

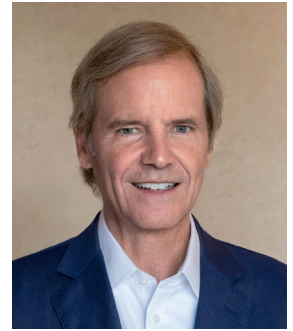


2018 Letter to Our Shareholders

April 5, 2019



Leldon E. Echols
Non-executive
Chairman,
Trinity Industries, Inc.



Timothy R. Wallace
Chief Executive Officer
and President,
Trinity Industries, Inc.

Dear Fellow Shareholders:

The year 2018 was a transformational year for Trinity Industries. On November 1, 2018, we separated into two strong, stand-alone public companies: Trinity Industries, Inc., comprised of our rail-related businesses and our highway products and logistics businesses; and Arcosa, Inc., comprised of our former infrastructure-related businesses. The separation of Arcosa from Trinity positions us to concentrate our focus and resources on adding value to customers within the North American railcar industry.

We are very excited about the opportunities that we see for our integrated platform of railcar products and services. Trinity's unique, integrated platform with leading market positions provides the company with distinct and compelling opportunities for growth. Management's heightened focus on driving improvement in returns through the use of operational and financial levers, as well as a disciplined capital allocation approach for deploying our strong balance sheet, is expected to drive value creation for shareholders.

At the time of the spin-off announcement, our Board of Directors decided it was best for our highway products business to remain with Trinity given the unresolved litigation related to its ET-Plus® guardrail end terminal. In January 2019, the U.S. Supreme Court rejected a request to hear the False Claims Act case filed jointly against Trinity and our highway products business, confirming our long-standing belief that no fraud was committed. We stood strong in our convictions, and justice prevailed. We continue to incur legal costs as we defend a number of lawsuits in multiple jurisdictions regarding the ET-Plus that were filed in the wake of the original jury verdict in the case. As time goes by, we will evaluate our strategic options for the highway products business and

determine the best course of action. Our highway products business contributes to our earnings and cash flow and is supported by a strong, collaborative team of dedicated people. Long-term demand drivers for roadside products in the United States are fundamentally positive.

2018 FINANCIAL RESULTS

As a result of the separation, Trinity's financial statements were recast to reflect our current portfolio of businesses. Our financial results are now reported in three principal segments: the Railcar Leasing and Management Services Group, the Rail Products Group, and the All Other Group (which includes our highway products and logistics businesses). The results of operations prior to the spin-off generated by our former businesses that are now a part of Arcosa are presented as discontinued operations.

Consolidated revenues for the Company totaled \$2.5 billion during 2018 as compared to \$2.4 billion the previous year. Income from continuing operations and diluted earnings per share were \$109 million and \$0.70, respectively, compared to \$134 million and \$0.79 in 2017, adjusted for a one-time non-cash benefit of \$476.2 million, or \$3.06 per common diluted share, related to the effects of the federal Tax Cuts and Jobs Act.

HALF A CENTURY OF EXPERIENCE IN THE RAILCAR INDUSTRY



In this letter, we provide some insights on a number of the foundational concepts that support our vision for our integrated platform of railcar products and services, which are marketed under the trade name *TrinityRail*[®]. Our vision for *TrinityRail* is to be a premier provider of railcar products and services in North America while generating high-quality earnings and returns for shareholders. Ultimately, we envision the *TrinityRail* integrated platform as the “go to source” for

companies that rely on railcars to transport bulk commodities and goods. The *TrinityRail* senior leadership team knows the railcar industry and railcars very well. Trinity has been in the railcar industry for 50 years, in the railcar leasing business for 40 years, and has been a market leader in the railcar industry for 30 years. During the past three decades alone, Trinity delivered more than half a million railcars to the North American railcar market. Maintaining market leadership requires the continuous pursuit of premier performance. We constantly strive to learn more about our customers' businesses and do more with our platform of products and services to create value for our customers and our shareholders.

RAILCARS PLAY A CRITICAL ROLE IN THE NORTH AMERICAN ECONOMY

We value the role railcars play in the North American supply chain and in our economy. Railcars are workhorses within the rail transportation system. They operate 24 hours a day, seven days a week, moving thousands of bulk goods throughout North America. Railcars are an energy-efficient mode of delivering bulk products and have a long, productive life span of up to 50 years. A ton of freight can move more than 450 miles via rail on a single gallon of diesel fuel, resulting in fewer emissions and less highway congestion than transporting freight by truck. At the end of their useful lives, railcars are recycled; their parts are reconditioned for other uses, and the remaining steel is melted down and repurposed.

Most important, railcars play an essential role in our customers' businesses. Railcars are a key infrastructure component, transporting customers' bulk goods to the markets they serve. The *TrinityRail* integrated platform is designed to optimize the ownership and usage of railcars, allowing our customers to devote more resources to their core competencies. The strength and breadth of the integrated platform positions *TrinityRail* to provide value throughout the railcar life cycle.

We work collaboratively with our customers to identify enhancements to our products and services that will optimize their ownership and usage of railcars. Our ability to work closely with our customers underscores Trinity's commitment to maintaining our market leadership positions.

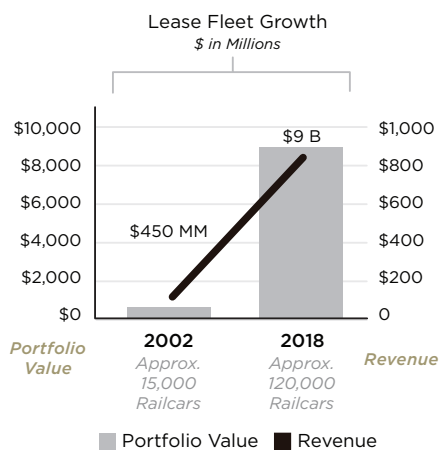
THE *TRINITYRAIL* INTEGRATED PLATFORM IS DESIGNED TO OPTIMIZE RAILCAR OWNERSHIP AND USAGE

Each of the various components that comprise the *TrinityRail* integrated platform has an important function that is essential to the platform's success. *TrinityRail's* commercial services team works collaboratively to develop packages of railcar products and services that meet customers' specific needs. Today, the platform offers approximately 100 different railcar designs that are frequently customized based on customer requirements. The platform also offers railcar manufacturing, maintenance, repair and modification services, as well as a variety of railcar leasing alternatives and fleet management services.



Our railcar leasing and management services businesses provide opportunities for *TrinityRail* to engage with customers throughout the railcar life cycle, strengthening our relationships and creating a direct feedback loop that helps our businesses continuously refine and improve their

products and services. Our leasing and management services businesses generate recurring revenues and profits, providing a stable and growing source of cash flow. They have grown exponentially since 2002, the year we established lease fleet growth as a key objective. In 2002, the book value of the lease fleet was approximately \$450 million and our leasing and



management services businesses produced approximately \$115 million in revenue. During 2018, the Leasing and Management Services Group generated approximately \$840 million in revenue, and as of the beginning of 2019, the owned, partially owned, and managed fleet totaled more than 120,000 railcars with a book value of roughly \$9 billion. During 2018, the fleet transported more than 900 different products serving numerous discrete end markets for more than 600 customers. Our leasing and management services businesses play a key role in the success of the *TrinityRail* integrated platform, as well as in its future growth.

TrinityRail's product development and design professionals contribute to the platform's top-line growth by developing new railcar designs and features for customers. Our manufacturing businesses help optimize railcar ownership and usage by offering the broadest line of railcar equipment in the industry and by building high-quality products. The leaders of our manufacturing businesses work closely with the *TrinityRail* commercial team to balance production lines with demand, leveraging their expertise in manufacturing flexibility to maximize operating leverage throughout the railcar manufacturing cycle. The manufacturing team manages the bottom line through ongoing lean initiatives within our production facilities. *TrinityRail's* maintenance services business expands our service offerings to the owners and lessees of railcars. *TrinityRail's* secondary railcar sourcing and sales team, as well as its railcar ownership program for institutional investors, provides important services that support its leasing, management, manufacturing, and maintenance operations.

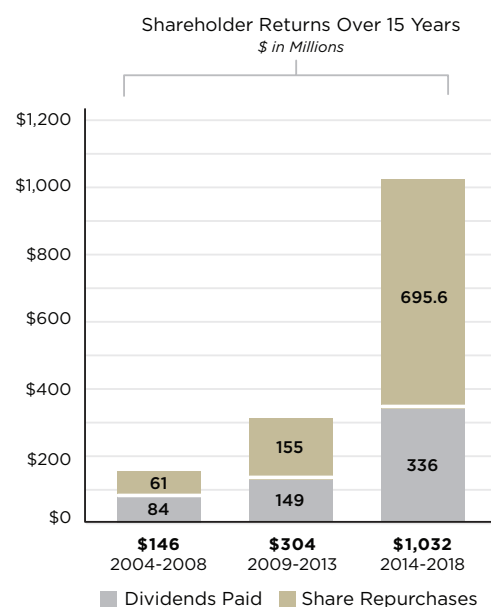
Our logistics business strives to improve supply chain visibility and reliability for *TrinityRail* and our highway products businesses. The private trucking fleet owned by our logistics business enhances *TrinityRail's* operational flexibility and optimizes freight movements. All of the businesses that are part of the *TrinityRail* platform work together synergistically with the goal of providing an unparalleled customer experience. Together, they support the ability of the commercial services team to develop customized packages of products and services that optimize the ownership and usage of railcars for customers in North America.

OUR PRIORITIES FOR *TRINITYRAIL*

We have a number of financial and operational priorities that are designed to improve earnings and drive returns higher during the short term and over the longer term. We are in the process of optimizing our post-spin cost structure, including expenses considered stranded as a result of the spin-off transaction. We are also optimizing our railcar leasing balance sheet to lower our overall cost of capital. At the same time, we are committed to balancing the risk/reward relationship between increasing leverage ratios that enhance shareholder returns with maintaining and improving our credit ratings, which impact the cost of our debt. We have made good progress on our objective to optimize the balance sheet. Our wholly owned railcar leasing company's leverage ratio increased from 34% at the end of the third quarter of 2018 to 47% at year-end 2018.

We expect to use the cash generated by our businesses and balance sheet optimization for prudent investments across the company, including the ongoing expansion of the *TrinityRail* lease fleet, with the intent of doubling its size over the longer term. We intend to dedicate resources to expanding our railcar maintenance capacity to support the lease fleet's growth as well as regulatory compliance requirements. We also expect to invest capital in opportunities for new products and services that will allow us to advance further within the North American railcar value stream, enhancing customer relationships and providing new sources of recurring revenue. Each of our investments will be evaluated relative to the company's cost of capital and the ability of the investment to improve our returns and drive shareholder value creation.

We expect to continue returning capital to shareholders. During the past 15 years, we returned roughly \$1.48 billion to shareholders through share repurchases and dividends, including the repurchase of 28% of the shares outstanding since 2004. As our lease fleet grew, we accelerated this program, and from 2014 through 2018, we returned \$1.03 billion to shareholders, a 240% increase over the prior five-year period. A portion of the most recent repurchase activity was transacted through a \$350 million accelerated share repurchase program completed in the first quarter of 2019 that exhausted the Company's prior \$500 million share repurchase authorization. As a result, the Board approved a new \$350 million share repurchase program in March 2019 that expires on December 31, 2020. Also in March, the Board approved a 31% increase to Trinity's quarterly dividend, raising it from 13 cents to 17 cents per share. These actions are supported by our financial strength, our cash flow generation capability, and the confidence we have in our integrated platform of railcar products and services.



TRINITY'S TEAM

We look forward to working with our new Board, which includes three new Directors. We have a strong Board with expertise that is closely aligned with the needs and requirements of the new Trinity. You can find details about our Board on the back inside cover of the annual report and on our website. We are immensely grateful for our shareholders and their continuing confidence in our abilities to grow and perform. We appreciate our customers, our suppliers, our employees, and the communities in which our businesses operate.

We strive to use company resources in ways that make a positive contribution to our stakeholders. As we pursue improvements that will make our products and services more effective and efficient for the owners and users of railcars, we keep in mind the environmental and societal impacts of our decisions and strive to protect natural resources and the environment for the benefit of current and future generations. We are committed to the key principles of diversity, sustainability, social responsibility, and environmental stewardship. Our Code of Business Conduct and Ethics and our core values emphasize professional conduct, promoting a workplace that is inclusive and free of discrimination, harassment, and retaliation. We are committed to giving back to the communities in which we operate, collaborating with key stakeholders to maximize impact.

CLOSING REMARKS

As you can tell, 2018 was an exciting year for Trinity. Few 85-year-old businesses have the opportunity to separate into two strong, stand-alone companies. While many things have changed for Trinity, our culture, our commitment to excellence, and our strong desire to deliver value to our stakeholders remain the same. We are excited about the opportunity to concentrate our focus on *TrinityRail* and our company's potential for shareholder value creation. The strength and scale of the *TrinityRail* integrated platform uniquely positions us to provide additional benefits to the owners and users of railcars. We look forward to a very bright future.

Leldon E. Echols
Chairman of the Board

Timothy R. Wallace
Chief Executive Officer and President