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SPECIAL REPORT FROM *PROGRESSIVE
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Delivering Goods for the Good of All™

**Armed with a new vision, value proposition,
and reinvigorated operating model,
TrinityRail® aims to engage more deeply
with its customers, do its part to help the rail
industry regain modal share, and bring more
value to North America's supply chain.**

In February 2020, E. Jean Savage was appointed Chief Executive Officer and President of Trinity Industries, Inc. *TrinityRail*, composed of the rail businesses of Trinity Industries, operates an industry-leading platform of railcar leasing, manufacturing, and services businesses, which is highly customer-centric.

A month after Savage and her management team set out to transform the company's operating strategy, redefine the *TrinityRail* vision, and align the business values and the organization, the global pandemic hit and took hold. But the Covid-19 outbreak never put Savage's transformation plans on hold.

"You would think the pandemic would have hurt the process, but it actually gave us more of an emphasis," says Savage, who came from Caterpillar Inc.'s Surface Mining & Technology division, where she oversaw the end-to-end value chain. "What our people accomplished in the midst of a global pandemic is

nothing short of extraordinary. There was a 'We can't wait, we need to get this work done' focus."

The entire rail industry needed to have that same focus during the early, uncertain days of the pandemic.

"Communities were depending on getting these products from rail," says Savage, who in her 17 years at Caterpillar also held executive positions at the company's Progress Rail subsidiary. "We were considered an 'essential business'. We had to get those supplies to different areas."

Rail is an essential link in the economic chain. Day in, day out. Pandemic or no pandemic, as essential as rail is, it's losing modal share.

"Rail is the lowest cost, most sustainable mode of land-based transportation for many commodities," says Eric Marchetto, Executive Vice President and Chief Financial Officer. "So why are we losing share? We think there's a service gap."

What could *TrinityRail* do to help close the gap? How could a rail supplier

retool, or reconsider its role — for its own good, certainly, but also for the greater good of rail? To help rail get back on the road to regaining modal share?

The *TrinityRail* brain trust spent part of last year considering those questions. They made substantial progress in rationalizing the Trinity footprint, and optimizing its corporate cost structure and balance sheet — all while maintaining safe operations through the Covid-19 outbreak and delivering high-quality products and services to customers.

And now, *TrinityRail* has a new vision and value proposition, a new operating model, and a new company purpose: "Delivering Goods for the Good of All." All as in *TrinityRail* employees and customers. All as in every link in the supply chain. All as in all who depend on that chain.

"We thought those words — "for the good of all" — made sense," Savage says. "We know we're not the whole supply chain, but we are an integral part of it."

TrinityRail will play a greater role, Savage and the leadership team believe, by engaging more closely with customers to develop innovative product and service solutions, and by optimizing the supply chain while also leveraging the company's long-standing trusted expertise. Solution components range from comprehensive manufacturing and reliable maintenance to agile leasing and professional services.

"Clearly, Jean has a vision for Trinity

— it's a vision of, 'How do we change, how do we transform? How do we continue to advance the rail modal advantages? It definitely resonates with me," says Vice President Service Expansion Jim Pang, who joined *TrinityRail* in September 2020 after 22 years with BNSF Railway, most recently as Senior Director of Innovation and Intermodal Hub Operations. "How do we center all the things we do with the customer in mind, and start developing further enhanced services? We ask these questions daily."

Adds Marchetto: "What Jean is driving, and helping us define, is how do we bring more value to this space, whether it's in a railcar or around a railcar?"

Putting the Customer First

Getting closer to customers — and helping them solve problems — is key.

"At Progress Rail, we had a lot of customer interaction," says Savage. "Before we had it, though, when there wasn't that much interaction, we were late in our decision making."

In the spring of 2020, during the nascent stages of the pandemic, it might have been easy to let customer (and employee) interaction slide. Savage and *TrinityRail* strategists didn't let that happen.

"The team really pulled together well," Savage says. "We had lots of conference calls and meetings, along with running the day-to-day business."

They also kept employees in the loop.

"They wanted to know where we were going," Savage says.

They *had* to know. They were about to be asked to step it up on the customer engagement front. To think bigger picture. To think "supply chain."

This, Savage knew: The people at *TrinityRail* were committed to serving customers.

"And if you're putting customers in front, you're going to do well," she says.

But was the company set up to enable this commitment? Was it aligned properly?

"We have a lot of talented, experienced people engaging daily with our customers. While they can easily talk about our products and services, we know we need to go deeper," Savage says. "We know we have to move more into data analytics, more into the digital space. But you've got to understand the problems your customers are having before you do that."

The leadership team also looked at how *TrinityRail* had been developing the business. What were the returns for the customers, shareholders and employees? Was the company investing in the right places? If not, what rationalization decisions needed to be made?

As for the industry's notorious cyclical swings — how ad-

versely did they affect employees? Answer: Pretty adversely.

"What could we do to stabilize things when you have an industry which cycles every two to four years?" Savage says. "Employees get laid off, it's hard on them. We asked, 'What can we do different?'"

A New Value Proposition

For starters, they needed a new value proposition for all stakeholders.

"For me, it's a differentiator," Savage says. "If I'm your customer and you're bringing me the same thing everyone else is, where's your value proposition? You may say price is what sets you apart, but what are you doing to make it easier for me to do business?"

The new value proposition comprises four parts:

- **Strategic synergies generated by a rail platform with industry-leading positions.**

"We built these railcars, so we know what goes into building them," Savage says. "If you have to modify them for any reason — we know how to best do that. We can manage the fleet for you. We can give customers a lot of different options. We want to give them the best solution."

- **Attractive railcar investments with**

long-term asset utility. *TrinityRail* produces railcars shippers can rely on to keep their products moving. "These assets don't go away very quickly — 35 to 50 years," Savage says. "A lot of times you can recycle them, modify them. In our lease fleet, there are very few write-offs." A long-term, customer-focused view is ingrained into day-to-day operations. One result is that the overall population of railcars produced by *TrinityRail* experience fewer bad order events than other railcars in the North American fleet (A bad order is a railcar that has a mechanical defect and must be removed from service for maintenance).

- **Significant and compounding cash**

flows result from platform synergies.

- **Capital allocation focused on shareholder returns and disciplined growth.**

"The last two are for shareholders — why they should want to invest with us," Savage says.

The value proposition was initially unveiled to shareholders at Trinity Industries' Investor Day, held Nov. 19, 2020.

So were glimpses of the *TrinityRail* to come. A slide titled "A Legacy of Growth and a Focus on Transformation" showed a "Then" company: an industrial manufacturer, scaling businesses, premium on manufacturing flexibility and earnings growth.



E. Jean Savage,
President and
CEO, Trinity
Industries, Inc.

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TRINSIGHT™

Trinsight™ offers real-time fleet analytics, supply chain intelligence

“‘Delivering Goods for the Good of All’ encapsulates our belief that rail is a vital part of the future — we believe passionately in the mode,” says Dan Anderson, *TrinityRail’s* Vice President of Strategic Marketing and Product Development, noting rail’s inherent qualities of efficiency and sustainability. “But if the mode is as good as we think it is, why then has the industry’s share of freight moving in North America declined for more than a decade?”

Lack of real-time shipment visibility, for one. It is and has been a huge issue for rail customers. Rail, as Anderson puts it, has been “a black hole” in many shippers’ supply chains.

Enter Trinsight™.

Unveiled Feb. 2, the next-gen digital platform is designed to advance the digital connection between North American rail shippers and their railcar fleets. Trinsight provides real-time intelligence on the location, condition and status of rail equipment, thereby improving rail transportation efficiencies and safety, and enhancing the management of fleet operations.

The service offers advanced analytics, machine learning capabilities, and telematics that provide *TrinityRail* customers with actionable insights into their railcar fleet and cargo. Trinsight leverages data from

the company’s fleet of over 130,000 owned and managed railcars, *TrinityRail’s* extensive experience in the rail industry, and expanding data analytics capabilities to offer a platform with targeted, customer-focused actionable insights.

A proprietary user interface enables customization of dashboards

says Gregg Mitchell, Executive Vice President and Chief Commercial Officer. “In combination with the RailPulse joint venture, Trinsight will significantly enhance the customer experience through IoT and telematics providing real time visibility and insight into their fleets and the freight they transport.”



A next-gen digital platform designed to advance the digital connection between rail shippers and their railcar fleets, Trinsight™ provides real-time intelligence on the location, condition and status of rail equipment.

and reports. Through this interface, *TrinityRail’s* customers can access location and asset status, including GPS, track and trace, weather overlay, geo-fencing, customizable triggers and alerts, and Car Location Message (CLM) data, as well as impact and movement detection.

“We have heard from our customers about their need to manage their rail supply chain more efficiently,”

The digital platforms being developed and implemented through Trinsight and other products will continue to provide both innovative solutions and a differentiated experience for *TrinityRail* customers, company officials say.

Trinsight is currently available to *TrinityRail’s* customers; additional customized features will be available later this year.

Features of the Hourglass™ autorack include additional interior width for enhanced ergonomics and operational efficiencies.



TRINITYRAIL

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It also showed a “Now” company: a railcar equipment and services provider, emphasis on optimization, scaling platform offerings, and focus on cash flow and returns.

“In the past, with manufacturing, bigger was always better for the number of maintenance shops, for example,” Savage says. “But there’s too much capacity in the industry. So we decided, ‘Let’s look at this and be more strategic.’”

They’re also being more strategic when it comes to managing industry cyclicity.

“In prior years, when cyclicity came, we had to hire more and lay off more,” Savage says. “What would differentiate us, and what other things could we do so we all can stabilize better, so we can keep a steady employment base?”

We also had a lot of properties for future development that “were not in the lanes where our cars run,” Savage says.

“We have the data — a year from

now, where do we need to have our maintenance facilities or mobile units located?” Savage says. “Again, what information do we need to make better and smarter decisions?”

‘We Want Them to Know What We’re About’

In addition to the new value proposition, *TrinityRail* employees, customers and shareholders also needed to know the business values the company held dear. The ones *TrinityRail* would be living by.

“When we talk to customers, to shareholders, to employees, we want them to know what we’re about,” Savage says. “That these basically are the tickets to get into the game. And they’re not negotiable.”

The tickets required for admission include:

- **Integrity.** “It’s about the commitment — delivering the goods for the good of all,” Savage says. “It’s ensuring ‘we do the right thing’ for each other, for our shareholders, and for our customers. Are we pro-

viding quality railcars on time and to the long-term satisfaction of our customers? Are we doing the best to meet their needs and the needs of other stakeholders?”

- **Diversity and inclusion.** “It’s looking around the table and asking, ‘Are we inclusive? Are we making sure we are getting different opinions and ideas to come up with the best solutions?’” Savage says. “With the workforce we have, are we giving everyone a chance to grow, to be promoted? It’s important to own this, to show the actions we’re taking. How are we going to make sure we invest in people?”

- **Commitment.** “We’re not in it for the short haul — we’re in it for the long term,” Savage says. “We want our employees to know this. Our customers. Our shareholders. We are committed to doing what we say we will do but it’s more than words, it’s the action.”

- **Excellence.** “This goes to continuous improvement and lean manufacturing,” Savage says. “It applies to customers, too — collaborating, problem solving. If there’s a problem, we want to not only fix it, but to learn from it. We want to passionately do our very best for each stakeholder.”

- **Innovation.** “This applies in every area of the company. It’s not just about new products and it isn’t just for our plants,” Savage says. “It’s also data analytics, digital services — making sure we open our minds to that. It can be hard for heavy industry to make that mindset change. It’s bringing in people with an analytics mindset and people from other industries who’ve gone through it. We want to get a better view.”

At first, the new value proposition and the new business values were a lot to process and incorporate — and they’ll continue to be. Such is the nature of an organizational transformation rooted in commitment.

“We had to take the first steps — we had to look through everything with a new lens,” Savage says. “As we started to coalesce around it, we had

to communicate the new operating model and the value proposition to our people: ‘If you think about *TrinityRail*, here is what we are, what we are focusing on the next year, what we’re doing to help get everyone aligned quickly.’ It was especially important, given that everyone was working remotely.”

‘This is About Creating a Model of Reliability’

And the aligning (in some areas, re-aligning) is coming along nicely, *TrinityRail* leaders believe. It’s certainly evident in the commercial market strategy realm.

“The platform we have is built around a premium product — something we build, something we lease, something we maintain,” says Gregg Mitchell, Executive Vice President and Chief Commercial Officer, who joined the company in 2007 as President of Trinity Logistics, and then

held other positions before taking on his current role in 2019. “The difference now is we’re creating a deeper engagement with the customer — in developing new products as well as new services. Now we’re talking about customers’ supply chain, and how to improve the efficient use of the railcars we deploy.”

Which is also about improving the efficiency of rail, in general.

“We have to improve rail’s modal share,” says Mitchell who, before joining *TrinityRail*, served as a supply chain executive for Glazers Corp., Gap Inc. and Wal-Mart. “We’re not about speed to market — this is about creating a model of reliability. The more reliable the model, the more predictable the service. And predictable service means customers can plan better.”

And if customers can plan better because they can count on rail to deliver, they’ll choose rail more often.

“We’d developed the mar-

ket-based vertical hierarchy, and that is what has evolved into our new customer-facing alignment,” says Dan Anderson, Vice President of Strategic Marketing and Product Development. “The entire commercial team shifted from being regionally focused to being industry experts.”

It’s a sentiment now steeped in all *TrinityRail* departments. As Executive Vice President of Service Operations Brian Madison puts it: Customers don’t think in terms of geography, they think in terms of the business they’re in.

“The organization has made a big step forward in seeking to align around customers — to be less siloed in terms of the way we operate,” Madison says.

Adds Mitchell: “And that’s a very different way of looking at how we do what we do.”

It’s different — and it’s a key differentiator for *TrinityRail*.

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The focus on supply chain optimization, coupled with the company's trusted expertise and capacity to listen to customers, will lead to innovative solutions, the leadership team believes.

"We're moving toward a more innovative culture," Mitchell says. "Our platform provides us with more customer feedback touch points than anybody in the industry. Through those touchpoints, we hear the voice of the customer — what products we could be offering, and how to better serve them."

Witness *TrinityRail's* commitment to (and investment in) connectivity, and improving rail shipment visibility and predictability, Mitchell says.

"The rail industry needs to be able to tell customers where their car is *NOW*, in real time," Mitchell says. "Customers also want information on the health of their cargo, and an improved customer experience."

TrinityRail is putting its time, energy and money where its mouth is. In October 2020, the company joined Norfolk Southern Railway, GATX Corp., Genesee & Wyoming Inc. and Watco Cos. LLC to announce the formation of RailPulse — a venture to create a technology platform designed to facilitate and accelerate the adoption of GPS and other telematics technology across the North American railcar fleet.

The venture members, who collectively own nearly 20% of the North American railcar fleet, aim to accelerate the adoption of telematics to meet two specific objectives. The first is safety. The second: to increase rail's competitiveness relative to other modes of transportation by improving visibility into railcar status, location and condition, all of which can contribute to rail-industry growth.

Telematics capabilities will include data capture to

support real-time track-level visibility, whether doors or hatches are open, whether the car is loaded or partially loaded, and other key performance metrics.

RailPulse partners expect a full-service platform to be available by the end of 2022.

TrinityRail has also taken another step toward improving rail performance. This past February, *TrinityRail* unveiled a solution of its own: Trinsight™, a next-gen digital platform that monitors sensor-equipped railcars and their freight in real time, from origin to destination.

A complement to RailPulse, the service will offer advanced analytics, machine learning capabilities, and telematics that provide *TrinityRail* customers with actionable insights into their railcar fleet and cargo. [for more on Trinsight, see page 3]

"This is a way to fill the visibility gap we've been talking about," Anderson says. "It's important to understand that Trinsight is a product line — there are different packages that one can choose from, depending on how much unique data the customer wants."

And, *TrinityRail* leaders realize, what the customer wants (and needs) is more important than ever. In the past, product and service solutions were driven by Engineering; now, Marketing, with input from customers, is driving solution development.

"Through the voice of the customers, we've developed a very formalized product development program," Mitchell says, noting that Anderson is driving the program.

A 10-year *TrinityRail* veteran, Anderson led the company's market intelligence effort for five years before assuming his current role.

Customers are hungry for analytics solutions, says Stephen Ecker, Vice President, Data and Analysis.

“I’ve been in a lot of these customer meetings, and even basic dashboard and reporting represents a fundamental gap right now,” says Ecker, who’s been with the company for eight years, starting as an operations analyst. “Many don’t get access to the data, and that even includes some of the larger shippers. They’re focused on shipping commodities. They don’t have time to dig into it. Today, when we talk to our customers, it feels like we’re providing something to them that they see as critically important both for themselves and their customers. This is a very exciting time to be at *TrinityRail*.”

Telematics/data analytics isn’t the only hotbed of innovation *TrinityRail* has been investigating. The company has developed 20 new products and enhancements in the last five years — including the Hourglass™ autorack, a new EDSO Low Profile discharge gate for plastic pellet cars, and a newly enhanced TrinCool™ refrigerated box car that offers a variety of features to improve thermal performance and operational efficiencies.

And then there’s the 5459 Covered Hopper, which Anderson considers a “great example” of the new era of new-product development. The lightweight, 5,459-cubic-foot car is designed for the efficient shipment of grain and other dry bulk products. The car’s capacity and length have been optimized, enabling a greater payload

and more cars in the equivalent train length. The 5459 also features advanced corrugated side construction, a design that helps maximize capacity while maintaining structural integrity.

Meanwhile, *TrinityRail* team members are always on the lookout for service offerings and other ways to help customers solve problems.

“Is there an opportunity to partner? Build a new service? Or buy one to help customers?” Mitchell says. “It’s going to take investment sometimes. We know that. But we really want to know what the customer needs. We’re asking them, ‘What is your pinch point? What gives you heartburn?’”

It’s about asking. Listening. Engaging. Taking action. And following through.

“We want to be really easy to do business with,” says Senior Vice President of Customer Operations Josh Kitfield, who joined the company in 2017 after working with the likes of Pratt & Whitney, GE and Intuit.

Recent make-it-easier moves have included rolling out a customer digital channel and investing in a customer experience system.

“It’s about building a customer experience culture,” Kitfield says, noting his team is conducting intensive “loyalty experience” surveys with *TrinityRail* customers. “That’s definitely a differentiator for us.”



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It's also about seeing the bigger picture. The one that features every link in the rail chain.

"Again, the big epiphany is that we're part of the supply chain," An-

derson says.

The mindset shift that comes with such an epiphany also brings a new way of communicating, and sometimes, a new vocabulary.

"You start talking in a different way, in a different language — instead of purely talking in your terms, like railcars, you're talking supply chain logistics," Madison says. "Everybody, in some respect, is learning together because it's a different way of doing business."

Social Responsibility and Green Financing Framework

In April, Trinity Industries published its inaugural 2020 Corporate Social Responsibility Report (CSR) that detailed the Company's Environmental, Social, and Governance (ESG) initiatives and response to Covid-19.

"At Trinity, we take pride in serving communities by delivering commodities by rail — safely, efficiently and sustainably — across North America," said Jean Savage, Trinity's Chief Executive Officer and President. "Our long-standing commitment to high ethical standards, a workplace that values and respects all employees, sound governance, and resource stewardship is foundational to our core mission of Delivering Goods for the Good of All."

As part of this effort, earlier in 2021, the Company announced that Trinity Industries Leasing Company (TILC) issued the release of its Green Financing Framework, supported by a second-party opinion from Sustainalytics, a Morningstar Company and a globally recognized provider of ESG research, ratings and data.

"As part of our commitment to sustainability, we take our commitment to reducing our environmental impact seriously as a company and as an industry," said Savage. "TILC's Green Financing Framework is an important step to contributing to a more resource-efficient economy, embedding climate change mitigation into our business strategy, and better facilitating our customers' alignment in confronting these growing challenges."

"TILC has been a pioneer in developing the railcar asset-backed securitization market since 2001, and we are pleased to, once again, be leading the charge for the North American railcar industry as the first railcar lessor to publish a Green Financing Framework for railcar assets," said Eric Marchetto, Executive Vice President and Chief Financial Officer. "Railcars are a sustainable mode of transportation and play an important role in the industrial supply chain by transporting our country's most important products across the North American continent in an environmentally-friendly manner. We are proud of the role that our railcars play in lowering the overall environmental footprint of the transportation industry."

The report captures the Company's sustainability strategy and future goals. A copy may be found on Trinity's corporate website, www.trin.net/sustainability.

Services Expansion and the Field Support Advantage

Madison, who joined Trinity in 2016 following a lengthy career in banking and lease equipment finance, knows about transitions — language wise and otherwise. He also heads *TrinityRail* Leasing and Management Services.

"Services expansion is a big part of this," Madison says. "There are different solutions we can bring, versus just a railcar. As we look at all the information we have, all the data points around the assets, how can I translate that information into something that will allow the customer to operate their business more effectively?"

Fleet management affords one opportunity, but not just the traditional way of looking at the discipline (i.e., managing the railcar asset). For example, the company can go deeper and leverage data analytics with Trinsight, which "links up nicely" with the work being done with RailPulse, Madison says.

"And then you've got another service area we call White Space — consulting, essentially — to help customers solve problems," Madison adds. "Maybe it's training. There are opportunities in a PSR environment. It's basically uncovering needs the customer has, then building solutions for them. At the end of the day, we're a service company."

TrinityRail also can offer customers maintenance and repair insights on their own data, adds V.P. Services Expansion Pang, who heads a team of eight.

"The very fact that this newly created team is in existence is a differentiator," Pang says. "Let's not lose

sight of where we were at this time last year, and we're still very much in it. Jean and the leadership team could have easily put it off until things got better. But this is the right thing to do and the right time to do it."

Shawn Davis couldn't agree more. *TrinityRail's* Vice President of Field Support and Warranty says the pandemic put him and his team in the position of "looking at what supporting a customer means."

"Last year, field support had to pivot," says Davis, who's served *TrinityRail* for 32 years, starting on the shop floor and working his way up to his current position. "It was a lot of FaceTime, rather than face-to-face with customers. It was challenging, but we learned you can help a customer get to a solution faster sometimes with the tools we have today. Our activity actually increased during Covid."

The pandemic alone didn't prompt the pivot. The mindset shift was already in motion.

"We used to focus solely on the railcar — everything we did was focused and driven toward ensuring the railcar was performing, and that the individual using the car had a basic understanding of how to use it," Davis says. "Now, with our new approach, our new focus, it's more about being able to recognize pain points the customer is having, and helping them find solutions."

It's also about being able to recognize change — what's

changed, what's changing, and why it all matters.

"For most of my time here, Trinity was a manufacturing-focused company," Davis says. "What's really changed is that we are now looking at ourselves as a services company and building deeper relationships with customers. We're onto something fresh and exciting and new. Hopefully, with everything we've got going right now, we'll be part of something that truly will change the industry."

Optimization (and Investment) in Operations

Few have seen their roles evolve to the extent Neil West has experienced. A year ago, he was president of *TrinityRail* Maintenance Services. With the strategy refresh, West in June 2020 was named Executive Vice President of Production Operations, putting him in charge of all of the operating functions of the business — manufacturing, maintenance and aftermarket parts.

"On top of all the changes, it's been a difficult market the past 18 months," says West. "We're looking at (1) how do we optimize our manufacturing platform, and (2), how do we lower our structural costs in the business — all while we look for growth in the areas of maintenance and aftermarket parts."

Some of the footprint optimization has been complet-

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ed: West and his team have consolidated a large amount of *TrinityRail's* U.S. manufacturing capacity and “are focused on the utilization of square footage” in those shops.

But the change underway is not all about optimization. *TrinityRail* also has started down the path of investing in automation and advanced technology.

The biggest recent technology-related facility investment? In February, Bay Worx Rail was acquired. The transaction includes a proprietary cleaning technology system and a state-of-the-art cleaning facility.

The revolutionary technology deployed by Bay Worx Rail uses advanced robotics to improve the safety and efficiency of the railcar cleaning process. The plan is to scale these services at additional maintenance facilities over the next few years to service *TrinityRail's* own leased railcar fleet, as well as other customers' railcars.

“This acquisition reflects our commitment to providing a premier customer service experience and aligns with our strategy to expand our maintenance services business, and optimize our production operations platform through advanced technologies,” West says. “The investment in Bay Worx cleaning technology enhances the safety and working environment for our people, our sustainability profile through the use of closed-loop water recycling systems, and our available capacity to meet increasing demand for mechanical services for tank car compliance events.”

Later this year, a new *TrinityRail* maintenance facility in Shell Rock, Iowa, will be the first to implement the Bay Worx Technology.

“There's a lot of railcar storage there — there's a very service-minded short line there, the Iowa Northern, who services us,” West says. “And there's the geography of being in the Midwest, which offers optimal access to the Class I network. We really think this will differentiate us.”

So what has been done to develop *TrinityRail's* coatings expertise?

In January, the *TrinityRail* team at the Sabinas, Mexico facility passed an audit conducted by The Society of Protective Coatings (SSPC) and was recommended to be certified by SSPC for its QP 3 — Shop Painting Certification Program. On Feb. 18, Sabinas received its official certification.

“According to SSPC, Sabinas was the first railcar manufacturing facility worldwide to achieve this certification,” says West. Now, all *TrinityRail* manufacturing facilities have stepped up and achieved this certification.

West also sees big things on the horizon for aftermarket parts. “Our competitive advantage is we have knowledge and expertise as a manufacturer and a leasing company,” he says.

And Speaking of Parts...

“A significant investment has been made in the Parts Group,” says Randy Meyer, Vice President of Manufacturing Operations, Parts and Mobile Repair.

“Traditionally, we'd provide parts for a Trinity railcar — now we're becoming a nationwide distributor for all railcars,” says Meyer, who's in his 22nd year with the company and his 11th on the rail side. “That's the journey we're on.”

It's a purposeful one.

“We needed a new strategy, and this is a business that focuses on the customer,” Meyer says. “One of the biggest challenges in parts is availability, so we invested in inventory.”

And it has reduced turn times. Significantly.

“It makes us easier to do business with,” Meyer says.

Which is the aim.

“The focus on the customer here is just different now,” he says. “We never had a ‘Customer Service Week’ during most of my time here. This is now an annual event but also supports a customer service commitment and culture that's embraced year-round down to the plant floor. Everybody in the company is focused on being a solutions provider. What can we do to make rail a better choice in the eye of the customer?”

Positioned to Deliver

That not-rhetorical question is music to *TrinityRail* leadership's ears. And it's music they're likely to keep hearing.

“I think the key thing, with the work that's been done across the leadership, is the alignment across the business is better than it's been in the nearly five years I've been here,” Madison says. “We're very well positioned to deliver.”

For the good of all.

“This is all going to take some time,” Marchetto says. “In the meantime, we want to have a better service offering, and prove out the value proposition of our platform. We've redesigned some things and come out with a strategy. Now we have to start executing it.”

That's the plan.

It's certainly Jean Savage's plan. “In 2021, we intend to further enhance the value of outsourced fabrication activities, implement more automation in facilities, and to enhance our product portfolio through evolutionary products and services for our customers,” she says.

Savage also would like to see the links in the chain continue to take their next steps — collectively.

“As an industry, another thing we really have to work on is moving the thinking from precision railroading to predictive railroading,” Savage says. “Why wouldn't shippers use rail if it's more sustainable, if they can count on getting it in a narrow time frame?”

For now, *TrinityRail's* own growing group of innovators will focus on driving engagement with customers and bringing value to the rail space, all the while upholding the values they share, keeping the bigger supply chain picture in plain view.

“Delivering Goods for the Good of All. It's our purpose and our commitment,” Savage adds. It flows from each employee to every customer and every link in the supply chain.” ♦



Raising the bar with innovative, collaborative excellence.

TrinityRail singled out Miner Enterprises and recognized us as their 2020 Premier Direct Supplier across all commodity and logistics groups. We are proud of this high honor. It is a powerful affirmation of our innovative engineering and collaborative partnership with them. It is also an example of how great companies and great people, working together for a common goal, can raise the bar for an entire industry and, help each other rise...**EVER HIGHER.**

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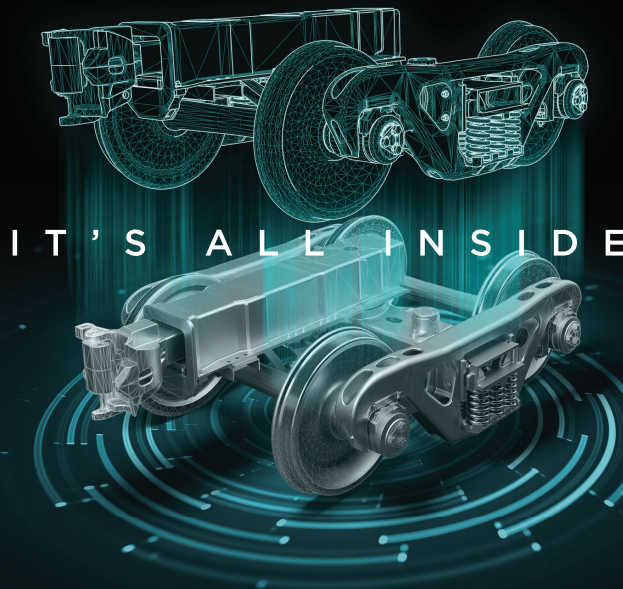
CONGRATULATIONS TO TRINITY RAIL

on your well-deserved success and a sincere thank you
for many years of innovation, support, and partnership.

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