Letter from the CEO

Entering 2025, the markets in which we operate were in flux. Economic conditions were challenging to assess, our customers around the globe were struggling to gauge their own end markets, equity markets were volatile, and global trade patterns were adjusting amid new tariffs.

Despite this complex landscape, the 2,000+ GATX employees delivered strong results. We posted record earnings per share, which, on an adjusted basis, increased 11% over the prior year, our return on equity was above 12%, and we invested over $1.3 billion across our businesses. Most importantly, we generated strong annualized total shareholder returns ("TSR"): 11.1% for one year, 17.4% for five years, and 17.5% for 10 years, all of which are in line with or compare favorably to relevant indices. Because we invest in long-lived assets and seek to generate attractive risk-adjusted returns over decades, we also consider our 20-year annualized TSR an important metric. Over this period, our TSR was 10.9% versus 9.7% and 9.4%, respectively, for the S&P 500 Equal-Weight and S&P 400 MidCap indices.

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While executing at a high level across our markets, we also closed the largest acquisition in GATX's history: approximately 101,000 railcars acquired from Wells Fargo for $4.2 billion through a newly formed partnership with Brookfield Infrastructure Partners L.P. ("Brookfield"). Additionally, Brookfield directly acquired approximately 22,000 railcars under finance leases from Wells Fargo, which GATX will manage. As a result, GATX's global rail portfolio now totals approximately 280,000 owned and managed railcars.

This acquisition leverages our industry-leading North American railcar leasing platform, diversifies our fleet, and enhances our ability to serve our customers. Although GATX has evaluated other large-scale railcar acquisition opportunities, our disciplined investment approach demands that we remain vigilant stewards of capital. As a result, this was the first time we had the opportunity to acquire a portfolio of this scale at an appealing valuation, and we moved decisively to pursue it. Furthermore, partnering with Brookfield allowed us to size our initial capital outlay appropriately and establish a clear path to full ownership through a novel option structure. This ensures that we maintain substantial capacity to invest in and grow each of our global businesses. We are keenly aware that any asset acquisition, particularly one of this magnitude, will only be deemed successful if it generates the returns that we and our shareholders expect. We have the team and the platform to make this happen.

This acquisition—and the creativity and focus behind it—highlights an important theme: GATX's success today is largely driven by decisions made over many decades. We pursued the Wells Fargo rail acquisition with confidence because we had the right platform to analyze, value, integrate, manage, and ultimately generate attractive returns from the portfolio. Why so confident? Because over the past 20 years, we have consistently invested in our people, maintenance network, IT systems, and myriad other behind-the-scenes elements of our business. These insightful decisions, made by successive management teams with the foresight to invest in foundational aspects of our platform, put us in the optimal position to pursue and execute this acquisition.

In 2025, GATX Rail Europe ("GRE") completed one of its largest acquisitions, purchasing approximately 6,000 railcars from a German rail operator. This transaction was also made possible by decisions made over decades. In 1997, GATX made a small investment to acquire 40% of KVG Kesselwagen, a European railcar leasing company with approximately 10,000 railcars. In 2002, the founders of KVG opted to monetize their remaining stake, and GATX faced a decision: monetize with the founders, bring in another investor, or acquire the remaining

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60%. GATX's management team had the vision to undertake a complicated, multi-party, cross-border transaction to acquire the remaining 60%. Full ownership spurred growth, reinvestment in our platform, and expansion into new railcar types, all with an intense focus on investment returns. Those decisions culminated in last year's acquisition, expanding GRE's fleet to over 36,000 railcars, enhancing our platform and positioning the business for future growth.

As I look at the growth of GATX Rail India since its inception, and the opportunities in front of us today, once again the strategic decisions of successive management teams are key. In 2010, a GATX team studied the rail market in India and devised options for market entrance: partner with an established Indian financial institution, partner with an existing rail industry participant, or "go it alone." The "go it alone" path would take longer, but it would enable GATX to better control our own destiny and benefit fully from the long-term upside. The GATX management team decided to enter the market alone, patiently working through early regulatory and commercial challenges. As a result, today GATX Rail India has over 12,000 railcars in its fleet—the largest lease portfolio and most recognized name in the private rail leasing sector in India—and is ideally positioned for growth.

Another driver of GATX's recent strong financial results has been the performance of our aircraft spare engine leasing business. Like our other global businesses, the success we are enjoying in this market today is borne out of decisions made decades before. In 1998, GATX and Rolls-Royce plc, a leader in global aerospace, formed an aircraft spare engine leasing joint venture, acquiring a pool of aircraft spare engines for $250 million. Why do these assets fit with GATX? Because aircraft engines and railcars share important traits: long-lived, widely used assets with critical service and asset knowledge elements, along with powerful residual realization potential. Today, assets within the Rolls-Royce and Partners Finance joint venture, in which GATX holds a 50% interest, total nearly $6 billion, while aircraft engines directly owned by GATX total over $1 billion. With global air travel historically doubling every 15 years, and expected to do so again, the prospects for aircraft spare engine leasing are positive.

These examples reflect how GATX invests in and manages assets with a long-term view. Similarly, we continuously invest in the development of our people to ensure that each successive management team benefits from the decisions made and lessons learned by their predecessors. We understand that the decisions we make today will help drive the company's success—or present challenges—in the decades ahead. We take that responsibility seriously, as did the leaders of this company before us.

As we continue to build on a strong foundation shaped by disciplined decision making, we also recognize the long-standing responsibilities and values that define who we are—both as a company and within the communities in which we operate. Our legacy of community engagement dates back 100 years when our railcars delivered relief to disaster victims. This history reflects our belief that long-term success is inseparable from strong, vibrant communities, and that commitment will remain central as we continue to grow.

I want to thank our shareholders, customers, employees, Board of Directors, and partners for their trust in GATX. Your support drives us forward. Lastly, I want to thank all previous GATX leaders and employees who built the foundation upon which we operate today. Your decisions and strategic insights have positioned us to continue delivering growth and attractive returns in the decades ahead.

Robert C. Lyons
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GATX Corporation