

GATX

BAIRD'S 2020 GLOBAL INDUSTRIAL CONFERENCE

NOVEMBER 12, 2020

Forward-Looking Statements

Statements in this presentation not based on historical facts are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 and, accordingly, involve known and unknown risks and uncertainties that are difficult to predict and could cause our actual results, performance, or achievements to differ materially from those discussed. These include statements as to our future expectations, beliefs, plans, strategies, objectives, events, conditions, financial performance, prospects, or future events. In some cases, forward-looking statements can be identified by the use of words such as "may," "could," "expect," "intend," "plan," "seek," "anticipate," "believe," "estimate," "predict," "potential," "outlook," "continue," "likely," "will," "would," and similar words and phrases. Forward-looking statements are necessarily based on estimates and assumptions that, while considered reasonable by us and our management, are inherently uncertain. Accordingly, you should not place undue reliance on forward-looking statements, which speak only as of the date they are made, and are not guarantees of future performance. We do not undertake any obligation to publicly update or revise these forward-looking statements. The following factors, in addition to those discussed in our other filings with the U.S. Securities and Exchange Commission ("SEC"), including our Form 10-K for the year ended December 31, 2019 and subsequent reports on Form 10-Q, could cause actual results to differ materially from our current expectations expressed in forward-looking statements:

- the severity and duration of the global COVID-19 pandemic, including impacts of the pandemic and of businesses' and governments' responses to the pandemic on our personnel, operations, commercial activity, supply chain, the demand for our assets, the value of our assets and our liquidity
- exposure to damages, fines, criminal and civil penalties, and reputational harm arising from a negative outcome in litigation, including claims arising from an accident involving our railcars and other transportation assets
- inability to maintain our transportation assets on lease at satisfactory rates due to oversupply of assets in the market or other changes in supply and demand
- a significant decline in customer demand for our assets or services, including as a result of:
  - weak macroeconomic conditions
  - weak market conditions in our customers' businesses
  - declines in harvest or production volumes
  - adverse changes in the price of, or demand for, commodities
  - changes in railroad operations or efficiency
  - changes in railroad pricing and service offerings, including those related to "precision scheduled railroading"
  - changes in supply chains
  - availability of pipelines, trucks, and other alternative modes of transportation
  - changes in conditions affecting the aviation industry, including geographic exposure and customer concentrations
  - other operational or commercial needs or decisions of our customers
  - customers' desire to buy, rather than lease, our transportation assets
- higher costs associated with increased assignments of our transportation assets following non-renewal of leases, customer defaults, and compliance maintenance programs or other maintenance initiatives
- events having an adverse impact on assets, customers, or regions where we have a concentrated investment exposure
- financial and operational risks associated with long-term railcar purchase commitments, including increased costs due to tariffs or trade disputes
- reduced opportunities to generate asset remarketing income
- inability to successfully consummate and manage ongoing acquisition and divestiture activities
- operational and financial risks related to our affiliate investments, including the Rolls-Royce & Partners Finance joint ventures, and the durability and reliability of aircraft engines
- fluctuations in foreign exchange rates
- failure to successfully negotiate collective bargaining agreements with the unions representing a substantial portion of our employees
- asset impairment charges we may be required to recognize
- deterioration of conditions in the capital markets, reductions in our credit ratings, or increases in our financing costs
- uncertainty relating to the LIBOR calculation process and potential phasing out of LIBOR after 2021
- competitive factors in our primary markets, including competitors with a significantly lower cost of capital than GATX
- risks related to our international operations and expansion into new geographic markets, including the inability to access railcar supply and the imposition of new or additional tariffs, quotas, or trade barriers
- changes in, or failure to comply with, laws, rules, and regulations
- inability to obtain cost-effective insurance
- environmental remediation costs
- potential obsolescence of our assets
- inadequate allowances to cover credit losses in our portfolio
- operational, functional and regulatory risks associated with severe weather events, climate change and natural disasters
- inability to maintain and secure our information technology infrastructure from cybersecurity threats and related disruption of our business

History and Business Overview



GATX's 122-Year History

1898
Established as railcar lessor with 28 railcars

1907
Began manufacturing railcars

1919
Initiated quarterly dividend

1936
Began rail investment in Canada

1984
Exited railcar manufacturing

1985
Began locomotive investment

1994
Began rail investment in Europe & Mexico

1998
Formed Rolls-Royce and Partners Finance Affiliates (RRPF)

2003
Acquired 100% ownership in European rail joint venture and formed GATX Rail Europe (GRE)

2012 & 2013
Began rail investments in India and Russia

2020
$8.7 billion in assets and ~148,500 wholly owned railcars worldwide as of 9/30/2020

GATX Today – Business Segments



RAIL NORTH AMERICA

- Premier railcar lessor
- Diversified fleet of over 118,000 railcars
- Strong customer credit quality, diversification in car types and commodities carried
- $2.7 billion of committed lease receipts as of 12/31/2019



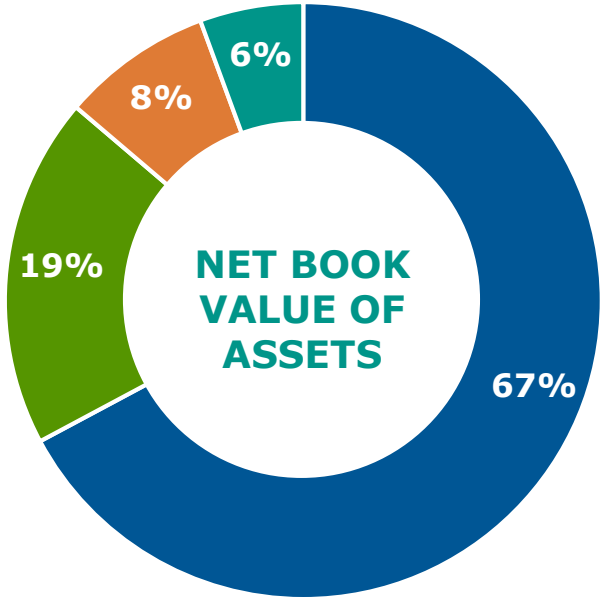
RAIL INTERNATIONAL

- GATX Rail Europe (GRE) is a leading European tank car and freight car lessor with approximately 26,000 railcars
- Strong customer credit quality, diversification in car types, geography, and commodities carried
- GATX Rail India (GRI) is the largest railcar lessor in India with over 4,000 railcars



PORTFOLIO MANAGEMENT

- Largely comprised of our 50% ownership of Rolls-Royce and Partners Finance Affiliates (RRPF), a leading worldwide lessor of aircraft spare engines
- RRPF portfolio has approximately 440 aircraft spare engines with $4.6 billion of net book value



~$8.7 Billion NBV*

- Rail North America
- Rail International
- Portfolio Management
- Other

As of 9/30/2020
**Assets from continuing operations*

Straightforward and Proven Business Model

BUY

the railcar at an economically attractive and competitively advantaged price at the right time



LEASE

the railcar to a quality customer at an attractive rate for a term that reflects the business cycle



SERVICE

the railcar in a manner that maximizes safety, in-use time, and customer satisfaction



MAXIMIZE

the value of the railcar by selling or scrapping at the optimal time



GATX Rail North America Overview

2019 OVERVIEW

WHOLLY OWNED FLEET COUNT

118,000+

CAR TYPE COUNT

160+

AVERAGE FLEET AGE

20 Years

LOCOMOTIVE COUNT

625+

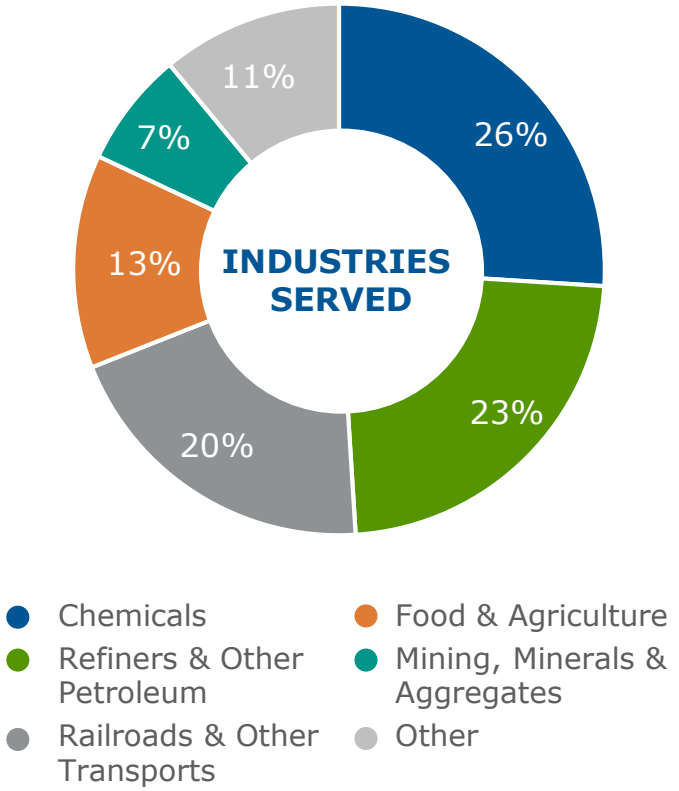
NUMBER OF CUSTOMERS

850+

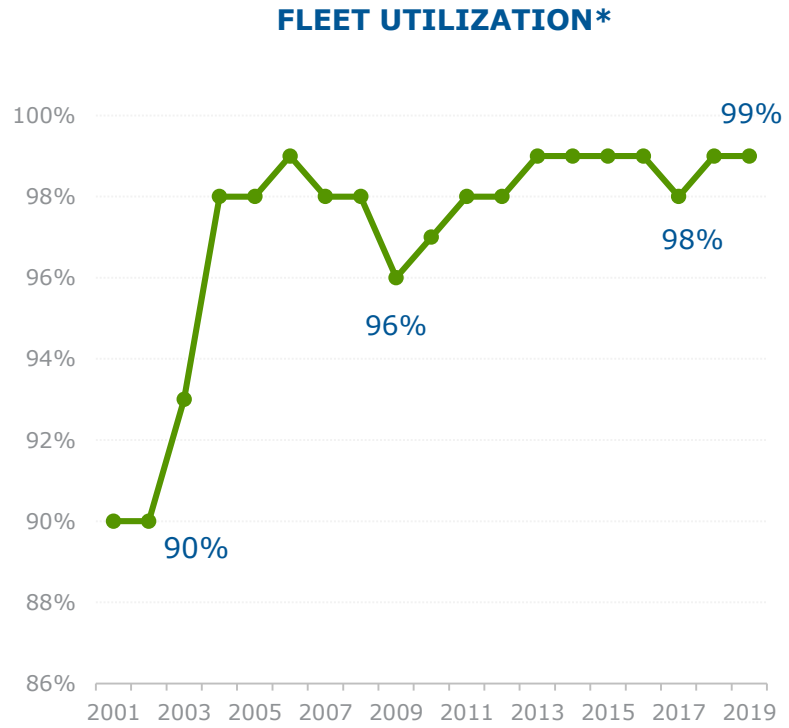
COUNTRIES OF OPERATIONS

U.S., Canada, & Mexico



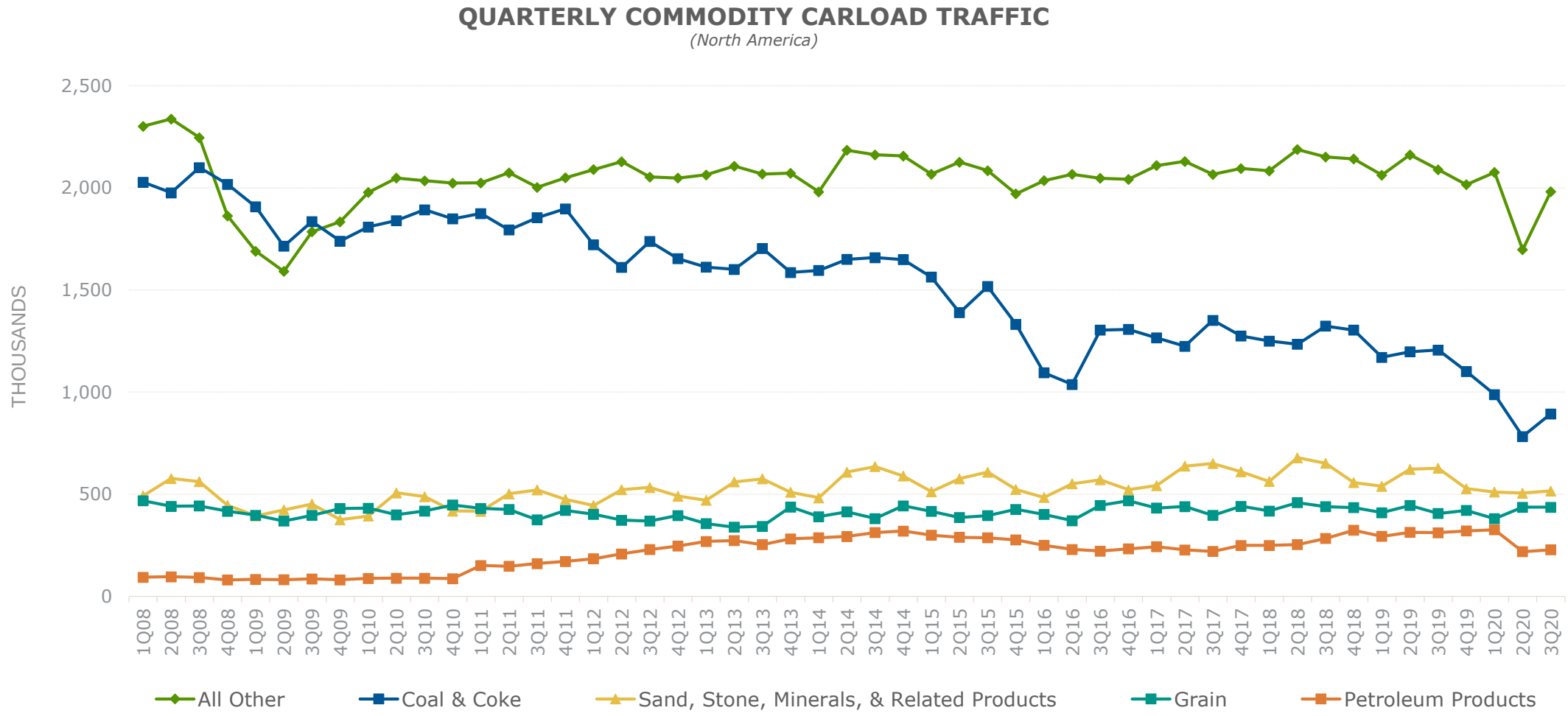


Based on 2019 Rail North America Revenue



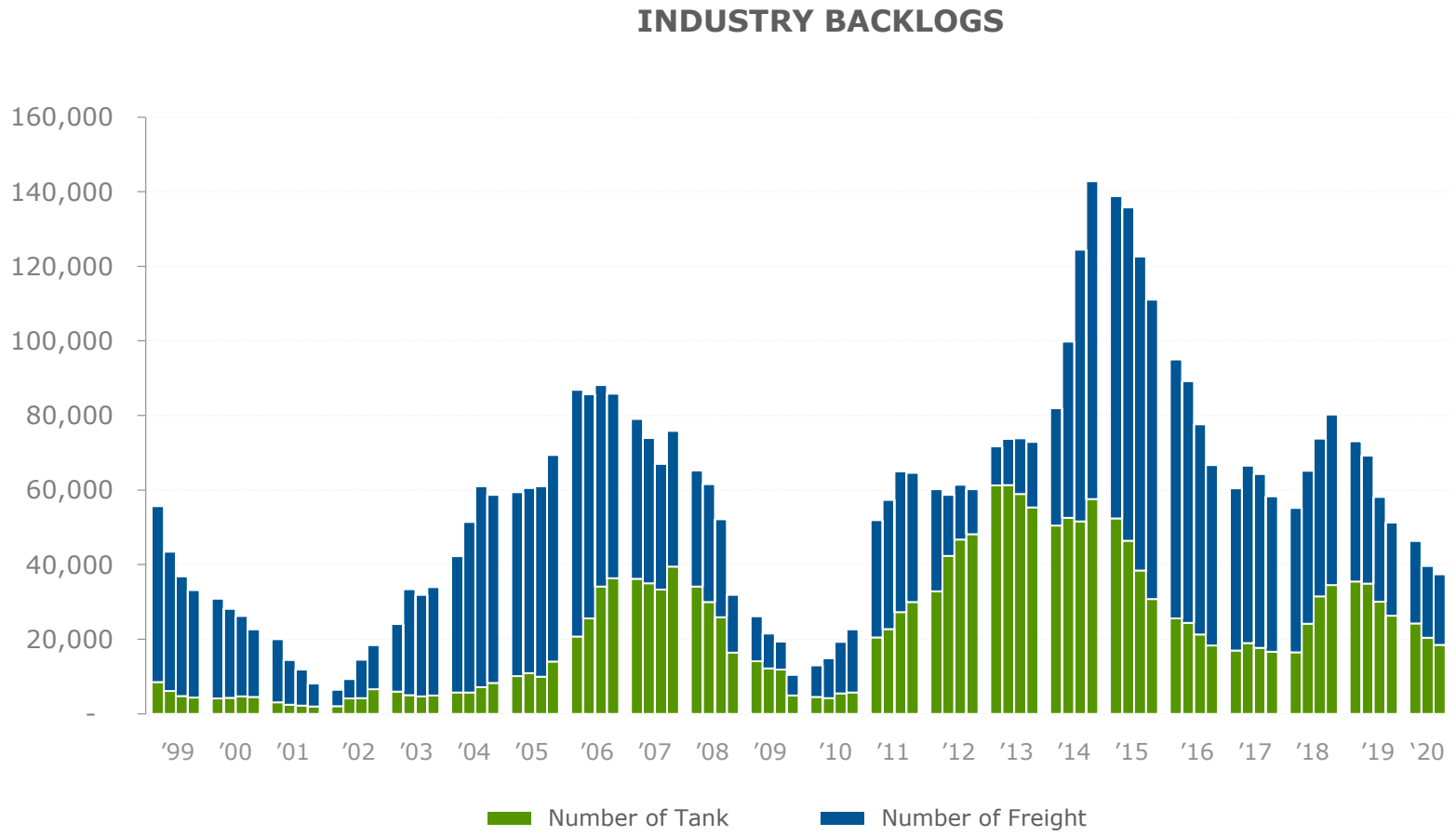
**Excludes boxcar fleet*

North America – Industry Commodity Carloads



Association of American Railroads

North America – Industry Backlog

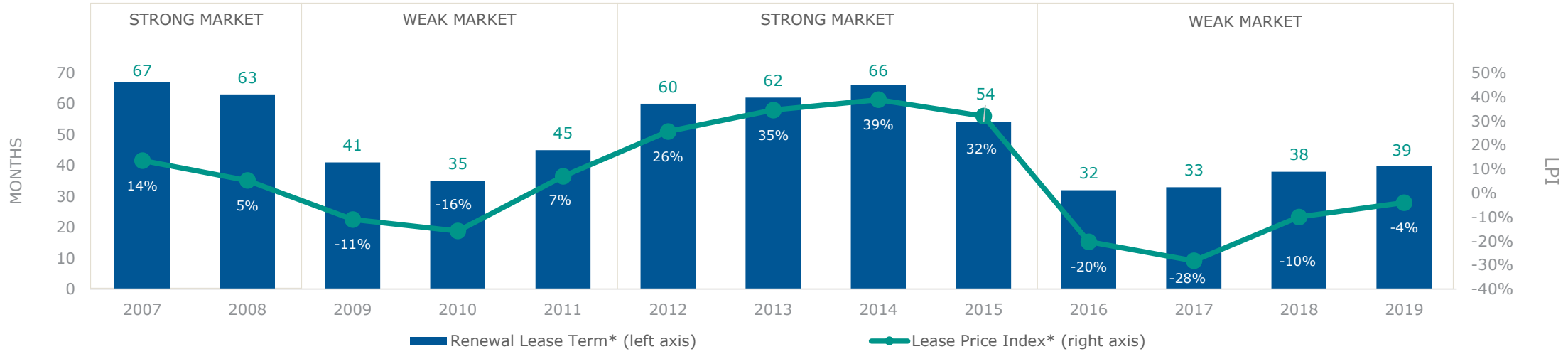


- Cyclicality of the industry is illustrated by the backlog of orders at the railcar manufacturers
- The 2013 and 2014 spike in tank car backlog was primarily due to the crude boom
- Backlogs have moderated post-crude, with the recent decline attributable to Precision Scheduled Railroading (PSR), freight market weakness, and, in 2020, economic impacts from COVID-19

Railway Supply Institute as of October 2020

GATX Actively Manages Through Cycles

GATX proactively manages changing market conditions by utilizing our strong customer relationships and the diversity of our fleet to adjust rate and term.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Approximate # of railcars scheduled for renewal*	17,500	15,000	17,000	21,000	20,000	21,000	20,000	17,000	12,500	15,100	13,900	17,800	17,800
Renewal Success Rate*	60%	54%	62%	77%	82%	81%	86%	81%	67%	75%	83%	82%	N/A
Utilization*	98%	96%	97%	98%	98%	99%	99%	99%	99%	98%	99%	99%	N/A

**Excludes boxcar fleet*
LPI = Lease Price Index: The average renewal lease rate change is reported as the percentage change between the average renewal lease rate and the average expiring lease rate, weighted by GATX's North American fleet composition (excluding boxcars).
Renewal Success Rate: The percentage of expiring leases that were renewed with the existing lessee.

As of 12/31/2019

GATX Strategy in Today's Environment

Operate the Business Safely and Efficiently

- Maintain a safe and healthy work environment
- Continue to maintain fleet to meet customer needs
  - All owned facilities are fully operating

Practice a Disciplined Capital Allocation Strategy

- Place new cars from long-term supply agreements
- Pursue attractive incremental investments

Outperform the Competition

- Maintain focus on utilization; highest reported utilization in North America
- Shorten lease terms, enabling repricing events in a better environment
- Leverage the strength of our full service offering, diversity of our fleet, and depth of customer relationships

GATX Rail International Overview

2019 OVERVIEW

FLEET COUNT

24,500+ in Europe (GRE)
4,000+ in India and Russia

CAR TYPE COUNT

35+

AVERAGE FLEET AGE (GRE)

18 Years

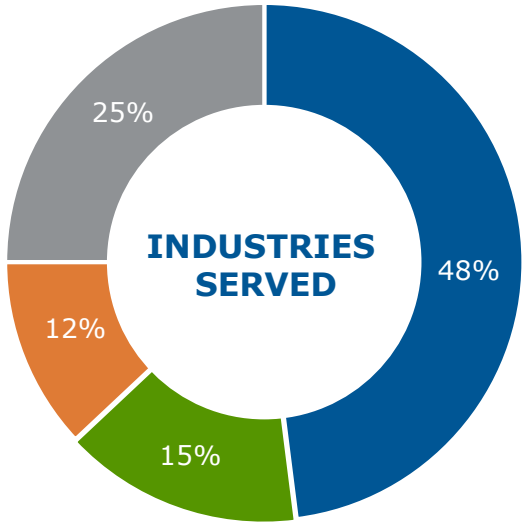
NUMBER OF CUSTOMERS

230+

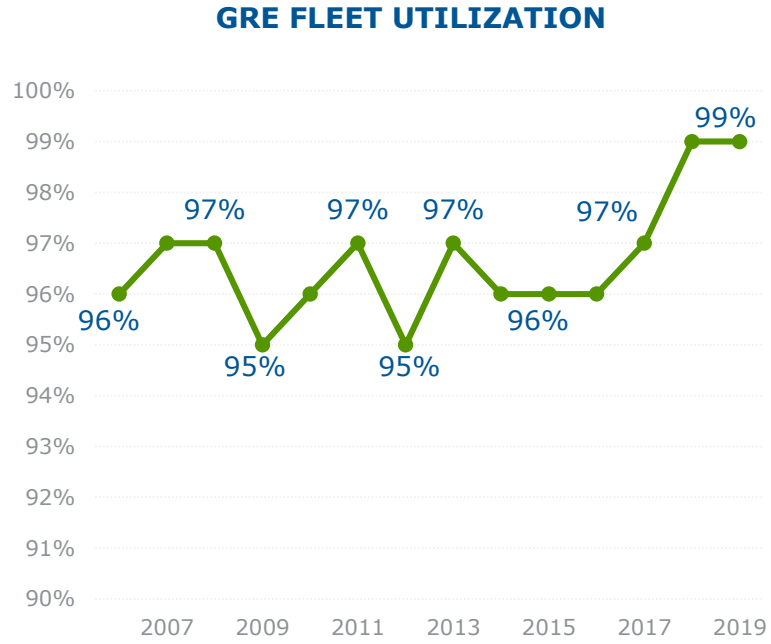
MAJOR COUNTRIES OF OPERATIONS

Germany, Poland, Austria, India, Switzerland, The Netherlands, Czech Republic, Hungary and France





Based on 2019 GRE Railcar Fleet

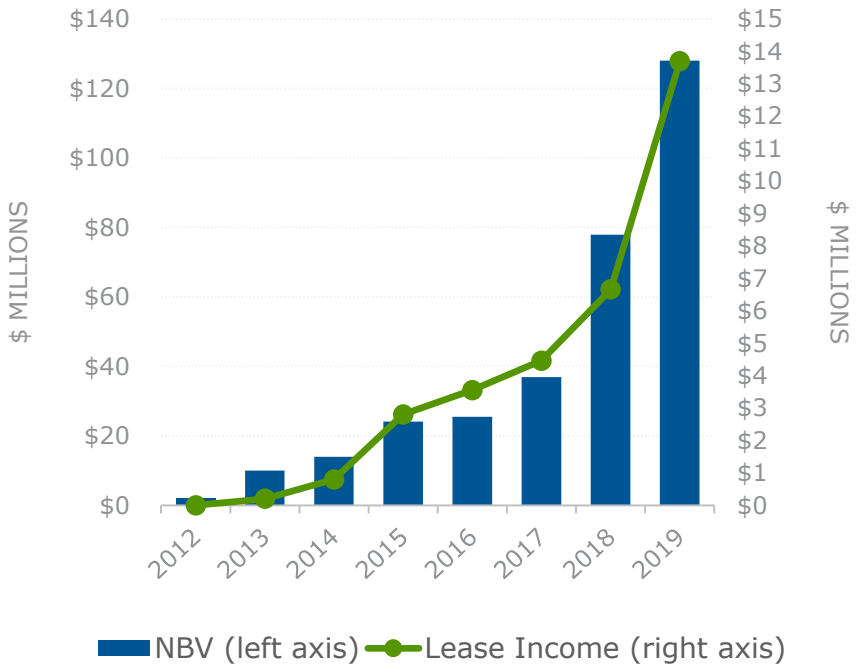




GATX Rail India Overview

GATX obtained the first-ever wagon leasing license in 2012 and is the largest private railcar lessor in India.

GATX's GROWTH IN INDIA



KEY ATTRIBUTES

High Growth Opportunity

Actively seeks attractive investment opportunities to grow and diversify the fleet

Wholly Owned Fleet of ~4,000 railcars

Serving customers in the automotive, container, steel, cement, and bulk commodities transport sector

Strong Utilization and Long Lease Term

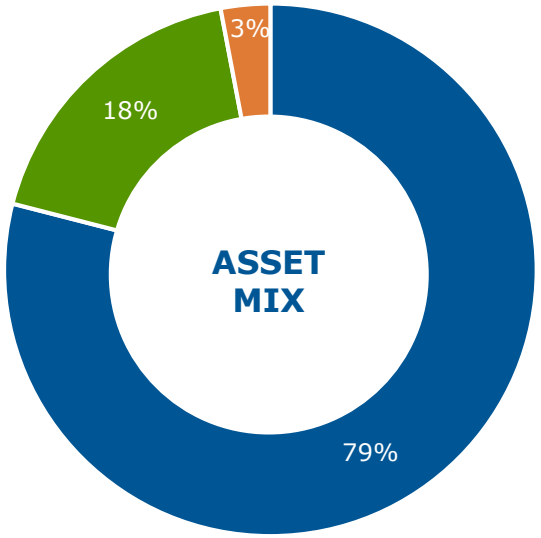
100% fleet utilization with average remaining lease term of approximately 6 years

Local Technical and Operational Capabilities

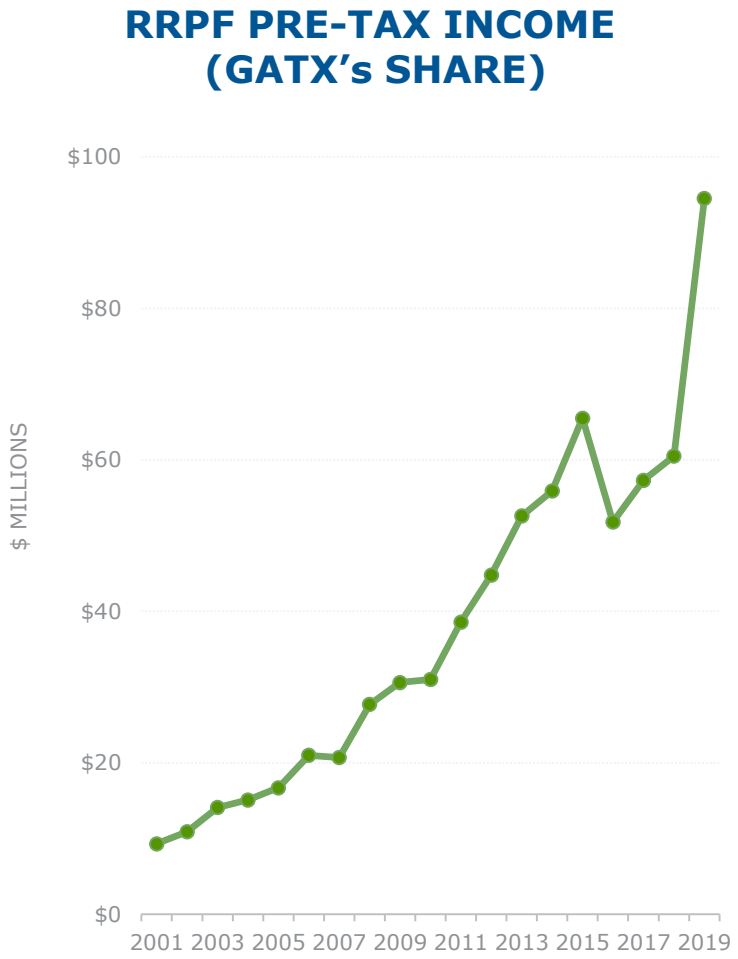
Leverages GATX's fleet management expertise to generate competitive advantages and premium customer services

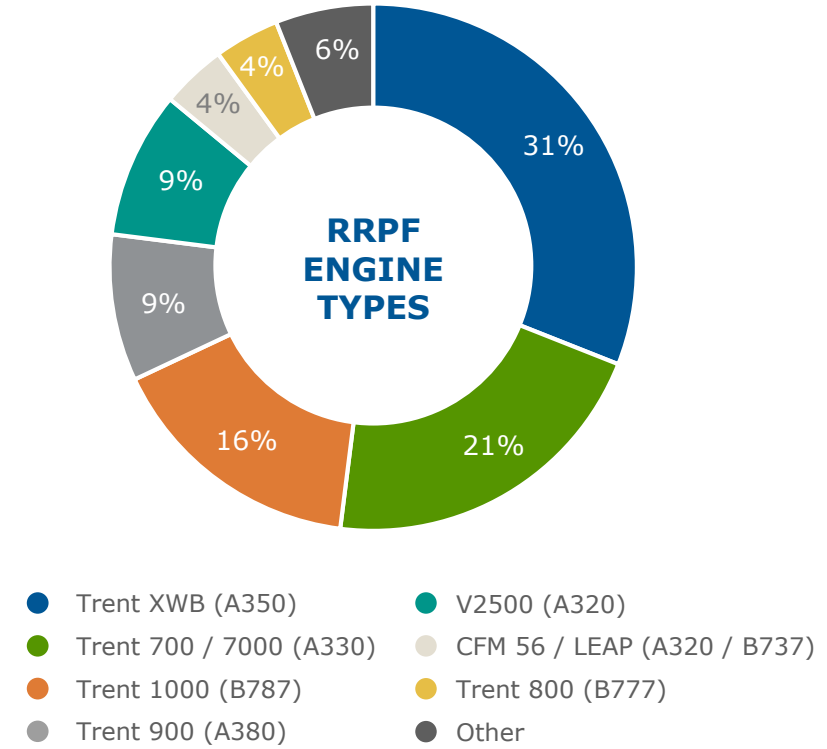
As of 9/30/2020

Portfolio Management Overview



Based on NBV of $653.7 million; GATX's investments in RRPF accounted for using the Equity Method





Based on NBV of approximately $5.0 billion; 100% of RRPF's portfolio

As of 12/31/2019

RRPF: Key Attributes

2019 OVERVIEW

ENGINE COUNT

478

ENGINE TYPE COUNT

10+

ENGINE TYPE MIX

Approximately 87% Wide-Body and 13% Narrow-Body

AVERAGE ENGINE AGE

11 Years

TYPICAL LEASE TERM

3 to 12 Years

RRPF AFFILIATES ENTERED THE COVID-19 CRISIS FROM A POSITION OF STRENGTH.

Engine Portfolio

Diverse portfolio established over years of consistent and disciplined investment

Operating Flexibility

Low operating cost base and full discretion on capital expenditure (for new engine investments)

Renewal Schedule

No material concentration of lease expirations in any single year

Balance Sheet and Liquidity

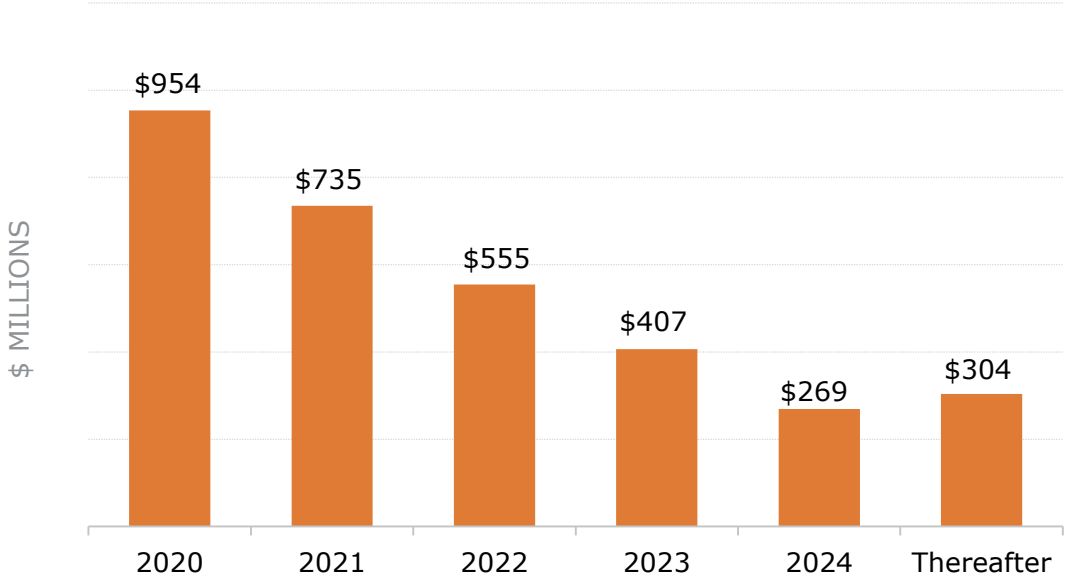
Long-dated debt maturity profile, and commitment to preserving cash and maintaining strong liquidity

Financial Highlights



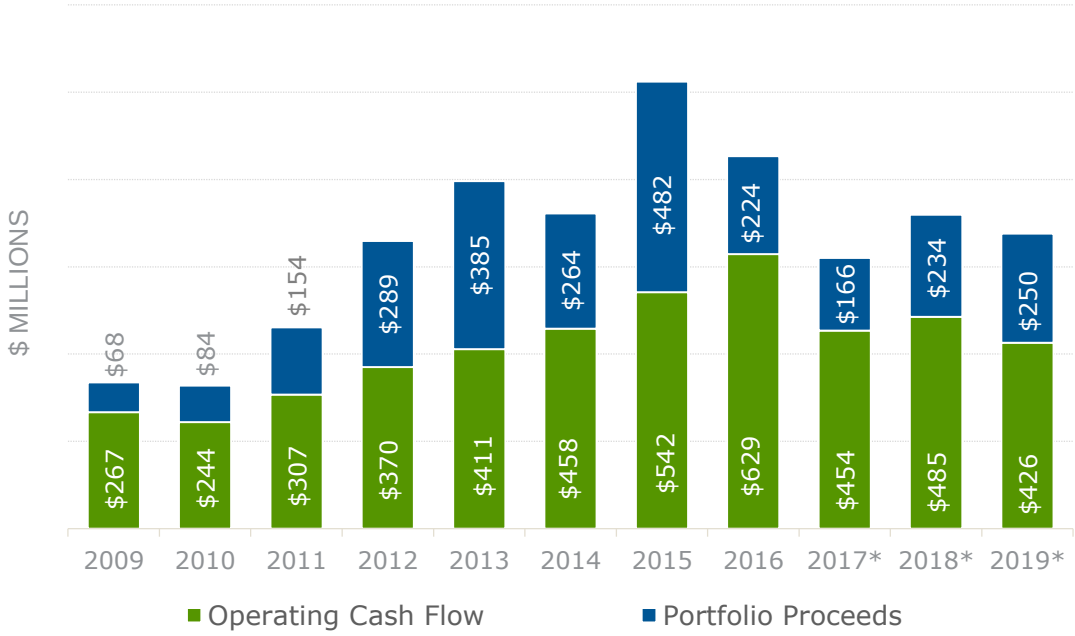
GATX is Well Positioned with Strong Cash Flows

GATX has nearly $3.2 billion in committed future lease receipts.



GATX COMMITTED FUTURE LEASE RECEIPTS FROM CONTINUING OPERATIONS

Our strong operating cash flow provides tremendous capital allocation flexibility.



OPERATING CASH FLOW & PORTFOLIO PROCEEDS

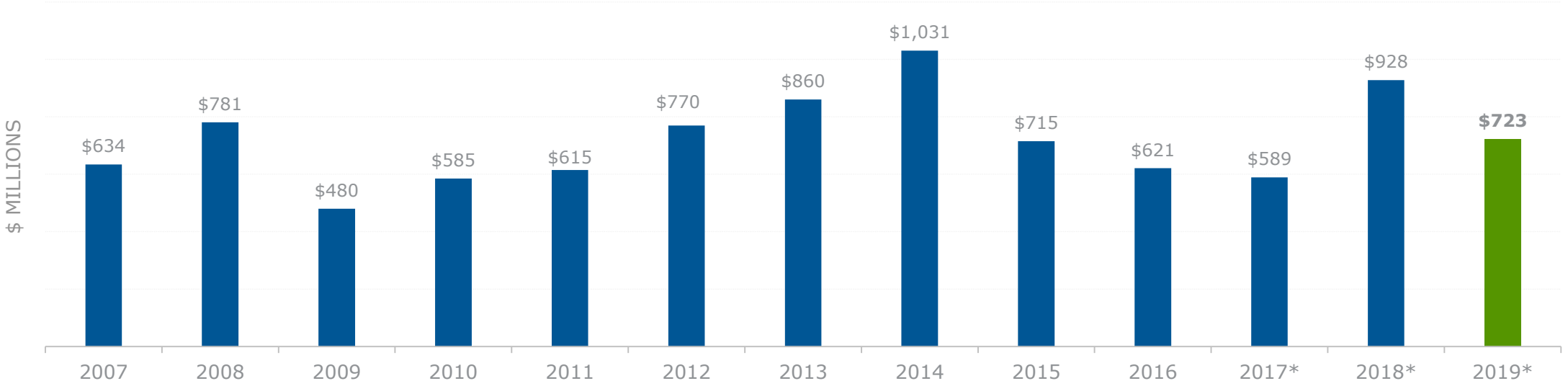
As of 12/31/2019
**2017-2019 reflects continuing operations. The information for 2016 and prior has not been recast for discontinued operations presentation.*

Capital Allocation Framework

PRIORITY 1

- Invest in core, service-intensive assets to maximize shareholder value
- $9.3 billion** of investments over the period shown

INVESTMENT VOLUME



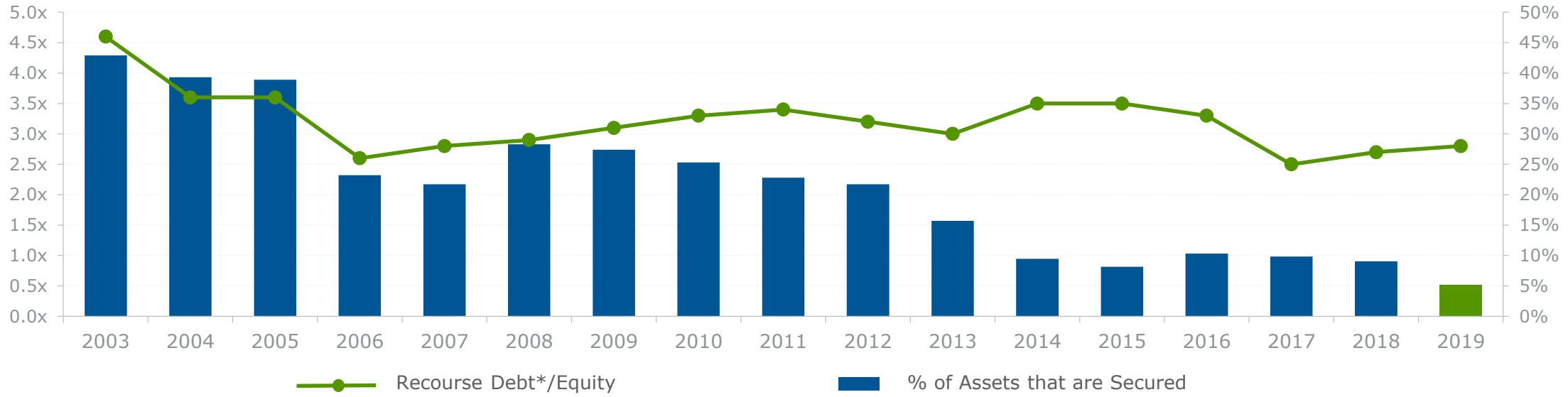
*2017-2019 reflects continuing operations. The information for 2016 and prior has not been recast for discontinued operations presentation.
**Investment volume and non-cash items

Capital Allocation Framework

PRIORITY 2

- Optimize the balance sheet
- Maintain a solid investment grade rating of BBB/Baa2
- Maintain capacity for opportunistic investments

LEVERAGE & REDUCTION OF SECURED ASSETS



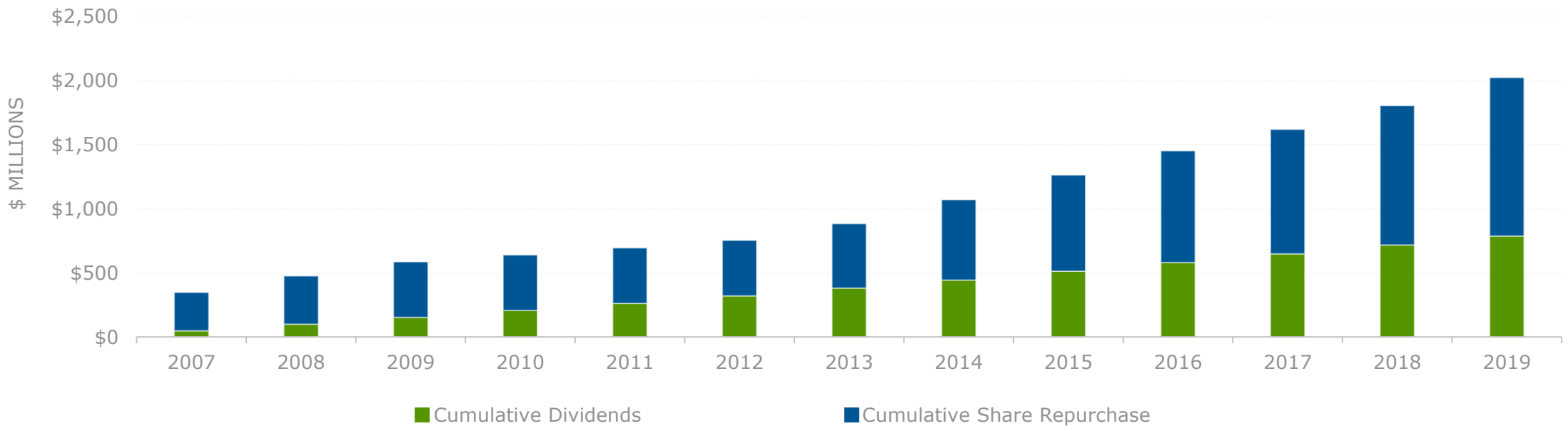
**Total Recourse Debt = On-Balance Sheet Recourse Debt + Off-Balance Sheet Recourse Debt + Capital Lease Obligations + Commercial Paper and Bank Credit Facilities, Net of Unrestricted Cash*
(In accordance with the new lease accounting standard, off-balance sheet assets and recourse debt are no longer applicable beginning in 2019)

Capital Allocation Framework

PRIORITY 3

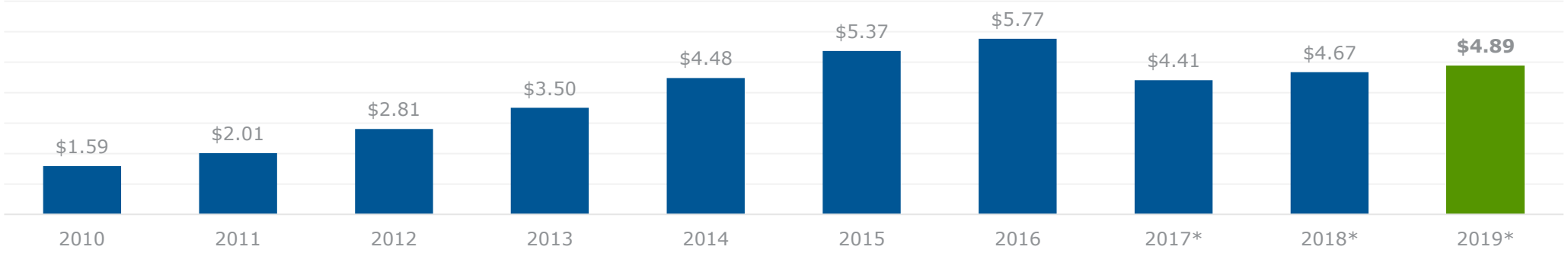
- In lockstep with Priorities 1 and 2, return excess cash to shareholders
- Over the period shown below, $2.0 billion returned to shareholders

CASH RETURNED TO SHAREHOLDERS

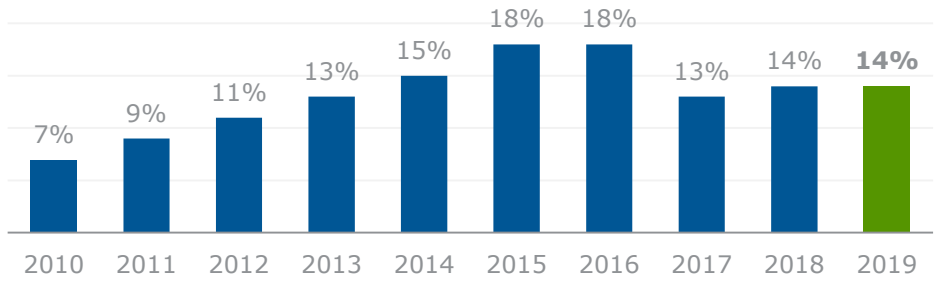


GATX Financial Highlights

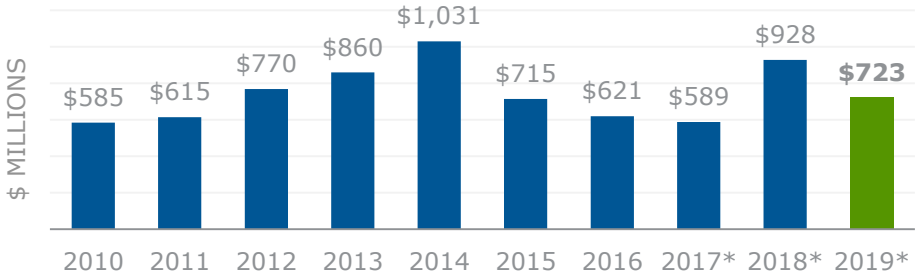
Income Per Diluted Share, Adjusted**



Return on Equity, Adjusted**



Investment Volume



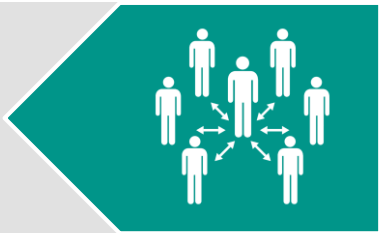
*2017-2019 reflects continuing operations. The information for 2016 and prior has not been recast for discontinued operations presentation.
**Non-GAAP - excludes tax adjustments and other items. See Reconciliation of Non-GAAP Measures.

Appendix



GATX Investment Highlights

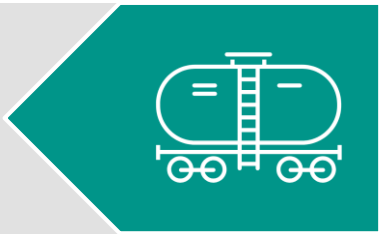
Disciplined Management Team
focused on the long-term and experienced in managing the business across market cycles





Leading Market Position
in most of the major rail markets globally

Highly Diversified Railcar Fleet
with approximately 160 car types serving nearly 600 commodities spread across 850 customers in North America





Full-Service Maintenance Capabilities
valued by customers across North America and Europe

Tank Cars & Specialty Covered Hoppers
make up a large part of the fleet and have a heavy service component that supports stable customer relationships and fleet utilization





High Level of Committed Cash Flow
via contractual lease receipts from a diverse base of customers

Commitment to Return Excess Capital to Our Owners
2020 marks our 102nd consecutive year of paying a dividend





Strong Balance Sheet
Ample liquidity and well-positioned to capitalize on attractive investments that arise

Environmental, Social, and Governance Efforts

ENVIRONMENTAL, HEALTH & SAFETY (EHS)

Efficient Transportation

- Moving freight via rail is three to four times more efficient compared to moving via trucks[1], with less greenhouse gas emissions, and reduced noise and traffic congestion

Continuous Improvement

- Since 2010, GATX has added over 20 EHS & Quality headcount to increase efficiency across our operations to minimize our environmental impact

Railcar and Employee Safety

- Certified Responsible Care® Partner since 2005 & won Partner of the Year Award in 2010 & 2017
  - Goals in key metrics are continually measured and refined
- 54% reduction in Total Recordable Incident Rate in Rail N.A. over six years

SOCIAL

People

- Policies and programs in place to encourage diversity and inclusion, including:
  - Training and development
  - Diverse candidate slates and interviewers for management hiring
  - Flexible work arrangements
  - Paid parental leave
  - Pay equity audits
- Recognized as a "Top Workplace" by *Chicago Tribune*

Community

- TankTrainer™ provides learning to over 17,000 first responders, customers, rail industry participants, and employees
- Leading supporter of Make-A-Wish Illinois, Big Shoulders Fund, and Shedd Aquarium

GOVERNANCE

Board Leadership

- Eight of our nine directors are independent
- Independent lead director as well as independent audit, governance, and compensation committees
- Two female board members; recognized as a "Winning" company by *2020 Women on Boards*

Executive Compensation

- Reflects business cyclicality, with direct link to company financial and operating performance and creation of long-term shareholder value

Risk Management

- Board oversight of Company's robust internal processes and controls designed to facilitate the identification and management of enterprise risks

(1) Source: Association of American Railroads, July 2019

North America – Industry Ownership

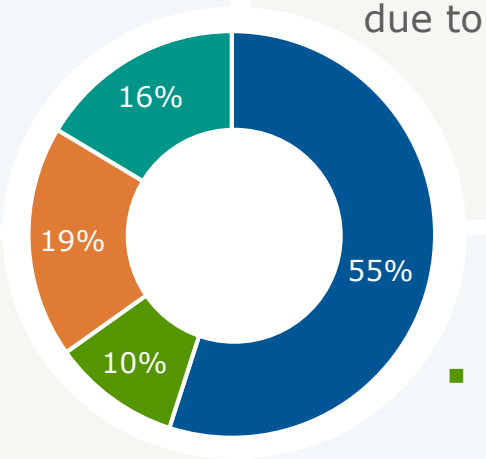
Approximately 1.6 million railcars

RAILROADS (16%)

- Ownership of railcars has been declining
- Virtually no tank car ownership due to complexities and regulations
- Focus of capital investment on infrastructure

LESSORS (55%)

- Shift from railroad- and shipper- owned railcars to lessors
- Lessors dominate the tank car segment due to complex services and compliance requirements



SHIPPERS (19%)

- Shipper market share has been relatively constant since 2008 at ~19%
- Alternative focus of capital on core business versus railcar investments
- Railcar maintenance and management not a core competency

TTX (10%)

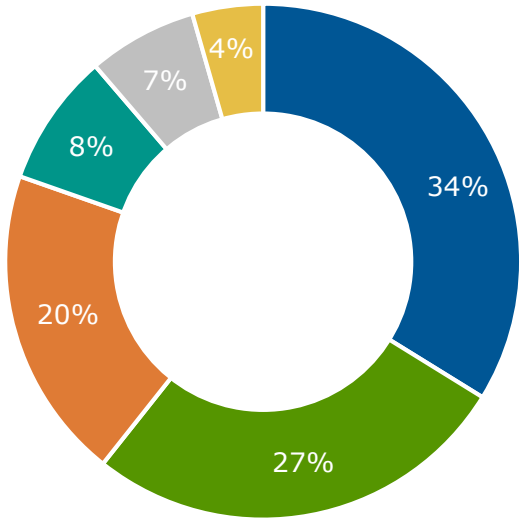
- Railroad-owned equipment pool focused on box, flat, intermodal, and gondola cars
- Overall market share has remained steady since 2008 at ~10% of the North American fleet

UMLER as of July 2020

North America – Industry Fleet and Ownership Mix

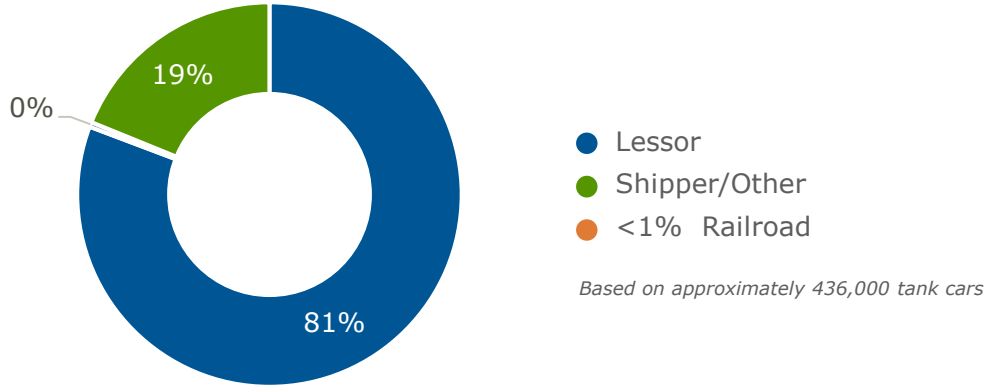
RAILCARS BY TYPE

(Approximately 1.6 million railcars)



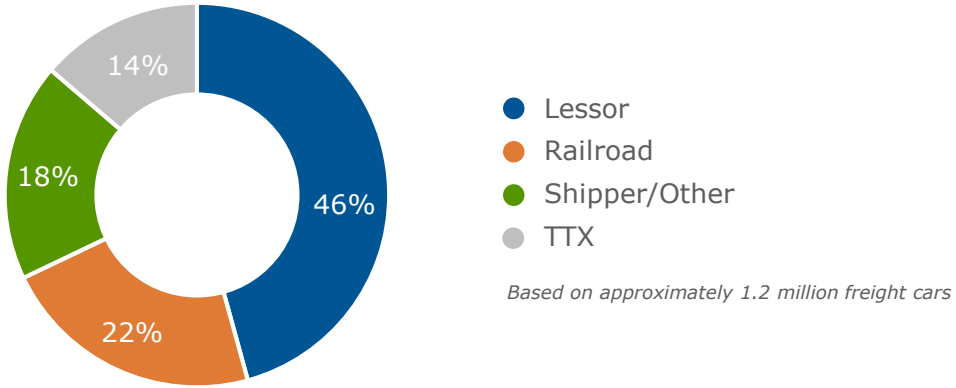
UMLER as of July 2020

TANK CAR OWNERSHIP SHARE



Based on approximately 436,000 tank cars

FREIGHT CAR OWNERSHIP SHARE

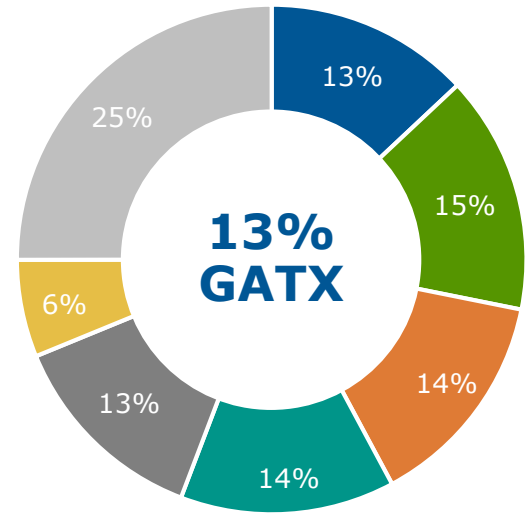


Based on approximately 1.2 million freight cars

North America – Lessor Market Share

LESSOR OWNERSHIP SHARE

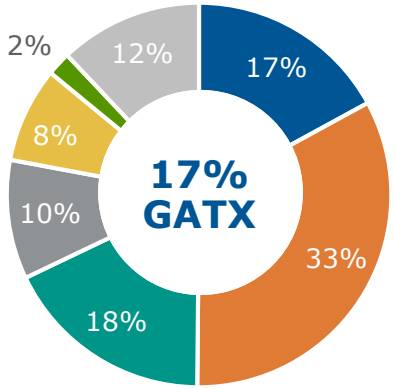
(Based on approximately 909,000 lessor-owned railcars)



- GATX
- Wells Fargo Rail
- Union Tank Car
- Trinity
- CIT
- SMBC
- Other

UMLER as of July 2020

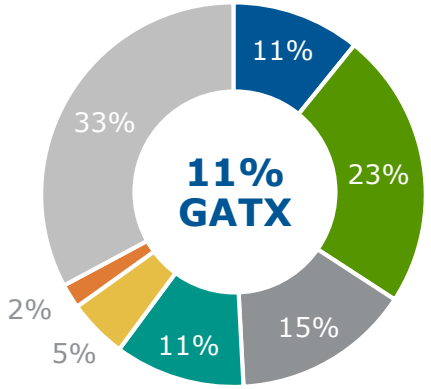
TANK CAR LESSOR OWNERSHIP SHARE



- GATX
- Union Tank Car
- Trinity
- CIT
- SMBC
- Wells Fargo Rail
- Other

Based on approximately 353,000 lessor-owned tank cars

FREIGHT CAR LESSOR OWNERSHIP SHARE



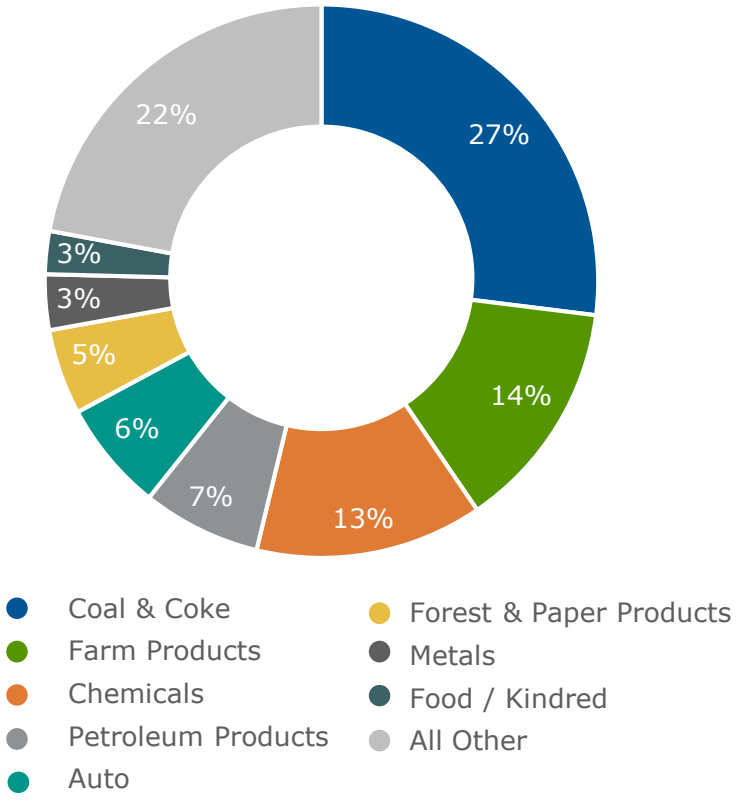
- GATX
- Wells Fargo Rail
- CIT
- Trinity
- SMBC
- Union Tank Car
- Other

Based on approximately 555,000 lessor-owned freight cars

North America – Industry Shipments & Carloadings

INDUSTRY SHIPMENT COMPOSITION

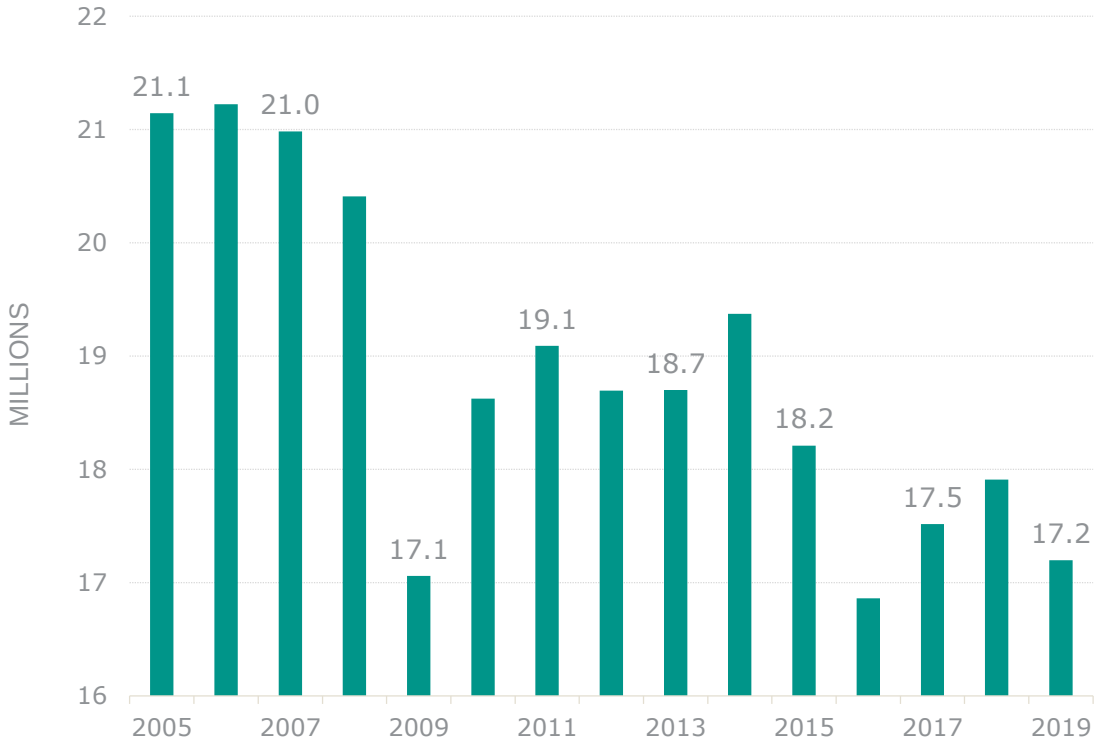
(Based on 2019 U.S and Canadian carloads of approximately 17.2 millions)



Association of American Railroads as of 12/31/2019

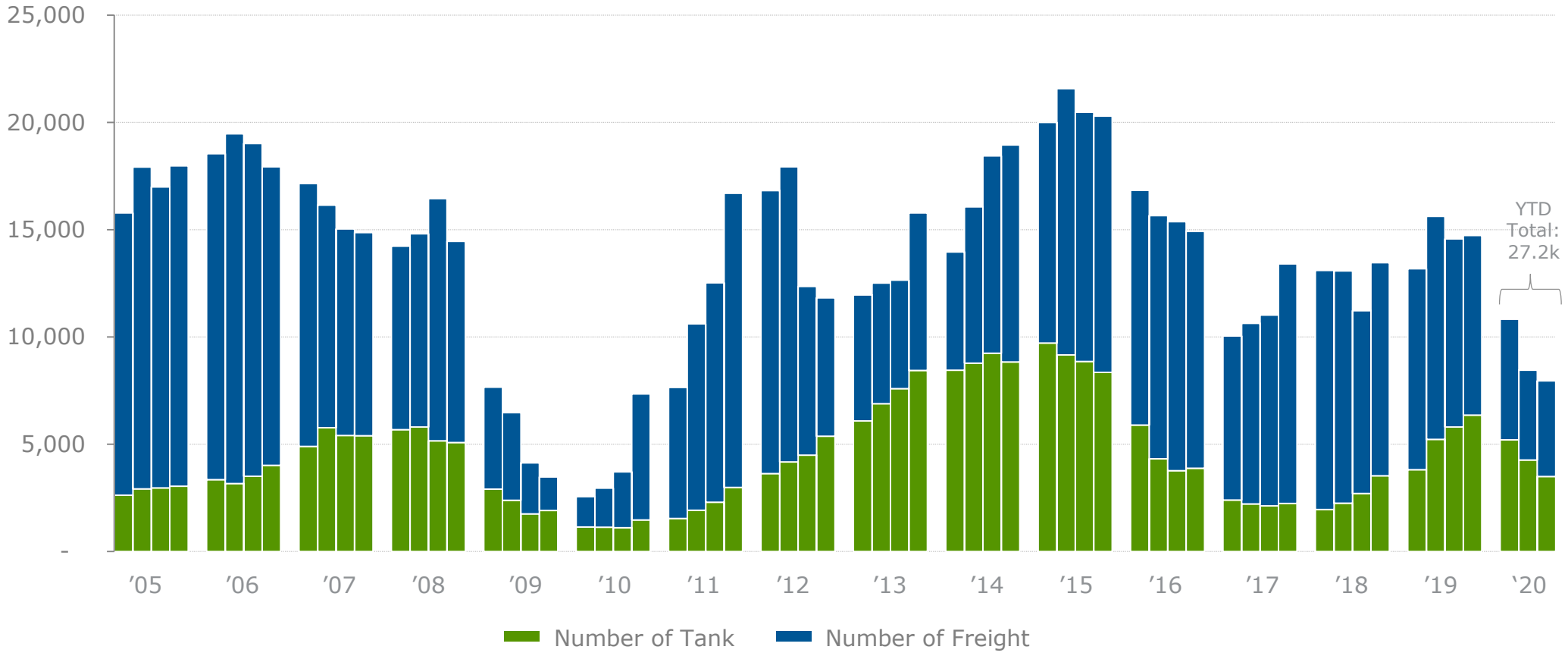
CARLOADS ORIGINATED

(United States and Canada)



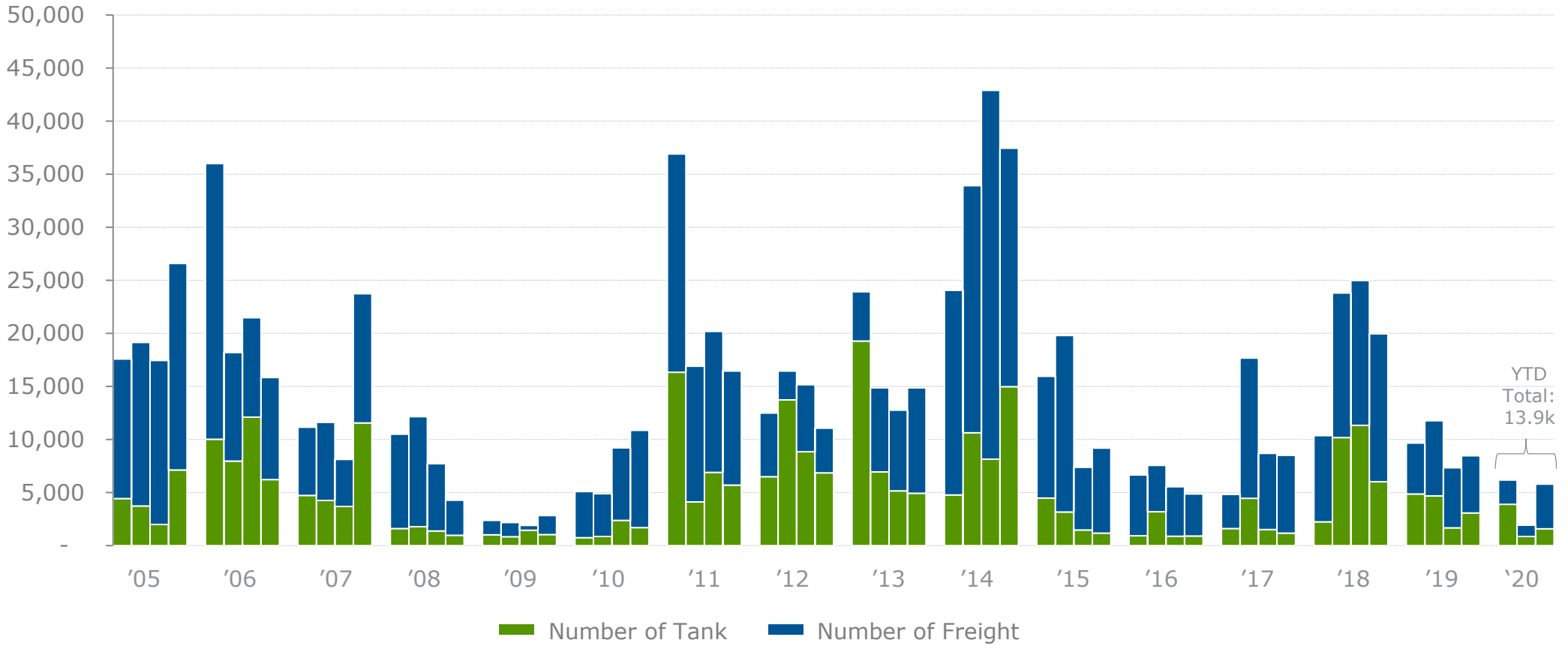
As of 12/31/2019

North America – Industry Railcar Deliveries



Railway Supply Institute as of October 2020

North America – Industry Railcar Orders



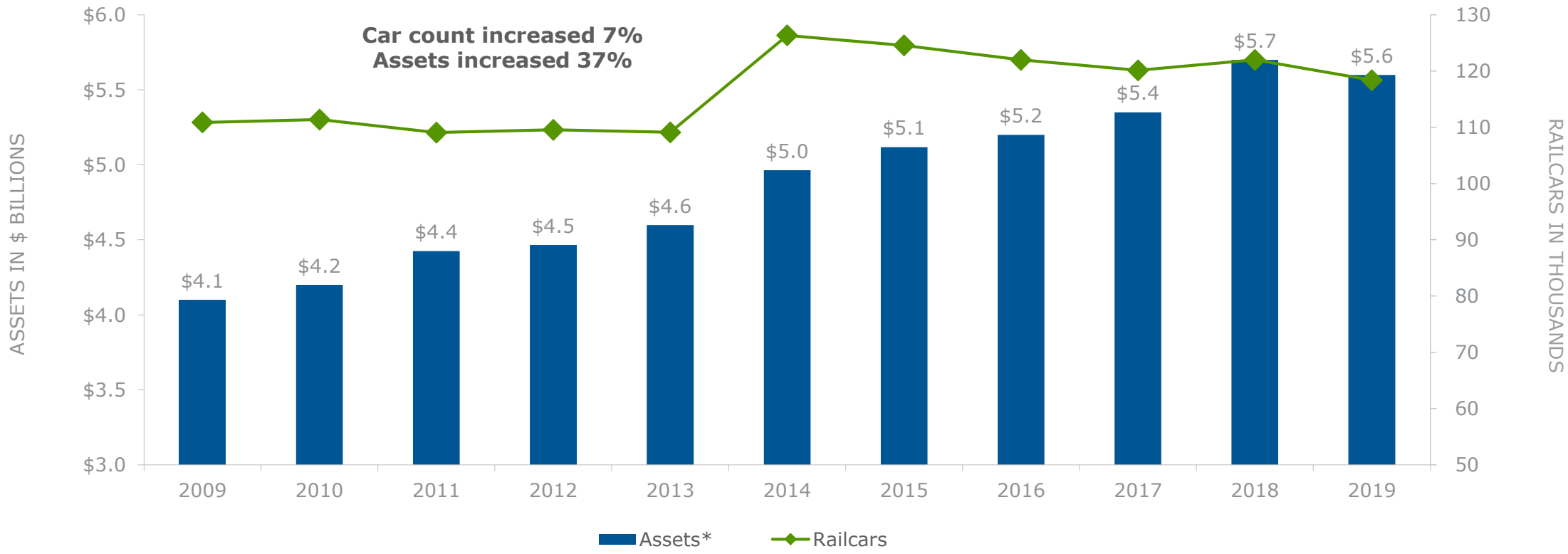
Railway Supply Institute as of October 2020

GATX Rail North America: Diverse Fleet

	CAR TYPE	COMMODITIES CARRIED	% OF FLEET	% OF NBV
TANK CARS	General Service Tank Cars: *20k-25k gallon*	Liquid fertilizers, Fuel oils, Asphalt, Food-grade oils, Chemicals (styrene, glycols, etc.)	15.3%	14.3%
	General Service Tank Cars: *>25k gallon*	Ethanol & methanol, Food-grade oils, Lubricating oils, Light chemicals, Light petroleum products (crude oil, fuel oils, diesels, gasoline, etc.)	15.5%	22.6%
	High-Pressure Tank Cars	LPG, VCM, Propylene, Carbon dioxide	10.3%	11.7%
	General Service Tank Cars: *13k-19k gallon*	Molten sulfur, Clay slurry, Caustic soda, Corn syrup	5.5%	5.3%
	Other Specialty Tank Cars	Acids (sulfuric, hydrochloric, phosphoric, acetic, nitric, etc.), Coal tar pitch, Specialty chemicals	5.0%	4.6%
	Total Tank		**51.6%**	**58.5%**
FREIGHT CARS	Boxcars	Paper products, Lumber, Canned goods, Food and beverages	12.8%	5.4%
	Open-top Cars	Aggregates, Coal, Coke, Woodchips, Scrap metal, Steel coils	7.1%	6.2%
	Gravity Covered Hoppers: *>4k cubic feet*	Grain, Sugar, Fertilizer, Potash, Lime, Soda ash, Bentonite	10.1%	9.8%
	Pneumatic Covered Hoppers	Plastic pellets	5.5%	3.1%
	Gravity Covered Hoppers: *<4k cubic feet*	Sand, Cement, Roofing granules, Fly ash, Dry chemicals	4.3%	4.6%
	Pressure Differential Covered Hoppers	Flour, Corn starch, Mineral powder, Lime, Clay, Cement	2.6%	2.4%
	Other	Flat cars (lumber and steel), Intermodal (containerized goods), Automotive (finished vehicles)	6.0%	10.0%
	Total Freight		**48.4%**	**41.5%**

As of 12/31/2019

GATX Rail North America: Continuous Investment



*Assets include on- and off-balance sheet (In accordance with the new lease accounting standard, off-balance sheet assets and recourse debt are no longer applicable beginning in 2019)

GATX Fleet Optimization Strategy

GATX optimizes its fleet partly through selling railcars in the secondary market or scrapping them at the end of their useful lives. Our fleet of cost-advantaged, well-maintained modern railcars, leased to quality customers, allows us to realize significant remarketing income when we decide to sell cars in the secondary market.

REMARKETING INCOME *(Income from sale of owned assets)*

- Helps to optimize a diversified, high-performing railcar fleet
- Over the last 11 years, GATX Rail North America generated an average of approximately $46 million of remarketing income per year

Rail North America	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Approximate # of railcars sold	700	1,400	1,800	2,000	3,700	2,700	3,900	2,700	1,600	3,200	3,600
Remarketing income ($ millions)	$13.8	$17.4	$27.4	$45.7	$54.5	$62.6	$67.4	$46.3	$44.6	$66.1	$58.9

SCRAPPING GAINS

- GATX typically realizes gains when railcars are scrapped at the end of their useful lives
- Over the last 11 years, GATX Rail North America and Rail International generated an average of approximately $13 million of scrapping gains per year

Rail North America and Rail International	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Approximate # of railcars scrapped	4,400	3,700	3,700	2,700	3,100	3,200	2,600	3,900	4,800	3,400	3,300
Scrapping gains/(loss) ($ millions)	$9.7	$18.0	$27.0	$19.2	$20.7	$16.1	$9.5	$3.2	$8.5	$14.5	$(2.3)*

**Includes a $3.8 million scrap loss on customer damaged cars that was largely offset by an early termination fee*

GATX RAILCAR SUPPLY STRATEGY

GATX's *Railcar Supply Strategy* is to acquire railcars from a variety of sources versus manufacturing its own railcars.

Combining Railcar Manufacturing with a Railcar Leasing Business

- Adds significant volatility leading to a higher cost of capital
- Can result in poor asset allocation within the lease fleet as cars are added simply to optimize the manufacturing line

GATX's Sources of Railcar Supply

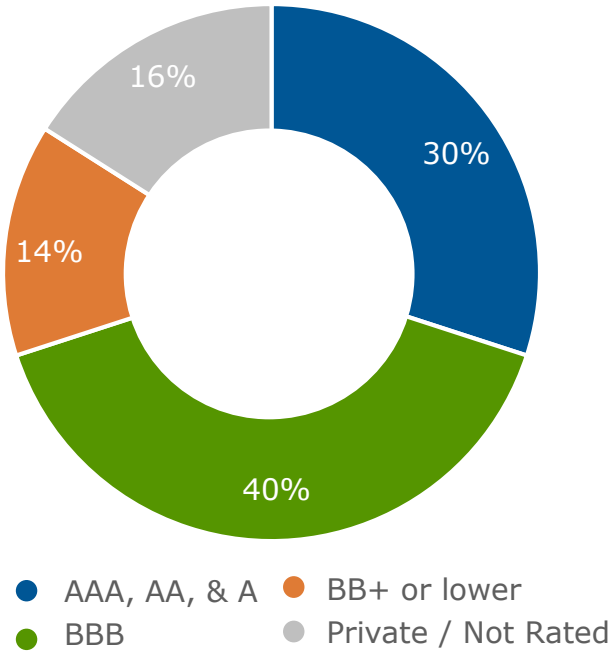
- Large, multi-year orders for new cars from manufacturers
- Spot orders for new cars to meet specific customer demand
- Fleet acquisitions of existing cars from other lessors and customers

Benefits of Railcar Supply Strategy

- Access to attractively priced railcars
- Ability to grow our high quality fleet and reliably meet customer demand

GATX Rail North America: Diverse Customer Portfolio

CREDIT RATINGS OF TOP 50 CUSTOMER FAMILIES



GATX serves more than **850 individual customers**

Largest customer represents **less than 6%** of total lease revenue

Average relationship tenure of top 10 customers is **50 years**

Top 20 customers account for **less than 35% of lease revenue**

Customer families sometimes include more than one customer account; the S&P or equivalent ratings noted generally reflect the credit quality of the rated parent entity. Lease obligations of subsidiaries are not necessarily guaranteed by the rated parent entity.

As of 12/31/2019

GATX Rail North America: Maintenance Network

GATX is known for its integrity, safety, and quality of our operations and superior execution.

EXTENSIVE MAINTENANCE NETWORK

- Eight maintenance facilities
- Five locations with mobile units
- Five customer site locations
- Third-party maintenance facilities

MAINTENANCE CUSTOMERS RELY ON GATX

In 2019, GATX Rail North America performed approximately 47,000 maintenance events in its owned and third-party maintenance network

- Using continuous improvement principles, we identify and evaluate opportunities to increase maintenance efficiency to minimize the time our customers are without their railcars







Services range from routine maintenance and regulatory programs to car modifications and rebuilds, including: All mechanical repairs, interior cleaning, interior/exterior blasting, interior/exterior coatings, valve maintenance and qualification, and more.

As of 12/31/2019

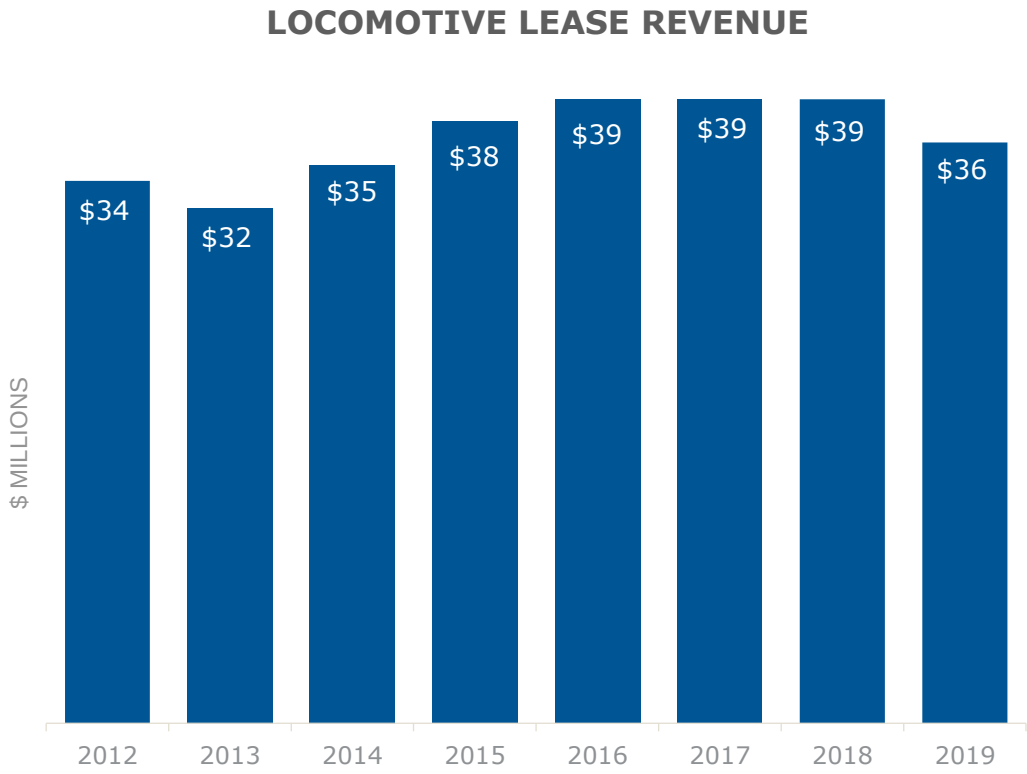
GATX Rail North America: Locomotive Leasing

GATX owns, manages or has an interest in more than 625 Locomotives.



96% are four-axle locomotives leased to:

- Regional and short-line railroads
- Industrial users
- Class I railroads



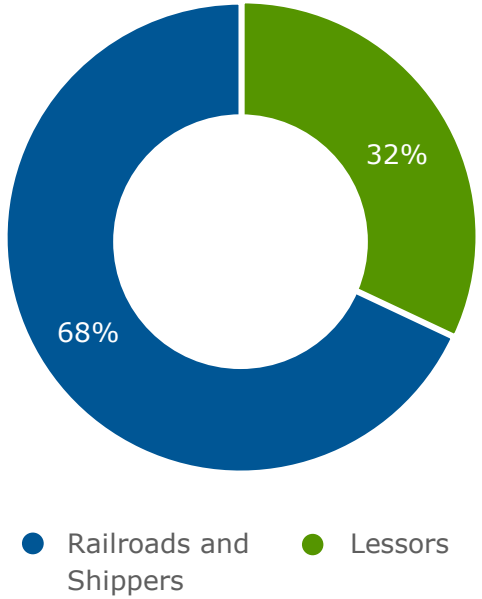
As of 12/31/2019

Europe – Industry Snapshot

- **Relatively limited manufacturing capacity**
  - Helps avoid an industry oversupply of railcars
- **Older industry fleet in need of replacement**
  - Key segments continue to demonstrate need to replace aging, smaller, and less efficient railcars
- **Increasing ownership share by lessors**
  - Incumbent railroads shifting from owning railcars to leasing
- **Green initiatives driving modal share shift from road to rail**
  - European Commission announced goal of achieving climate neutrality by 2050 partly through shifting a substantial part of the 75% of inland freight carried by road onto rail
  - The German government and Deutsche Bahn to invest €86 billion for the modernization of the country's rail network, partly to support Germany's transport sector carbon emissions reduction target of 42% by 2030

RAILCAR OWNERSHIP

(Based on approximately 728,000 railcars)



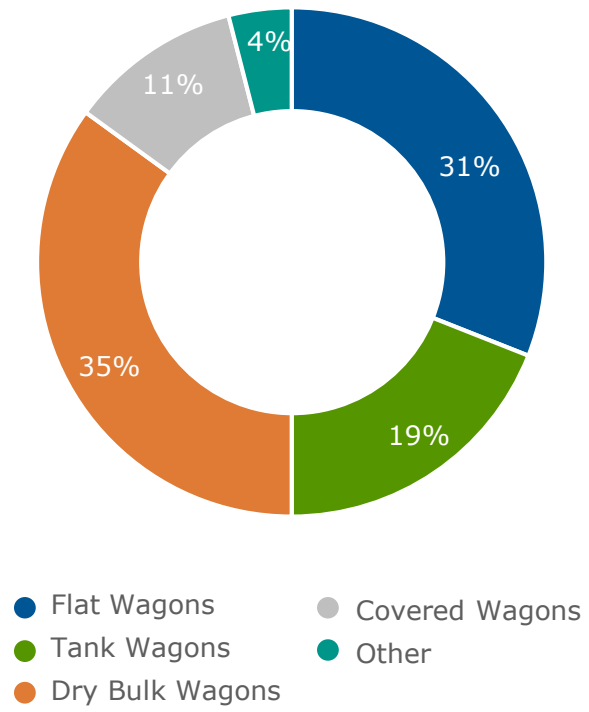
GATX management estimates as of 6/30/2020



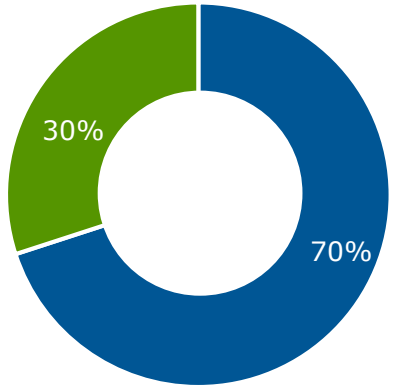
Europe – Industry Fleet and Ownership Mix

RAILCAR OWNERSHIP

(Based on approximately 728,000 railcars)

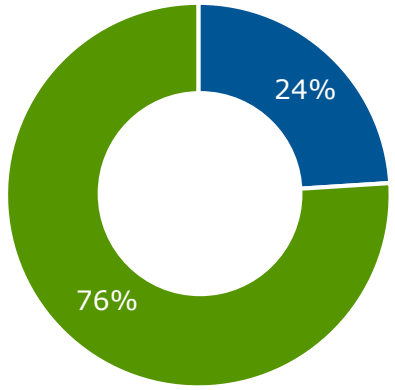


TANK CAR OWNERSHIP SHARE



Based on approximately 136,000 tank cars

FREIGHT CAR OWNERSHIP SHARE



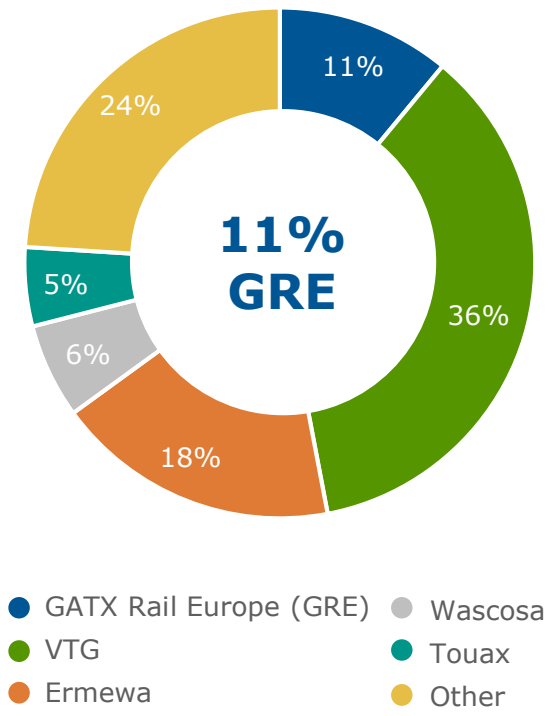
Based on approximately 592,000 freight cars

GATX management estimates as of 6/30/2020

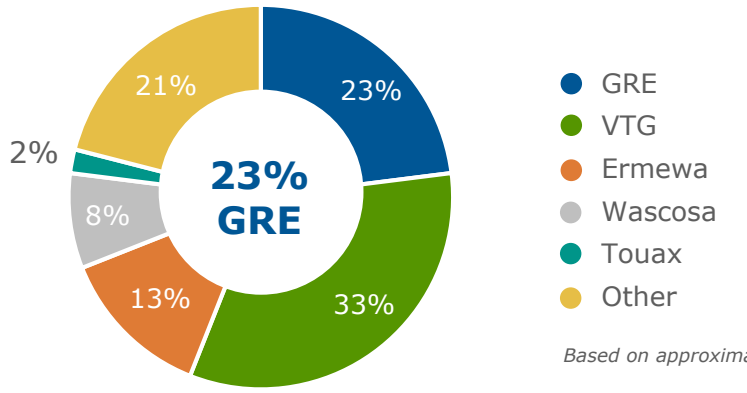
Europe – Lessor Market Share

LESSOR OWNERSHIP SHARE

(Based on approximately 236,000 lessor-owned railcars)

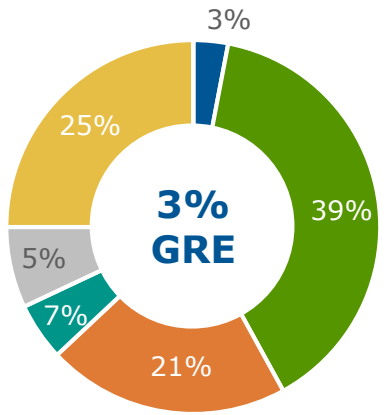


TANK CAR LESSOR OWNERSHIP SHARE



Based on approximately 95,000 lessor-owned tank cars

FREIGHT CAR LESSOR OWNERSHIP SHARE

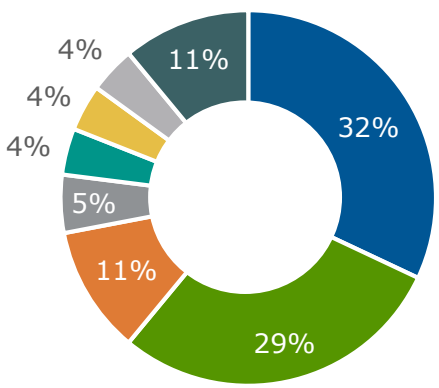


Based on approximately 141,000 lessor-owned freight cars

GATX management estimates as of 6/30/2020

GATX Rail Europe (GRE): Major Rail Markets

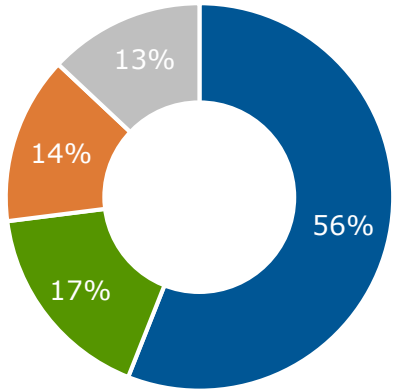
72% of GRE's revenue is generated in Germany, Poland, and Austria – strong rail freight transport economies.



GEOGRAPHIES SERVED

- Germany
- Poland
- Austria
- Switzerland
- The Netherlands
- Czech Republic
- Hungary
- Other

Based on 2019 GRE Revenues



FLEET STRUCTURE

- Mineral Oil
- LPG
- Chemicals
- Freight & Intermodal

Approximately 24,600 railcars as of 12/31/2019

CAR TYPE	COMMODITIES CARRIED
Mineral Oil	Light mineral oil (gasoline, jet fuel, diesel oils, light heating oils), Dark mineral oil (heavy heating oils, lubricating oils, coal tar, bitumen, asphalt), Crude oil
Liquefied Petroleum Gas (LPG)	Propane, Butane, Propylene, Butadiene, Light carbohydrate fractions, Cooling gas mixtures
Chemicals	Liquid fertilizers, Acids (Hydrochloric, Sulphur, Phosphoric, etc.), Bases (Carbohydrates, Solutions, Soda lye, Sodium Hypochlorite, etc.), Aromatics (Benzene, Toluene, Xylenes, Phenol, etc.), Liquid sulphur, Hydrogen peroxide, Resins and glues, Solvents
Freight and Intermodal	Containers/Trailers, Steel coils, Timber, Lime, Cement, Coal, Coke, Gravel, Sand, Silica sand

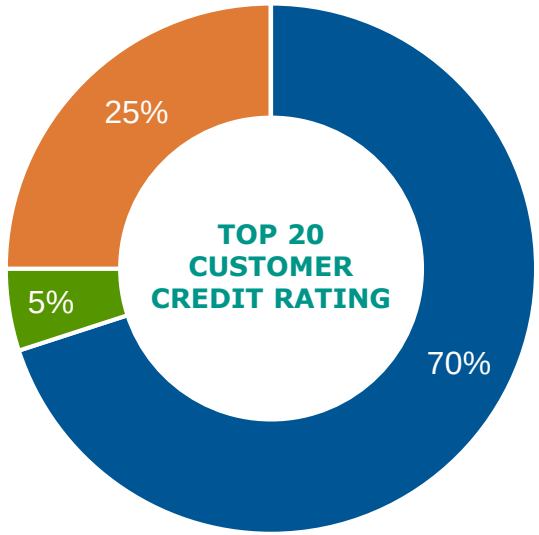
GRE: Diverse Customer Portfolio and Fleet

GRE's newer and higher capacity railcar fleet attracts top-tier customers.

GRE HAS INVESTED MORE THAN $1 BILLION OVER THE LAST 10 YEARS

- Today, the average remaining lease term for GRE is 2 years
  - Renewal success rates have been consistently high
  - GRE's top five customers have done business with us for over 25 years
- The focus on investments in freight and intermodal segments continued throughout 2019 as the related fleet grew by 34%

	2009	2019
GRE Car Count	20,000+	24,500+
GRE Average Fleet Age (years)	24	18
GRE Fleet Capacity (thousand m³)	1,485	2,046



Top 20 customers based on 2019 revenue

As of 12/31/2019

GRE: Service Offerings



MAINTENANCE

- GRE's goal is to ensure maximum railcar availability
- Proven track record of extremely high safety standards and technical expertise
- A network of owned workshops and certified contract partners
- GRE arranges for the cleaning of tanks and freight cars combined with scheduled repairs to minimize downtime



ENGINEERING

- Decades of engineering experience
- GRE can adapt special railcars in its own workshop to meet exact customer needs
- GRE controls the entire process from conceptual design to construction to the delivery of new and modernized railcars



ASSEMBLY

- GRE's own production facility, combined with extensive modernization expertise, guarantees the highest standards in safety and quality
- Tailored solutions



SUPPORT

- Comprehensive customer service
- Deep industry-specific know-how combined with understanding of individual transportation needs



MODERNIZATION

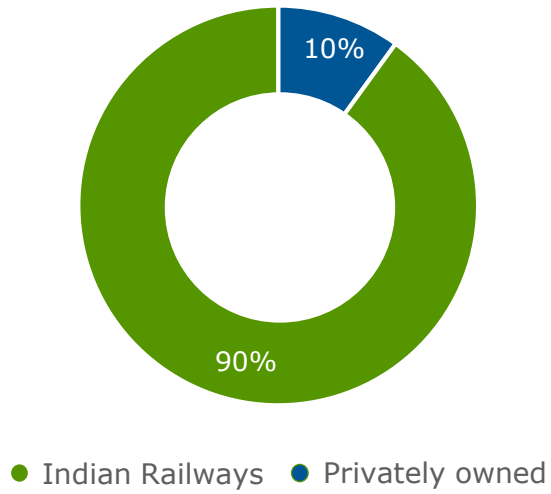
- With an average age of 18 years, GRE has one of the youngest and most modern railcar fleets in Europe
- Customer-specific adaptations and additional equipment can be implemented in many railcar types

India – Industry Overview

Indian Railways has a number of initiatives in progress to increase freight rail modal share in the country.

RAILCAR OWNERSHIP

(Based on approximately 300,000)



FREIGHT RAIL TRANSPORT

- **Significant Potential**
  - Large railway network, dominated by passenger service today
  - Commodities move long distances
  - Developing manufacturing and import/export market
  - Inefficient highway system
- **Government Support**
  - Stated target of 50% freight rail modal share by 2030 (currently ~30-35% rail vs. ~60% road)
  - Developing initiatives to encourage more private ownership and leasing of railcars
  - Approved construction of several dedicated freight corridors, with the Eastern and Western routes (combined cost of ~$12.5 billion) expected to be commissioned by 2022



As of 3/31/2020

Aircraft Spare Engine Leasing Industry Overview

- **Aircraft spare engines are very attractive and reliable leasing assets**
  - Robust residual value characteristics
  - Retain value better over the long term compared to aircraft
- **Aircraft engines need regular scheduled maintenance (3-5 year intervals) which takes between 90 and 120 days**
  - Correct level of spare engines are maintained to ensure the fleet remains operationally undisrupted
  - Spare engine ratio to engines installed on aircraft recommended by manufacturers
    - 8-10% narrow body
    - 10-15% wide body



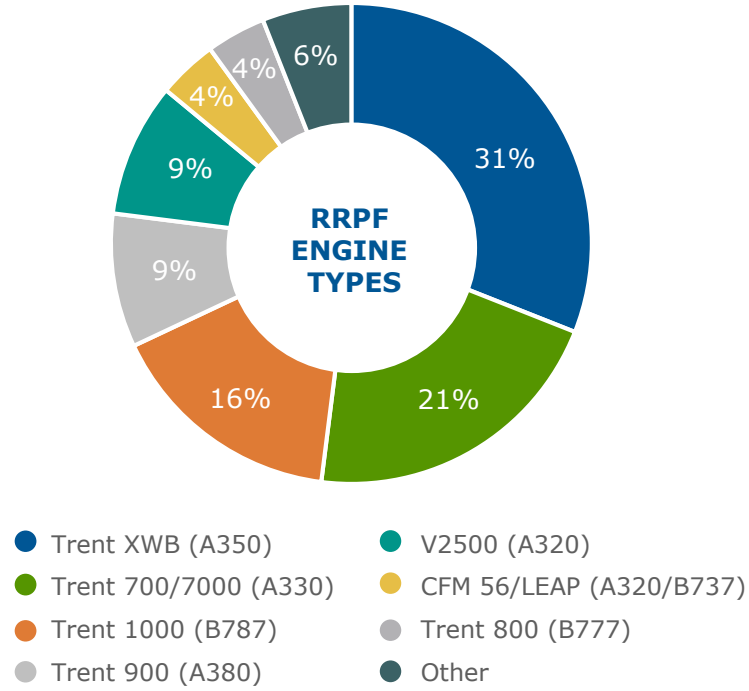
RRPF Affiliates Overview

RRPF is a leading worldwide lessor of aircraft spare engines.



OVERVIEW

- GATX established its first partnership with Rolls-Royce plc in 1998
- Total NBV of engines upon RRPF establishment was $350 million; today the NBV is approximately $5.0 billion
- RRPF affiliates lease aircraft spare engines to commercial airlines and Rolls-Royce plc

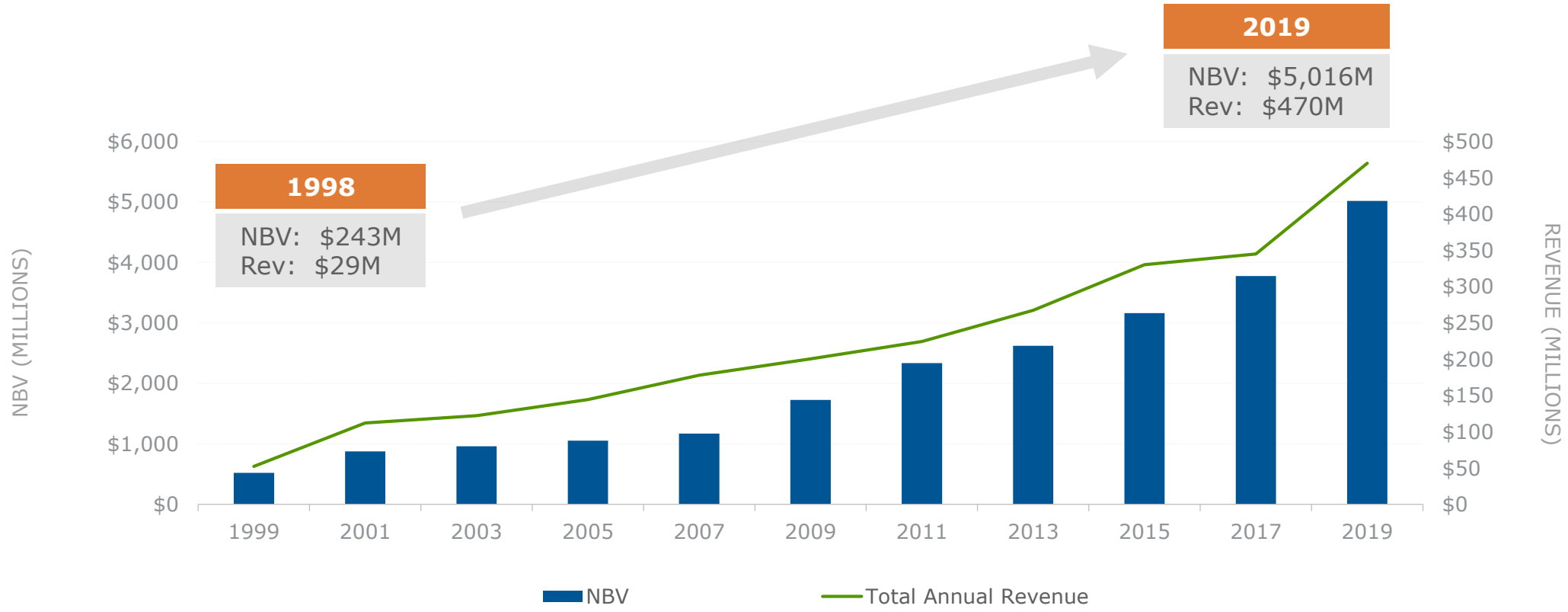


Based on NBV of approximately $5.0 billion; 100% of RRPF's portfolio

As of 12/31/2019

RRPF: Growth in Revenue & Net Book Value

CAGRs of 15.5% and 14.2% for NBV and Total Annual Revenue, respectively, since 1998.



As of 12/31/2019

Reconciliation of Non-GAAP Measures



Reconciliation of Non-GAAP Measures:
Net Income Measures

Net Income	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
(in millions)										
Net income (GAAP)	$ 80.8	$ 110.8	$ 137.3	$ 169.3	$ 205.0	$ 205.3	$ 257.1	$ 502.0	$ 211.3	$ 211.2
Less: Net income from discontinued operations (GAAP)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	34.2	20.8	30.4
Net income from continuing operations (GAAP)	$ 80.8	$ 110.8	$ 137.3	$ 169.3	$ 205.0	$ 205.3	$ 257.1	$ 467.8	$ 190.5	$ 180.8
Adjustments attributable to pre-tax income from continuing operations:										
Cost attributable to the closure of a maintenance facility at Rail International	-	-	-	-	-	-	-	-	9.5	-
Net loss (gain) on wholly owned Portfolio Management marine investments	-	-	-	-	-	9.2	2.5	(1.8)	-	-
Railcar impairment at Rail North America	-	-	-	-	-	-	29.8	-	-	-
Residual sharing settlement at Portfolio Management	-	-	-	-	-	-	(49.1)	-	-	-
Early retirement program	-	-	-	-	-	9.0	-	-	-	-
Litigation recoveries	(6.5)	(3.2)	-	-	-	-	-	-	-	-
Leveraged lease adjustment	-	(5.5)	-	-	-	-	-	-	-	-
Total adjustments attributable to pre-tax income from continuing operations	$ (6.5)	$ (8.7)	$ -	$ -	$ -	$ 18.2	$ (16.8)	$ (1.8)	$ 9.5	$ -
Income taxes thereon, based on applicable effective tax rate	$ 2.4	$ 2.0	$ -	$ -	$ -	$ (6.9)	$ 7.2	$ 0.7	$ (3.1)	$ -
Other income tax adjustments attributable to income from continuing operations:										
Income tax rate changes	-	-	0.7	-	-	14.1	-	-	-	(2.8)
Impact of the Tax Cuts and Jobs Act of 2017	-	-	-	-	-	-	-	(293.2)	(16.7)	-
Foreign tax credit utilization	-	-	(4.6)	(3.9)	-	-	(7.1)	-	(1.4)	-
GATX income taxes on sale of AAE	-	-	-	23.2	-	-	-	-	-	-
Tax benefits upon close of tax audits	(9.5)	(4.8)	(15.5)	-	-	-	-	-	-	-
Total other income tax adjustments attributable to income from continuing operations	$ (9.5)	$ (4.8)	$ (19.4)	$ 19.3	$ -	$ 14.1	$ (7.1)	$ (293.2)	$ (18.1)	$ (2.8)
Adjustments attributable to affiliates' earnings from continuing operations, net of taxes:										
Net loss (gain) on Portfolio Management marine affiliate	-	-	-	-	-	11.9	(0.6)	-	-	-
Income tax rate changes	(1.9)	(4.1)	(4.6)	(7.6)	-	(7.7)	(3.9)	-	-	-
Pre-tax gain on sale of AAE	-	-	-	(9.3)	-	-	-	-	-	-
Interest rate swaps at AAE	9.3	(0.2)	20.5	(6.9)	-	-	-	-	-	-
Total adjustments attributable to affiliates' earnings from continuing operations, net of taxes	$ 7.4	$ (4.3)	$ 15.9	$ (23.8)	$ -	$ 4.2	$ (4.5)	$ -	$ -	$ -
Net Income from continuing operations, excluding tax adjustments and other items (non-GAAP)	$ 74.6	$ 95.0	$ 133.8	$ 164.8	$ 205.0	$ 234.9	$ 235.9	$ 173.5	$ 178.8	$ 178.0
Adjustments attributable to discontinuing operations, net of taxes:										
Net casualty gain at ASC	n/a	n/a	n/a	n/a	n/a	n/a	n/a	-	-	(8.1)
Impact of the Tax Cuts and Jobs Act of 2017	n/a	n/a	n/a	n/a	n/a	n/a	n/a	(22.7)	0.2	-
Total adjustments attributable to discontinued operations, net of taxes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	$ (22.7)	$ 0.2	$ (8.1)
Net income from discontinued operations, excluding tax adjustments and other items (non-GAAP)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	$ 11.5	$ 21.0	$ 22.3
Net income from consolidated operations, excluding tax adjustments and other items (non-GAAP)	**$ 74.6**	**$ 95.0**	**$ 133.8**	**$ 164.8**	**$ 205.0**	**$ 234.9**	**$ 235.9**	**$ 185.0**	**$ 199.8**	**$ 200.3**

Note: The information for 2010-2016 in the tables above has not been recast for discontinued operations presentation.

Reconciliation of Non-GAAP Measures:
Earnings Per Share

Earnings per Share	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Diluted earnings per share from continuing operations (GAAP)	$ 1.72	$ 2.35	$ 2.88	$ 3.59	$ 4.48	$ 4.69	$ 6.29	$ 11.88	$ 4.98	$ 4.97
Diluted earnings per share from discontinued operations (GAAP)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.87	0.54	0.84
Diluted earnings per share from consolidated operations (GAAP)	$ 1.72	$ 2.35	$ 2.88	$ 3.59	$ 4.48	$ 4.69	$ 6.29	$ 12.75	$ 5.52	$ 5.81
Diluted earnings per share from continuing operations, excluding tax adjustments and other items (non-GAAP)	$ 1.59	$ 2.01	$ 2.81	$ 3.50	$ 4.48	$ 5.37	$ 5.77	$ 4.41	$ 4.67	$ 4.89
Diluted earnings per share from discontinued operations, excluding tax adjustments and other items (non-GAAP)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.29	0.55	0.62
Diluted earnings per share from consolidated operations, excluding tax adjustments and other items (non-GAAP)	$ 1.59	$ 2.01	$ 2.81	$ 3.50	$ 4.48	$ 5.37	$ 5.77	$ 4.70	$ 5.22	$ 5.51

Note: The information for 2010-2016 in the tables above has not been recast for discontinued operations presentation.

Reconciliation of Non-GAAP Measures:
Balance Sheet Measures

On- and Off-Balance Sheet Assets	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total assets (GAAP)	$ 5,442.4	$ 5,846.0	$ 6,044.7	$ 6,535.5	$ 6,919.9	$ 6,894.2	$ 7,105.4	$ 7,422.4	$ 7,616.7	$ 8,285.1
Off-balance sheet assets (1):										
Rail North America	968.1	884.5	863.5	887.9	606.1	488.7	456.5	435.7	430.2	-
Portfolio Management	3.4	2.6	-	-	-	-	-	-	-	-
Discontinued operations	-	-	21.0	16.5	11.7	6.8	2.6	-	-	-
Total off-balance sheet assets	$ 971.5	$ 887.1	$ 884.5	$ 904.4	$ 617.8	$ 495.5	$ 459.1	$ 435.7	$ 430.2	$ -
Total assets, as adjusted (non-GAAP)	$6,413.9	$6,733.1	$6,929.2	$7,439.9	$7,537.7	$7,389.7	$7,564.5	$7,858.1	$8,046.9	$8,285.1

(1) Off-balance sheet assets apply to each of the years 2018 and prior. In accordance with the new lease accounting standard, off-balance sheet assets are no longer applicable beginning in 2019.