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EV-E301</td>
<td>The EV-E301 series is a two-car battery EMU operated by JR East on the Karasuyama Line and Tohoku Main Line since 2014.</td>
</tr>
<tr>
<td>DMU</td>
<td>~16% (Japan) ~3% (AS)</td>
<td>HB-E210</td>
<td>The HB-E210 series is a hybrid DMU operated by JR East in the Sendai area since 2015. The two-car trainset is equipped with a diesel engine and two banks of lithium-ion batteries.</td>
</tr>
</tbody>
</table>
5 ANNEX

5.1 List of worldwide production sites for rolling stock

<table>
<thead>
<tr>
<th>Region</th>
<th>Company</th>
<th>Country</th>
<th>City</th>
<th>HQ</th>
<th>Locos</th>
<th>PV</th>
<th>FW</th>
<th>Address</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>South/Central America</td>
<td>Random</td>
<td>Brazil</td>
<td>Caxias do Sul</td>
<td>R. Ábramo Random, 770 - S Etienne, Caxias do Sul - RS, 95035-010</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+55 3239 2000</td>
</tr>
<tr>
<td>South/Central America</td>
<td>SABB</td>
<td>Argentina</td>
<td>María Juana</td>
<td>Av. Bautista Basasco 41 (92440-000) María Juana - Provincia de Santa Fe</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+54 47 1214</td>
</tr>
<tr>
<td>South/Central America</td>
<td>T'Trans</td>
<td>Brazil</td>
<td>Três Rios</td>
<td>Al. Carmo Nunes, 88, Cep: 29001-055 - Três Rios - RJ</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+55 242251</td>
</tr>
<tr>
<td>South/Central America</td>
<td>Usiminas Mecânicas</td>
<td>Brazil</td>
<td>Vale do Aço</td>
<td>Rua 01, n° 2.000 - Usiminas, Ipatinga - MG, 35160-900</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+55 31 38259600</td>
</tr>
<tr>
<td>North America</td>
<td>Alstom</td>
<td>USA</td>
<td>Hornell</td>
<td>1 Transit Drive - Hornell, NY 14843 - USA</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+1 607 281 2200</td>
</tr>
<tr>
<td>North America</td>
<td>American Railcar</td>
<td>USA</td>
<td>Paragould</td>
<td>901 Jones Rd, Paragould, AR 72400, USA</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+1 870 236 6600</td>
</tr>
<tr>
<td>North America</td>
<td>American Railcar</td>
<td>USA</td>
<td>Marmaduke</td>
<td>7755 AR-34, Marmaduke, AR 72443, USA</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+1 870 597 2224</td>
</tr>
<tr>
<td>North America</td>
<td>Bombardier</td>
<td>Canada</td>
<td>La Pocatiere</td>
<td>130 Route 235 La Pocatiere, Québec, Canada G0R 1Z0</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+1 418 856 1232</td>
</tr>
<tr>
<td>North America</td>
<td>Bombardier</td>
<td>Canada</td>
<td>Thunderbay</td>
<td>1001 Montreal Street, P.O. Box 67, Thunder Bay, Ontario, Canada P7C 4V6</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>+1 807 475 2810</td>
</tr>
</tbody>
</table>
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