ARCOSA

MOVING
INFRASTRUCTURE
FORWARD

Fourth Quarter and Full Year 2018 Results Overview

February 28, 2019

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Forward Looking Statements

Some statements in this presentation, which are not historical facts, are “forward-looking statements” as defined by the Private Securities Litigation Reform Act of 1995. Forward-looking statements include statements about Arcosa’s estimates, expectations, beliefs, intentions or strategies for the future. Arcosa uses the words “anticipates,” “assumes,” “believes,” “estimates,” “expects,” “intends,” “forecasts,” “may,” “will,” “should,” “guidance,” “outlook,” and similar expressions to identify these forward-looking statements. Forward-looking statements speak only as of the date of this presentation, and Arcosa expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein, except as required by federal securities laws.

Forward-looking statements are based on management’s current views and assumptions and involve risks and uncertainties that could cause actual results to differ materially from historical experience or our present expectations, including but not limited to assumptions, risks and uncertainties regarding achievement of the expected benefits of Arcosa’s separation from Trinity Industries, Inc. (“Trinity”;NYSE:TRN); tax treatment of the separation; failure to successfully integrate the ACG Materials acquisition, or failure to achieve the expected benefits of the acquisition; market conditions and customer demand for Arcosa’s business products and services; the cyclical nature of, and seasonal or weather impact on, the industries in which Arcosa competes; competition and other competitive factors; governmental and regulatory factors; changing technologies; availability of growth opportunities; market recovery; improving margins; and Arcosa’s ability to execute its long-term strategy, and such forward-looking statements are not guarantees of future performance. For further discussion of such risks and uncertainties, see “Information Statement Summary”, “Risk Factors” and “Forward-Looking Statements” in the information statement filed as an exhibit to Arcosa’s Registration Statement on Form 10, as amended, and “Risk Factors” and the “Forward-Looking Statements” section of “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in Arcosa’s Form 10-K for the year ended December 31, 2018 which is to be filed on or about February 28, 2019.

Non-GAAP Financial Measures

This presentation contains financial measures that have not been prepared in accordance with generally accepted accounting principles (GAAP). Reconciliations of non-GAAP financial measures to the closest GAAP measure are provided in the Appendix.

Presentation of Financials

The spin-off of the Company by Trinity was completed on November 1, 2018. The Company’s financial statements for periods prior to November 1, 2018 were presented on a “carve-out” basis. The carve-out financials of the Company are not necessarily representative of the amounts that would have been reflected in the financial statements had the Company been an independent company during the applicable periods.

Strategic Highlights

- Completed separation from Trinity on November 1, 2018
- Closed acquisition of ACG Materials ("ACG") on December 5, 2018
- Q4 results demonstrate progress on Stage 1 Priorities discussed at October Investor Day
- Increased revenue and adjusted EBITDA guidance show projected return to growth in 2019

Stage 1 Priorities

Grow Construction Products organically and through acquisitions

Improve Energy Equipment's operational performance while pursuing disciplined growth

Expand Transport-ation Products organically as barge and rail markets recover

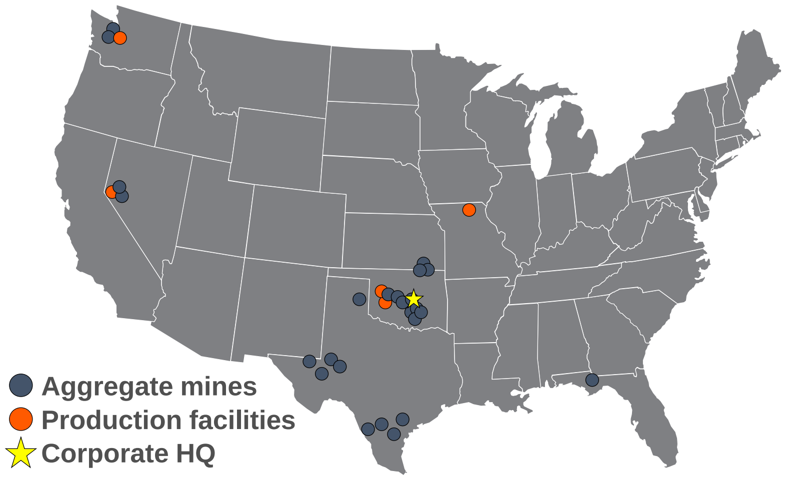
Operate a flat and responsive corporate structure

ACG Acquisition Update

ACG integration is progressing well; it will be a platform for additional value creation in our Construction Products segment

Geographic diversity

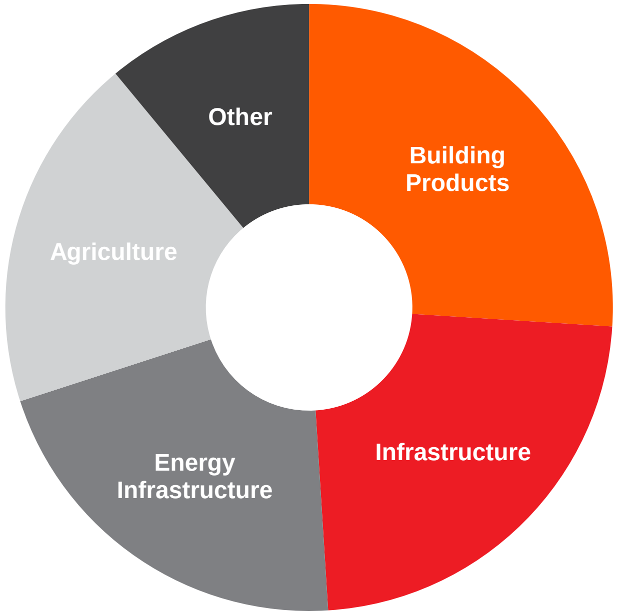
ACG Footprint



- 24 active mines
- 5 production facilities

End market diversity

ACG End Markets



Levers for additional value creation

- End market growth
- Incremental specialty product development
- Organic capital investments
- Bolt-on acquisitions
- Operational improvements through shared best practices

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Stage 1 Priorities

We are making solid progress on our Stage 1 Priorities

Grow Construction Products	▪ $309M ACG Materials acquisition adds significant scale, new specialty materials and aggregates platforms, and geographic diversity ▪ ACG has robust pipeline of bolt-on acquisitions ▪ Integration progressing well
Improve Energy Equipment	▪ Continuous Improvement program extended from Wind Towers to Utility Structures and Storage Tanks ▪ Divested cryogenics and oilfield processing equipment businesses during Q4
Expand Transportation Products	▪ Re-opened idled barge plant in Louisiana to meet increased demand ▪ Components business winning orders from new customers and markets
Operate a flat corporate structure	▪ Outsourced certain corporate functions as part of separation ▪ Streamlined corporate structure to reduce layers ▪ Completed move of corporate headquarters in February

Raising FY 2019 Revenue and Adjusted EBITDA Guidance to $1,750M and $220M at the Guidance Mid-point

Previous Revenue and Adjusted EBITDA guidance ranges at the mid-point were $1,600M and $187.5M, respectively, as of 11/01/18. See Adjusted EBITDA reconciliation in Appendix.

Outlook by Segment

CONSTRUCTION

- Infrastructure construction activity expected to benefit from FAST Act funding and state and local spending
- Continued growth projected in non-residential and residential activity
- ACG diversifies our geographic exposure and end markets, making the segment less reliant on specific markets
- ACG projected to meet its financial performance from the time of our acquisition announcement[1] (Revenue of $152M and Adjusted EBITDA of $32M)

ENERGY

- Wind Towers:
  - Backlog extends into 2020
  - Continue to see new wind tower orders but uncertainty following phase-out of U.S. Production Tax Credit
- Utility Structures:
  - Quotation activity steady for transmission towers
  - Increased throughput sets the stage for expected revenue growth and margin expansion
- Storage:
  - Fuel shortage in Mexico expected to require additional storage and transport capacity

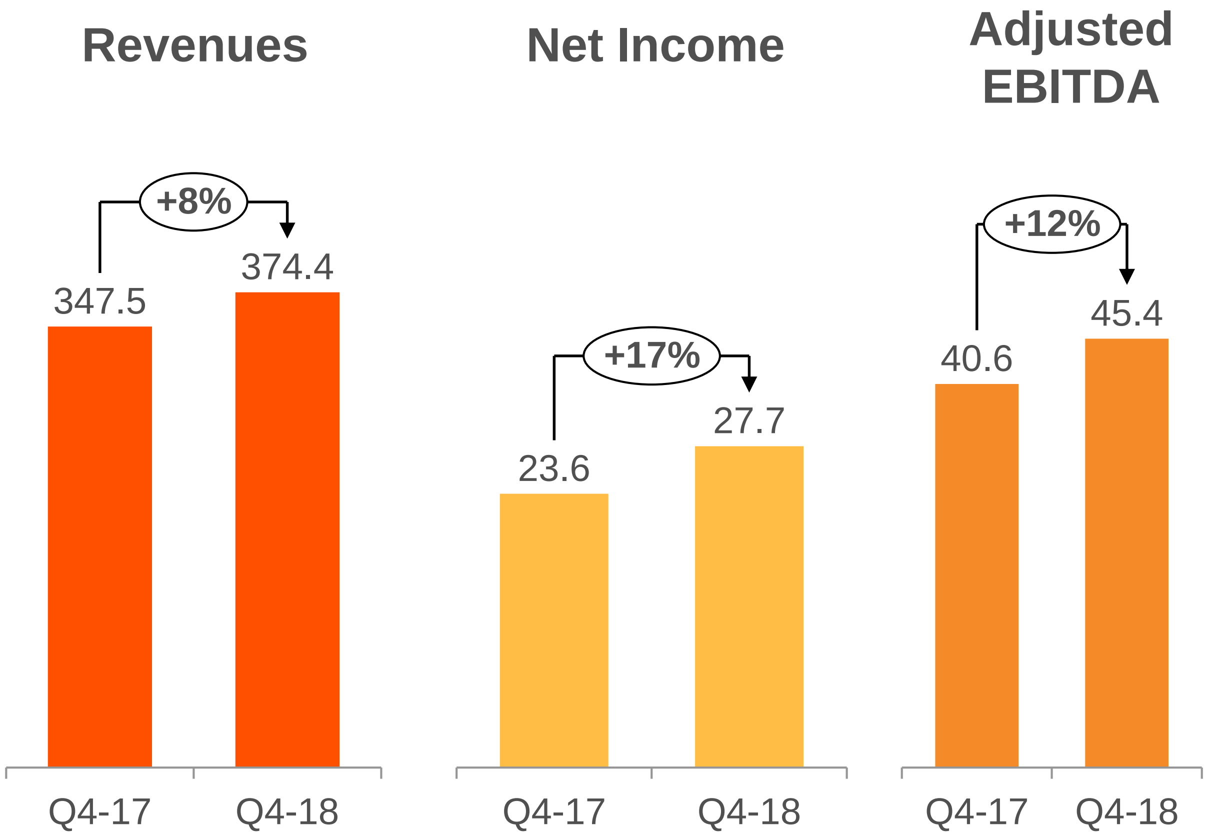
TRANSPORTATION

- Barge:
  - Barge operators pointing to increased utilization and spot rates
  - Continued strong level of inquiries
  - Re-opened plant expected to deliver first order mid-year 2019
- Components:
  - North American railcar backlog at highest level since 2Q16, and up 38% year-over-year as of December 2018[2]
  - Headwind of 2019 pricing as part of long term sales agreements

1 Previously estimated LTM for 12 months ended 08/31/2018
2 ARCI

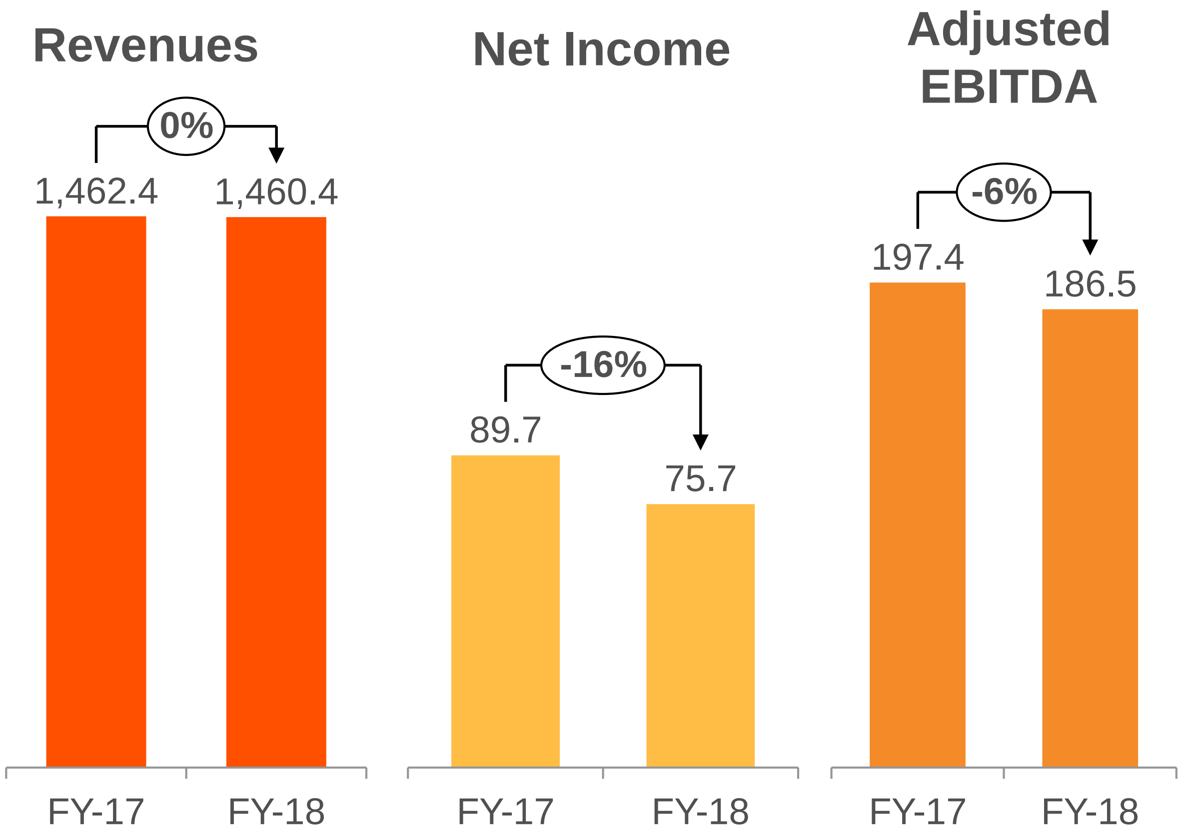
2018 Financial Results

4th Quarter ($M's)



Margin *11.7%* *12.1%*

Full Year ($M's)

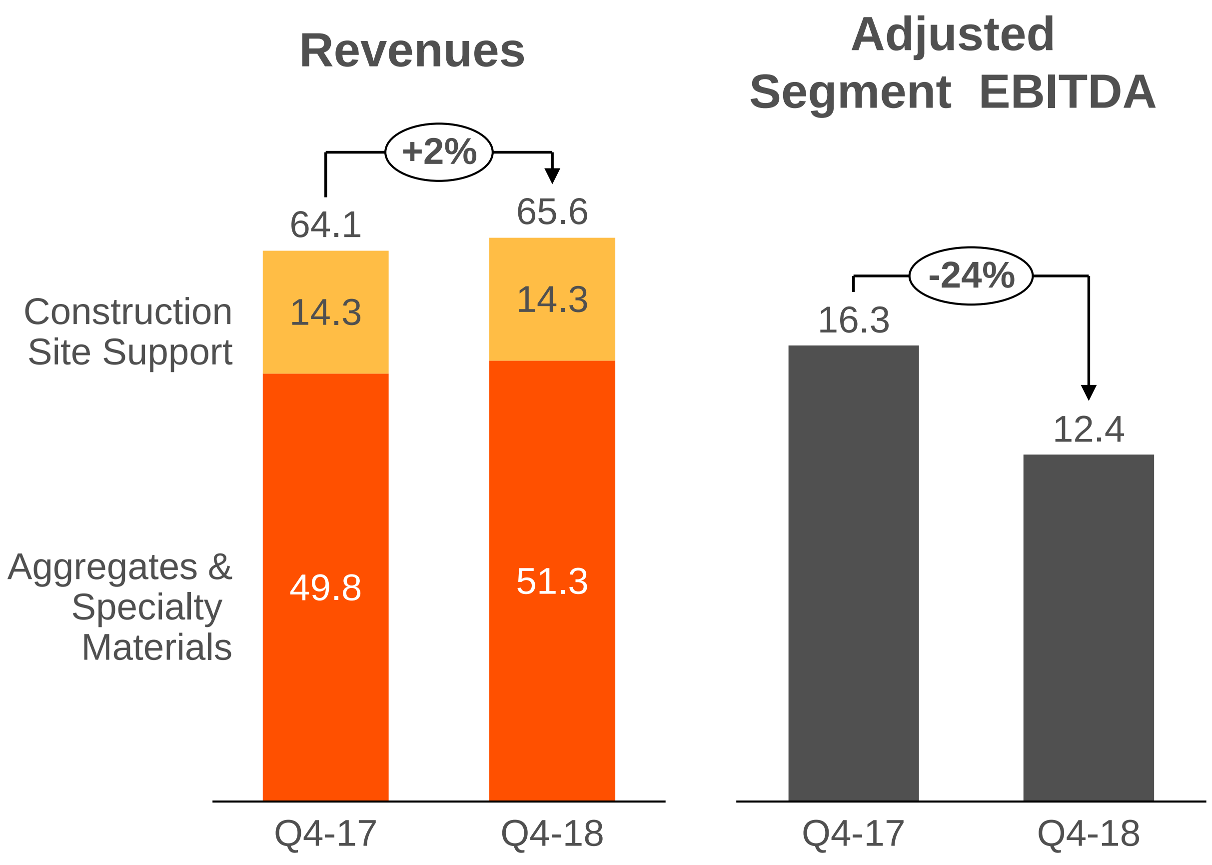


Margin *13.5%* *12.8%*

See Adjusted EBITDA reconciliation in Appendix.

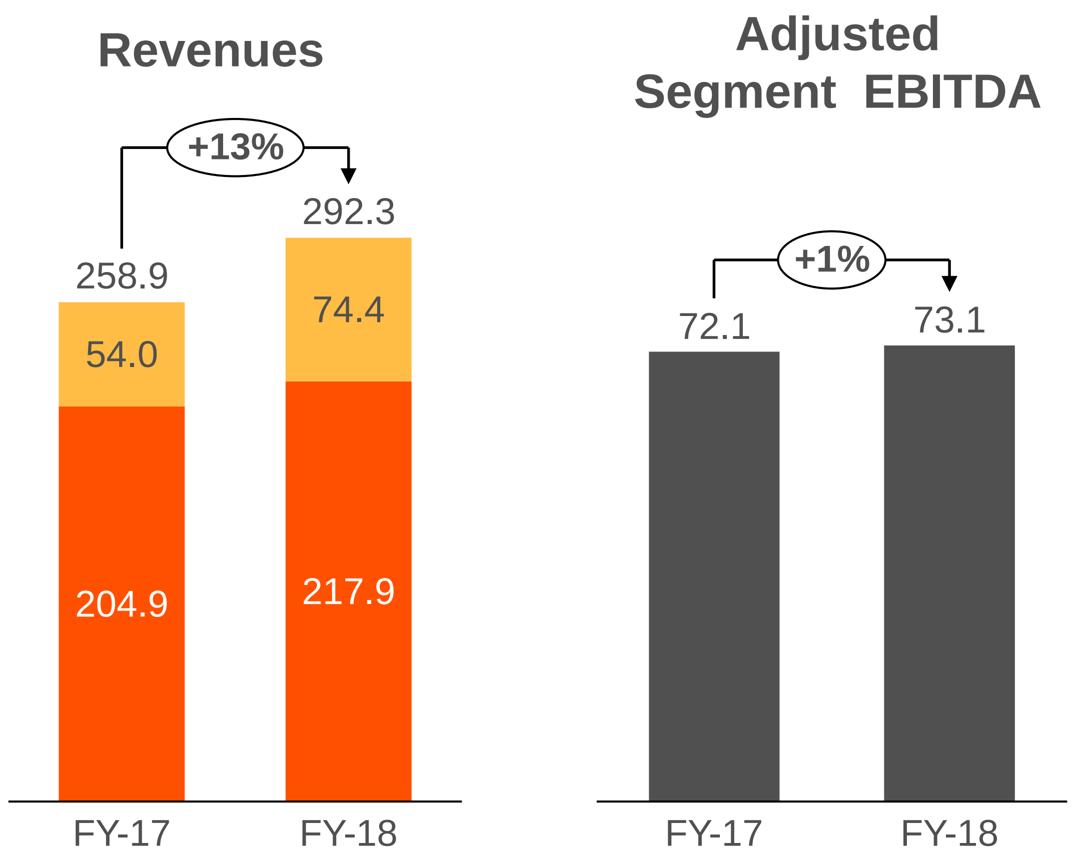
Segment Results: Construction Products

4th Quarter ($M's)



Margin *25.4%* *18.9%*

Full Year ($M's)

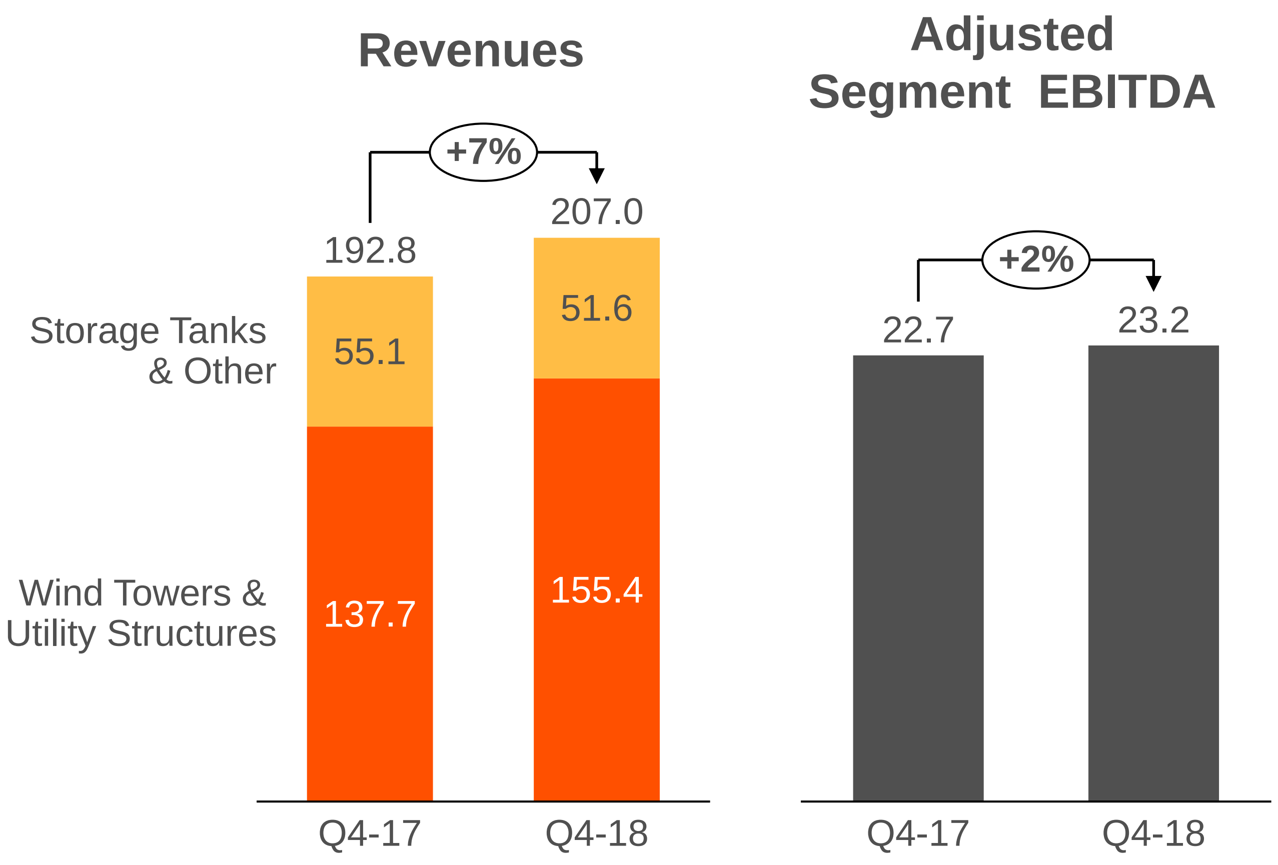


Margin *27.8%* *25.0%*

See Adjusted EBITDA reconciliation in Appendix.

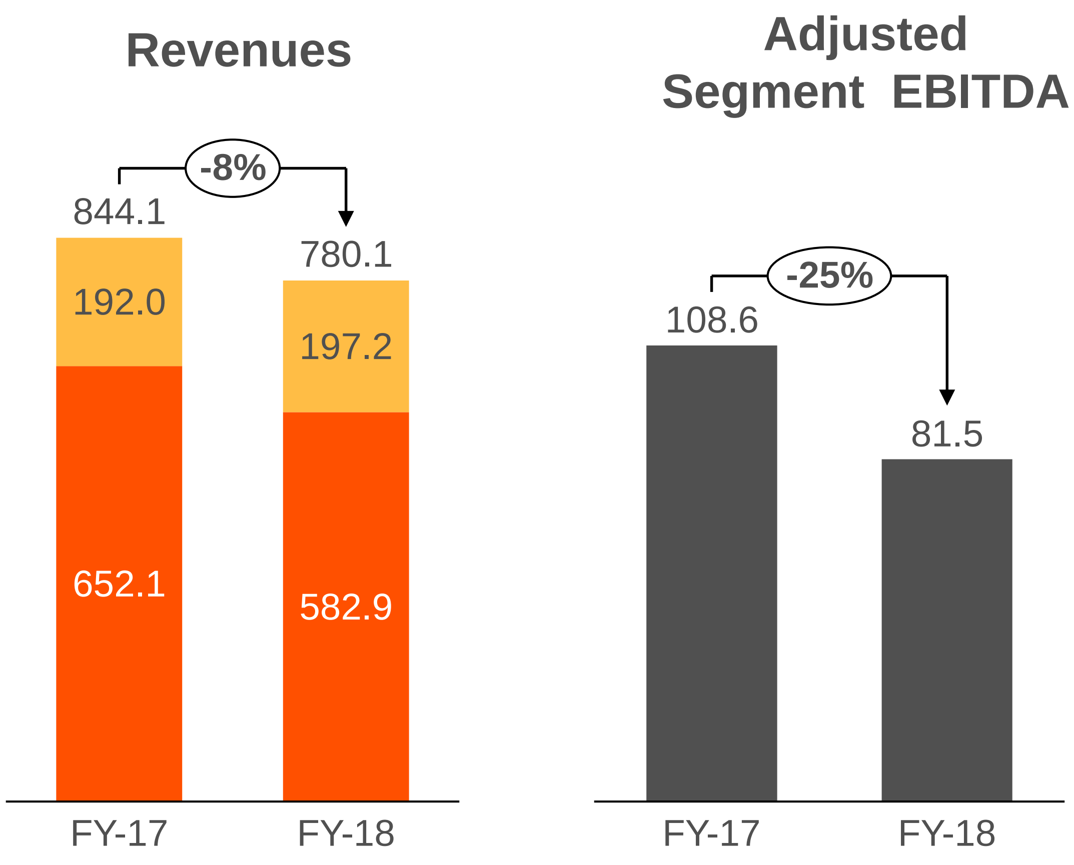
Segment Results: Energy Equipment

4th Quarter ($M's)



Margin *11.8%* *11.2%*

Full Year ($M's)



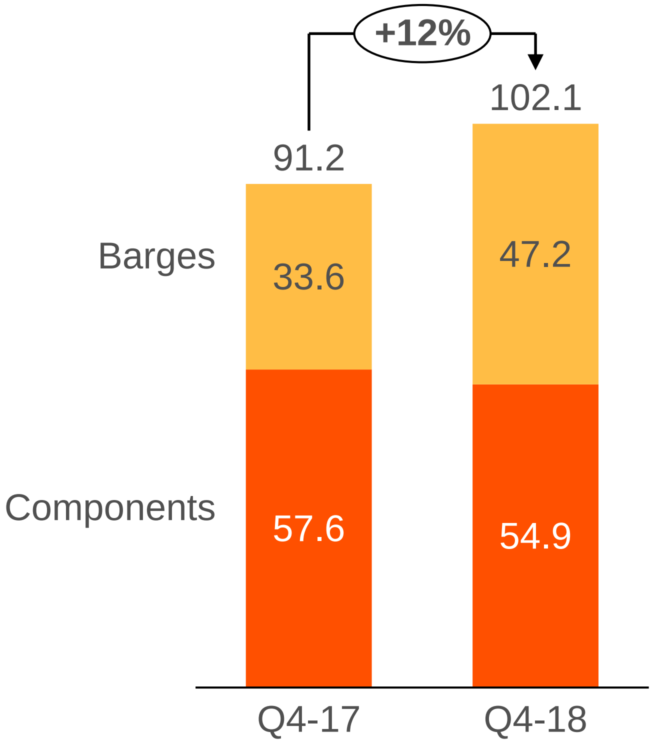
Margin *12.9%* *10.4%*

See Adjusted EBITDA reconciliation in Appendix.

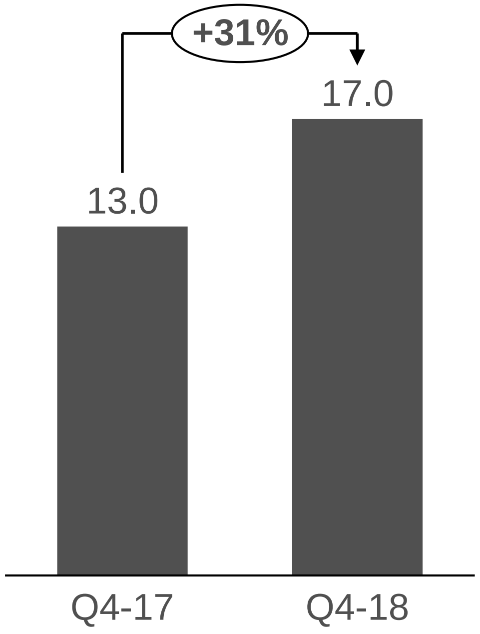
Segment Results: Transportation Products

4th Quarter ($M's)

Revenues



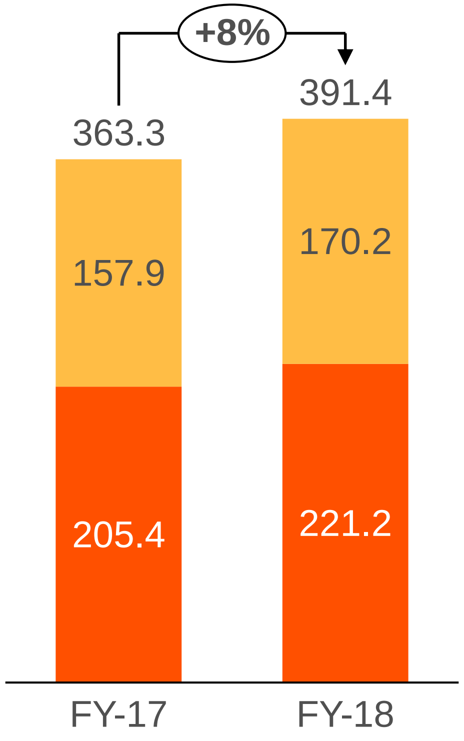
Adjusted Segment EBITDA



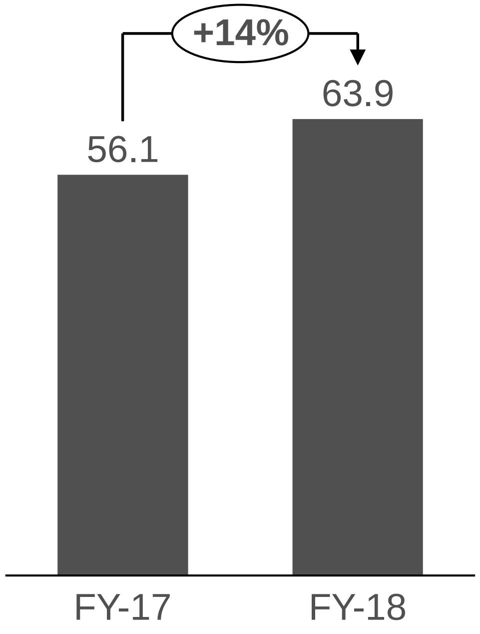
Margin *14.3%* *16.7%*

Full Year ($M's)

Revenues



Adjusted Segment EBITDA



Margin *15.4%* *16.3%*

See Adjusted EBITDA reconciliation in Appendix.

Additional notes

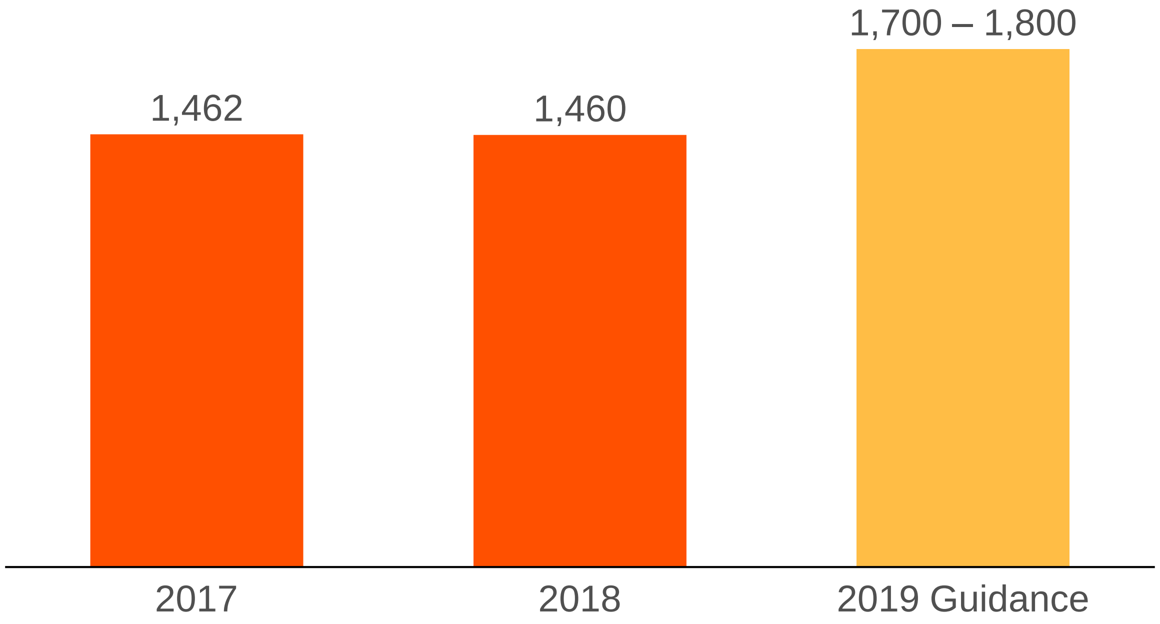
4th Quarter 2018 vs. 4th Quarter 2017

	Additional notes
Corporate costs	▪ Corporate costs were approximately $4M lower than last year ▪ Certain corporate expenses and administrative fees were only reflected for the two months of the fourth quarter that Arcosa was an independent public company ▪ **Anticipate ~$12-13 million of corporate costs per quarter as a standalone company**
Tax rate	▪ Effective tax rate of 3.8% during the quarter, benefitting from non-routine items ▪ **Anticipate tax rate of 25% for 2019**
Other, net income	▪ Other, net income was $3M during the fourth quarter primarily due to a favorable foreign currency impact

Raising 2019 Guidance for ACG Acquisition

Adjusted EBITDA growth expected in 2019

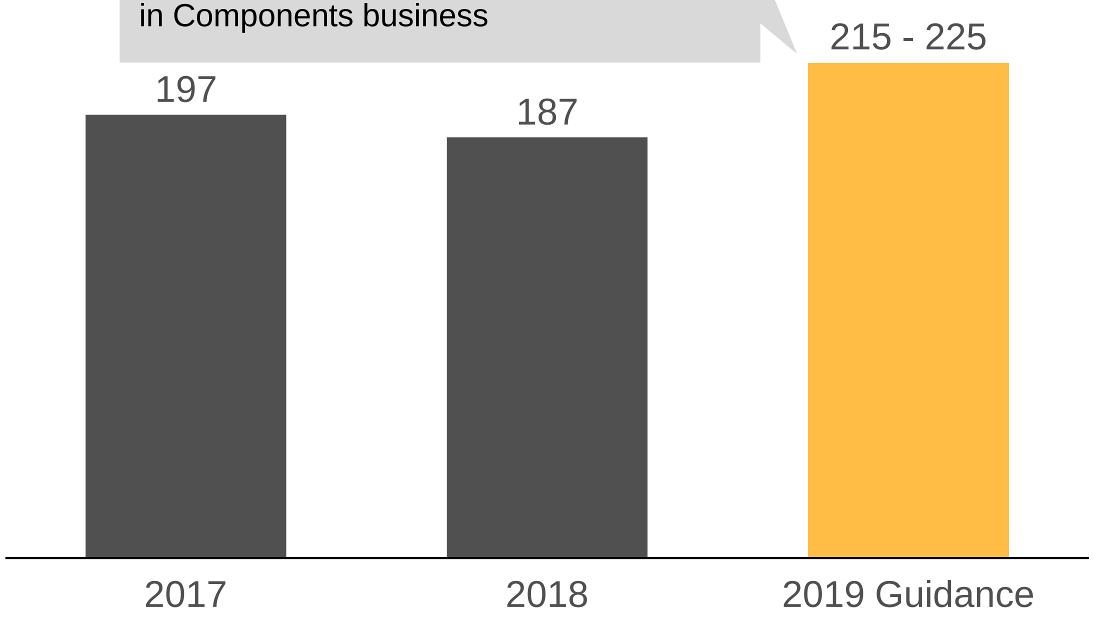
Full Year Revenues ($M's)



Previous Guidance range of $1,550 - $1,650M

Full Year Adjusted EBITDA ($M's)

Organic growth and ACG acquisition more than offset headwinds from incremental public company costs and lower margins in Components business



Previous Guidance range of $180 - $195M

See Adjusted EBITDA reconciliation in Appendix.

Capital Allocation Priorities

We are following a disciplined capital allocation process to drive higher returns on invested capital

Organic investments

- **Maintenance Capital Expenditures of $60-65M projected in 2019**, including ACG Materials
- **Growth Capital Expenditures of additional $10-15 million** in current plan, but timing and size are difficult to predict
- All CapEx projects expected to meet high return threshold and compete for available capital

Acquisitions

- **Deployed $333M towards acquisitions in 2018,** primarily for ACG Materials
- We have a number of opportunities in our pipeline, most likely for bolt-on acquisitions to our current platforms

Return of capital to shareholders

- **Repurchased ~$3 million of shares in December** at an average price of $24 per share, leaving ~$47 million under current authorization
- **Initiated a quarterly dividend of $0.05 per share** that was paid in January
- Dividend and buyback authorization are valuable tools to return capital to shareholders

Long Term Vision for Arcosa

Grow in attractive markets where we can achieve sustainable competitive advantages

Reduce the complexity and cyclicality of the overall business

Improve long term returns on invested capital

Integrate Environmental, Social, and Governance initiatives (ESG) into our long term strategy

Appendix

Reconciliation of Consolidated and Combined Adjusted EBITDA

	Three Months Ended December 31,		Year Ended December 31,		Full Year 2019 Guidance	
	2018	**2017**	**2018**	**2017**	**Low**	**High**
Revenues	**$374.4**	$347.5	**$1,460.4**	$1,462.4	**$1,700.0**	**$1,800.0**
Net Income	**27.7**	23.6	**75.7**	89.7	**85.0**	**98.0**
Add:						
Interest expense, net	**0.5**	(0.1)	**0.5**	(0.1)	**7.0**	**5.0**
Provision (benefit) for income taxes	**1.1**	(2.1)	**19.3**	40.4	**29.0**	**33.0**
Depreciation, depletion, and amortization expense	**17.9**	17.5	**67.6**	65.7	**92.0**	**87.0**
EBITDA	**$47.2**	$38.9	**$163.1**	$195.7	**$213.0**	**$223.0**
Add:						
Impairment charge	**--**	--	**23.2**	--	**--**	**--**
Impact of the fair value mark up of acquired inventory	**0.8**	--	**0.8**	--	**2.0**	**2.0**
Other, net (income) expense (1)	**(2.6)**	1.7	**(0.6)**	1.7	**--**	**--**
Adjusted EBITDA	**$45.4**	$40.6	**$186.5**	$197.4	**$215.0**	**$225.0**
Adjusted EBITDA Margin	**12.1%**	11.7%	**12.8%**	13.5%	**12.6%**	**12.5%**

(1) Included in Other, net (income) expense was the impact of foreign currency exchange transactions of ($2.4) million and $1.9 million for the three months ended December 31, 2018 and 2017, respectively, and ($0.2) million and $2.2 million for the years ended December 31, 2018 and 2017, respectively.

GAAP does not define "Earnings Before Interest, Taxes, Depreciation, Depletion and Amortization" (EBITDA) and it should not be considered as an alternative to earnings measures defined by GAAP, including net income. We use this metric to assess the operating performance of our consolidated business, as a metric for incentive-based compensation, and as a basis for strategic planning and forecasting as we believe that it closely correlates to long-term shareholder value, and we believe this metric also assists investors in comparing a company's performance on a consistent basis without regard to depreciation, depletion, and amortization, which can vary significantly depending on many factors. We adjust consolidated EBITDA for certain non-routine items (Adjusted EBITDA) to provide a more consistent comparison of earnings performance from period to period, which we also believe assists investors in comparing a company's performance on a consistent basis. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by Revenues. Net debt as of 12/31/18 ($84.3M) is defined as long term debt ($183.7M) less cash and cash equivalents ($99.4M).

Reconciliation of Adjusted Segment EBITDA

	Three Months Ended December 31,		Year Ended December 31,	
	2018	2017	2018	2017
Construction Products				
Revenues	**$65.6**	$64.1	**$292.3**	$258.9
Operating Profit	**5.1**	11.2	**50.4**	53.7
Add: Depreciation, depletion, and amortization expense	**6.5**	5.1	**21.9**	18.4
Segment EBITDA	**11.6**	16.3	**72.3**	72.1
Add: Impact of the fair value mark up of acquired inventory	**0.8**	--	**0.8**	--
Adjusted Segment EBITDA	**$12.4**	$16.3	**$73.1**	$72.1
Adjusted Segment EBITDA Margin	**18.9%**	25.4%	**25.0%**	27.8%
Energy Equipment				
Revenues	**$207.0**	$192.8	**$780.1**	$844.1
Operating Profit	**16.1**	15.2	**28.6**	78.4
Add: Depreciation and amortization expense	**7.1**	7.5	**29.7**	30.2
Segment EBITDA	**23.2**	22.7	**58.3**	108.6
Add: Impairment charge	**--**	--	**23.2**	--
Adjusted Segment EBITDA	**$23.2**	$22.7	**$81.5**	$108.6
Adjusted Segment EBITDA Margin	**11.2%**	11.8%	**10.4%**	12.9%
Transportation Products				
Revenues	**$102.1**	$91.2	**$391.4**	$363.3
Operating Profit	**13.2**	8.1	**48.4**	39.0
Add: Depreciation and amortization expense	**3.8**	4.9	**15.5**	17.1
Segment EBITDA	**$17.0**	$13.0	**$63.9**	$56.1
Adjusted Segment EBITDA Margin	**16.7%**	14.3%	**16.3%**	15.4%
Operating Profit - All Other	**$--**	($0.1)	**($0.1)**	($0.1)
Operating Profit - Corporate	**(7.4)**	(11.3)	**(32.1)**	(39.3)
Eliminations	**(0.3)**	--	**(0.3)**	--
Corporate depreciation	**0.5**	--	**0.5**	--
Adjusted EBITDA	**$45.4**	$40.6	**$186.5**	$197.4

“Segment EBITDA” is defined as segment operating profit plus depreciation, depletion, and amortization. GAAP does not define Segment EBITDA and it should not be considered as an alternative to earnings measures defined by GAAP, including segment operating profit. We use this metric to assess the operating performance of our businesses, as a metric for incentive-based compensation, and as a basis for strategic planning and forecasting as we believe that it closely correlates to long-term shareholder value, and we believe this metric also assists investors in comparing a company's performance on a consistent basis without regard to depreciation, depletion, and amortization, which can vary significantly depending on many factors. We adjust Segment EBITDA for certain non-routine items to provide a more consistent comparison of earnings performance from period to period, which we also believe assists investors in comparing a company's performance on a consistent basis. Adjusted Segment EBITDA Margin is defined as Adjusted Segment EBITDA divided by Revenues.

Reconciliation of Adjusted Net Income and Adjusted Diluted EPS

	Three Months Ended December 31,		Year Ended December 31,	
	2018	2017	2018	2017
Net Income	**$27.7**	$23.6	**$75.7**	$89.7
Impairment charge on businesses subsequently divested	**--**	--	**23.2**	--
Tax impact	**(7.7)**	--	**(8.9)**	--
Impact of the fair value mark up of acquired inventory	**0.8**	--	**0.8**	--
Tax impact	**(0.2)**	--	**(0.2)**	--
Impact of U.S. tax reform	**(0.8)**	(6.2)	**(1.5)**	(6.2)
Adjusted Net Income	**$19.8**	$17.4	**$89.1**	$83.5

GAAP does not define “Adjusted Net Income” and it should not be considered as an alternative to earnings measures defined by GAAP, including net income. We use this metric to assess the operating performance of our consolidated business. We adjust net income for certain non-routine items to provide investors with what we believe is a more consistent comparison of earnings performance from period to period.

	Three Months Ended December 31,		Year Ended December 31,	
	2018	2017	2018	2017
Diluted EPS	**$0.56**	$0.48	**$1.54**	$1.84
Impairment charge on businesses subsequently divested	**(0.16)**	--	**0.30**	--
Impact of the fair value mark up of acquired inventory	**0.01**	--	**0.01**	--
Impact of U.S. tax reform	**(0.01)**	(0.12)	**(0.03)**	(0.13)
Adjusted Diluted EPS	**$0.40**	$0.36	**$1.82**	$1.71

GAAP does not define “Adjusted Diluted EPS” and it should not be considered as an alternative to earnings measures defined by GAAP, including diluted EPS. We use this metric to assess the operating performance of our consolidated business. We adjust diluted EPS for certain non-routine items to provide investors with what we believe is a more consistent comparison of earnings performance from period to period.

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