



# UNION PACIFIC CORPORATION

February 2020





## Cautionary Information

This presentation and related materials contain statements about the Company's future that are not statements of historical fact, including specifically the statements regarding the Company's expectations with respect to economic conditions; its ability to generate financial returns, improve resource productivity; enhancing the customer experience; implementing corporate strategies; and providing excellent service to its customers and returns to its shareholders. These statements are, or will be, forward-looking statements as defined by the Securities Act of 1933 and the Securities Exchange Act of 1934. Forward-looking statements also generally include, without limitation, information or statements regarding: projections, predictions, expectations, estimates or forecasts as to the Company's and its subsidiaries' business, financial, and operational results, and future economic performance; and management's beliefs, expectations, goals, and objectives and other similar expressions concerning matters that are not historical facts.

Forward-looking statements should not be read as a guarantee of future performance or results, and will not necessarily be accurate indications of the times that, or by which, such performance or results will be achieved. Forward-looking information, including expectations regarding operational and financial improvements and the Company's future performance or results are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in the statement. Important factors, including risk factors, could affect the Company's and its subsidiaries' future results and could cause those results or other outcomes to differ materially from those expressed or implied in the forward-looking statements. Information regarding risk factors and other cautionary information are available in the Company's Annual Report on Form 10-K for 2019, which was filed with the SEC on February 7, 2020. The Company updates information regarding risk factors if circumstances require such updates in its periodic reports on Form 10-Q and its subsequent Annual Reports on Form 10-K (or such other reports that may be filed with the SEC).

Forward-looking statements speak only as of, and are based only upon information available on, the date the statements were made. The Company assumes no obligation to update forward-looking information to reflect actual results, changes in assumptions or changes in other factors affecting forward-looking information. If the Company does update one or more forward-looking statements, no inference should be drawn that the Company will make additional updates with respect thereto or with respect to other forward-looking statements. References to our website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein.



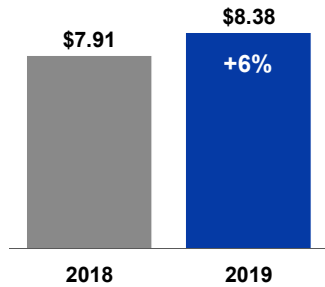
## CURRENT OVERVIEW / BUSINESS UPDATE

February 2020

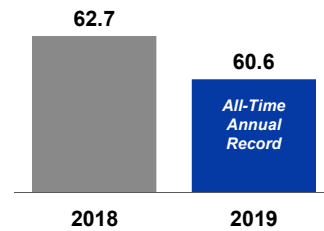


## 2019 Financial Results

### Earnings Per Share

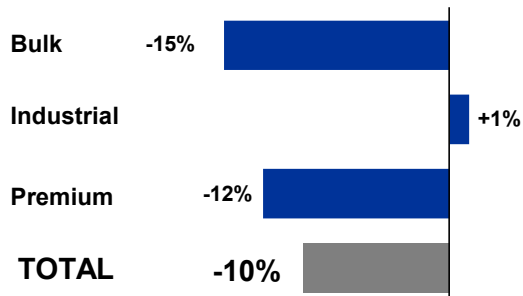


### Operating Ratio

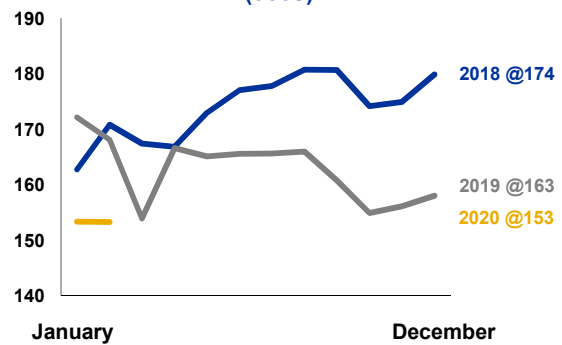


## 2020 Business Trends

### Volume Growth\*



### 7-Day Monthly Carloadings (000s)





# BUSINESS TEAM REVIEW

February 2020

6

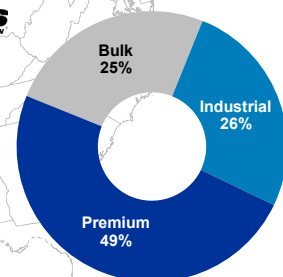


## Diverse Portfolio of Business

Revenue \$20,243M (-5%)  
Volume 8,346K (-6%)  
ARC \$2,425 (+1%)

- Automotive Distribution Centers
- Intermodal Terminals
- ▲ Manifest Terminals
- ◆ Ports
- ★ Border Crossings, Gateways and Interchanges

### Volume Mix




Volume based on full year 2019



7

## Economic Indicators

						
	Industrial Production	GDP	Housing Starts (MM)	Light Vehicle Sales (MM)	Imports of Goods	Exports of Goods
2019	0.8%	2.3%	1.27	17.0	0.7%	-0.1%
<b>2020</b>	<b>0.2%</b>	<b>2.1%</b>	<b>1.31</b>	<b>16.7</b>	<b>2.5%</b>	<b>1.6%</b>
2021	1.6%	2.1%	1.29	16.5	5.8%	3.1%

8

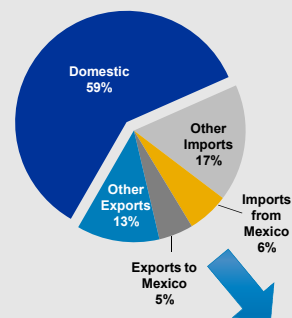
Source: IHS Markit U.S. Economic Outlook, January 2020



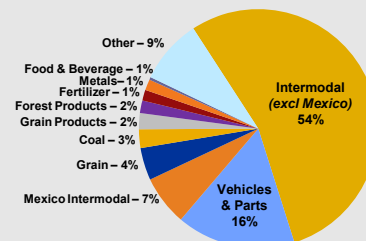
## International Trade

- Diverse Franchise Creates Opportunity
- Off-shoring/Near-shoring of U.S. Manufacturing
- Demand for Grain and Food
- Low Natural Gas Prices Favor U.S. Plastics Production

2019 Freight Volumes



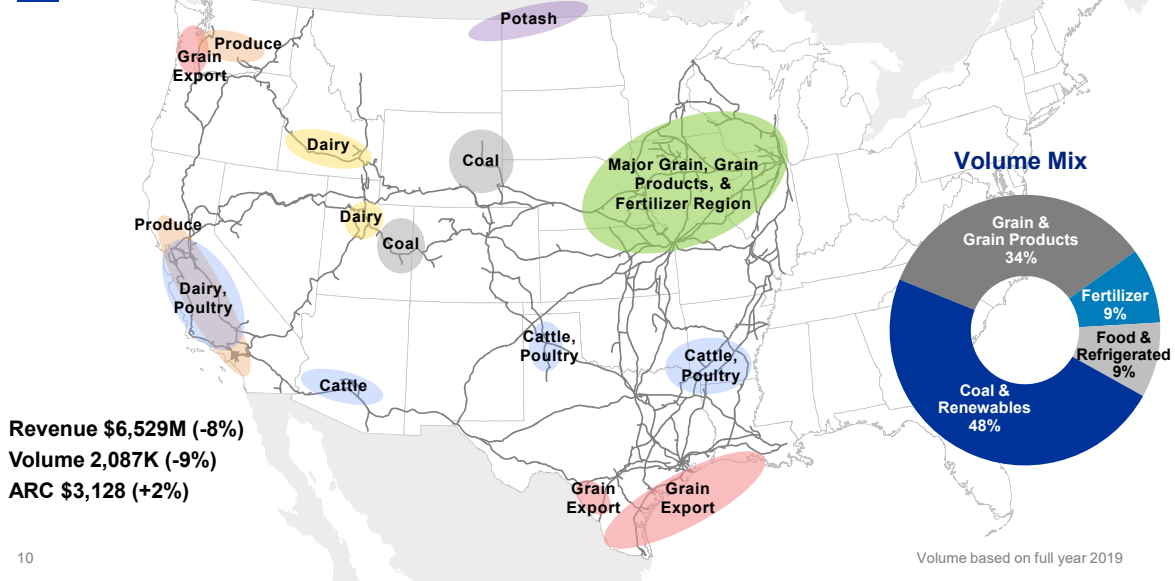
International Volumes



9



## Bulk

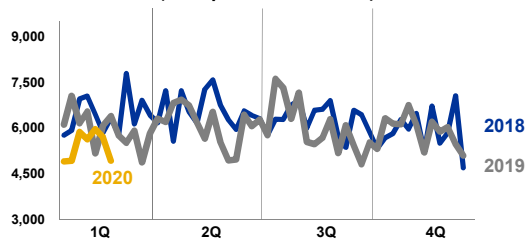


## Grain

- Grain Inventory Management
- Export Market Fundamentals
- Food & Beverage Shipment Demand



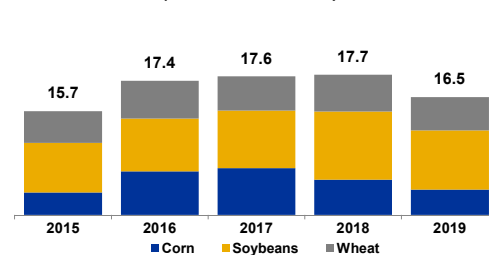
**UNP Weekly Grain Carloads\***  
 (As reported to the AAR)



11

\*Through February 15, 2020

**U.S. Grain Stocks\*\***  
 (Bushels in Billions)



\*\*Source: USDA; As of December 1, 2019

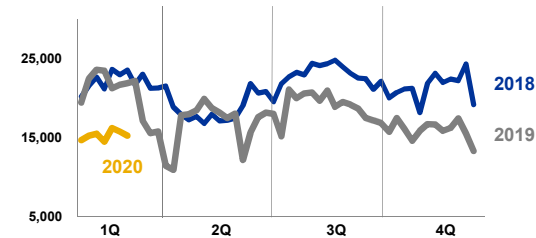


## Coal

- Weather Impacts Demand
- Natural Gas Prices
- Coal Inventory Levels



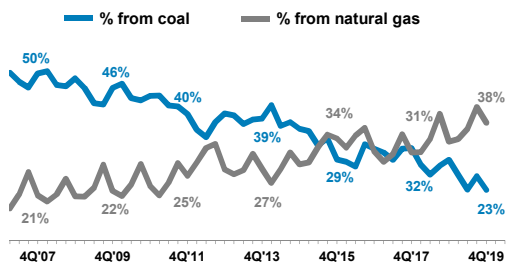
**UNP Weekly Coal Carloads\***  
(As reported to the AAR)



12

\*Through February 15, 2020

**Electricity Generation Market Share\*\***



\*\*Source: U.S. Energy Information Administration (EIA)



## Food & Beverage

- Food Network Reaching Coast to Coast
- Cold Connect Competitive Advantage to Truck
  - Full Service Logistics
  - Warehouse Capacity
- New Generation of Refrigerated Boxcars
  - Hybrid refrigeration unit improves efficiency and reduces emissions
  - Double-sealed doors protect freshness and prevent thermal loss
  - Customized air distribution systems balances air flow to create uniform temperature

**Food Network**

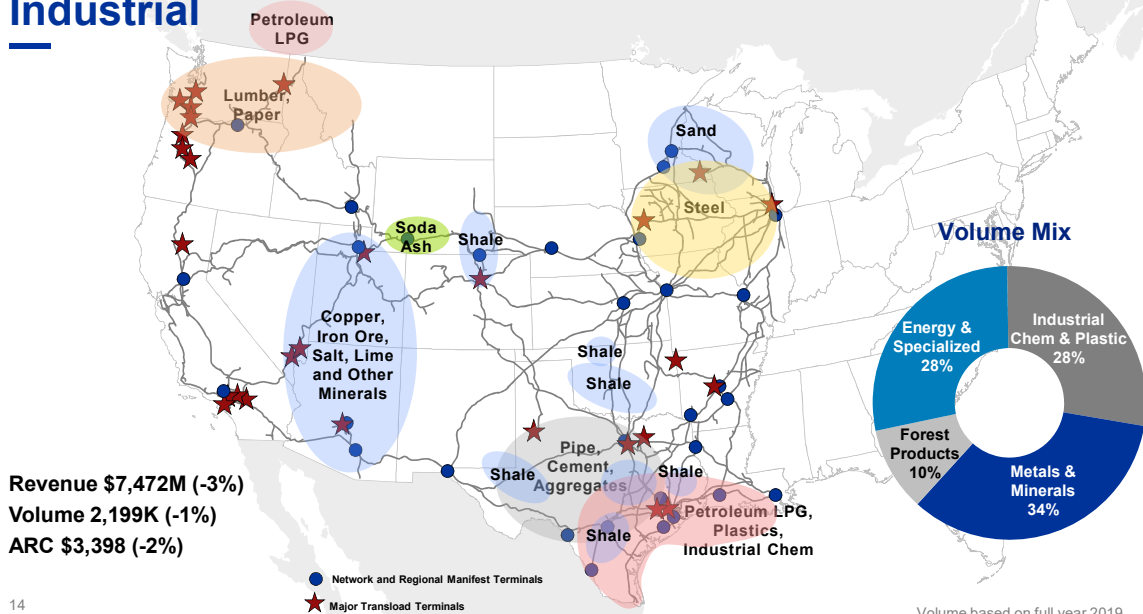


**New Refrigerated Boxcars**  
Re-engineered for Optimal Performance

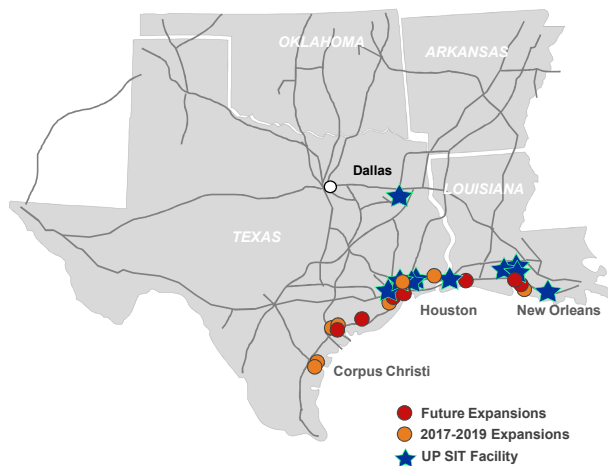


13

## Industrial

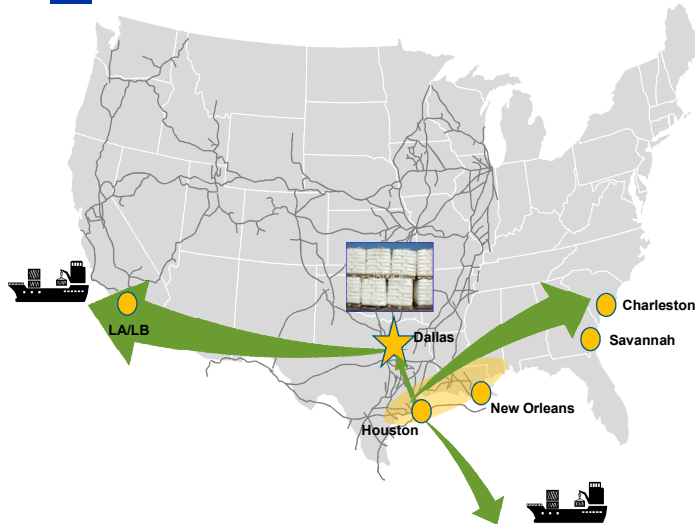


## Plastics Investments in the Gulf



- Plastics Growth
- \$204 Billion Petrochemical Investment in Gulf\*
- Strong Gulf Coast Franchise
- Service Excellence
- Comprehensive Product Offerings
- Dallas to Dock Service Solution

## Plastic Export Landscape

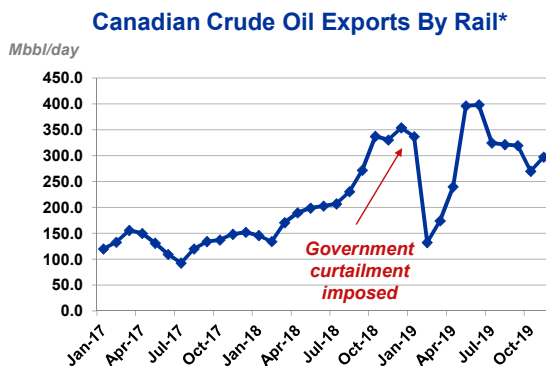


- Plastics Export from the Gulf
- Dallas to Dock
  - Kateon Natie and Union Pacific opened a state-of-the-art plastic packaging facility just outside of Dallas in 2018
  - Plastic pellets travel in hopper cars from Gulf region to Dallas
  - Pellets are packaged and transferred into intermodal containers
  - Containers shipped to coast for export

16



## Crude Oil



- Canadian Crude Oil Growth
- Favorable Crude Oil Price Spreads
- Production Exceeds Pipeline Capacity
- Alberta Government Easing Production Curtailments

17

\*Source: National Energy Board – Government of Canada



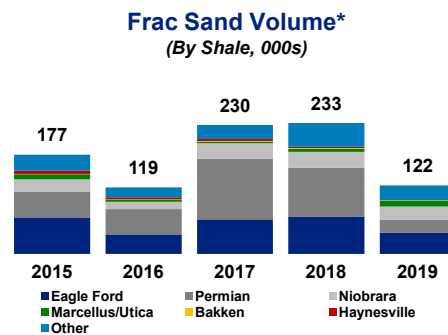
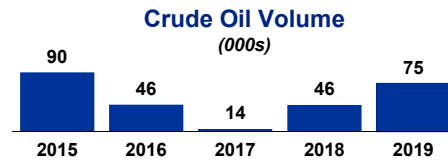


## Shale Related Volumes

2019 Full Year	Volume (000s)	% Incr (vs 2018)	% of Total UP Volume
Crude	75	65%	0.9%
Frac Sand*	122	(48%)	1.5%
Pipe	29	(9%)	0.3%
<b>Total Shale</b>	<b>226</b>	<b>(27%)</b>	<b>2.7%</b>

\* Includes Barites

- Crude Oil Drivers:
  - Crude Oil Price Spreads
  - Production
  - Pipeline Capacity
- Frac Sand Drivers
  - Energy Prices
  - Rig Counts
  - Enhanced Fracking Technology
  - White / Brown Sand Mix



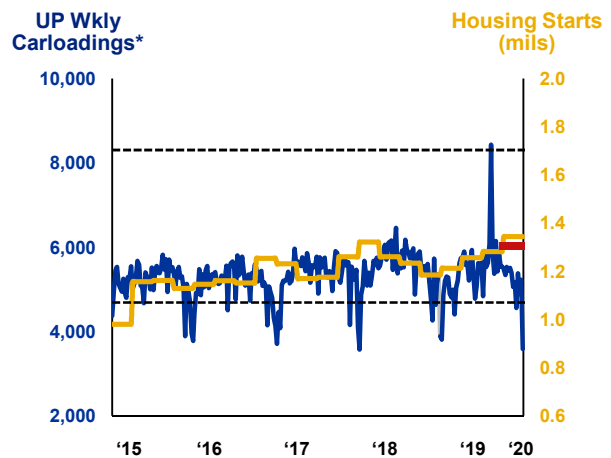
18



## Housing Trends

- Housing Market still well Below Historical Averages
- UP Lumber, Stone & Glass Business Correlates with Housing Starts
- Housing also Drives Appliances, Roofing, Rebar, Aggregates, and Cement Demand
- Housing Related Shipments Represent ~ 5 - 10% of Current UP Volumes

### Lumber, Stone & Glass



IHS Global Insight forecast

\*Through February 15, 2020

19



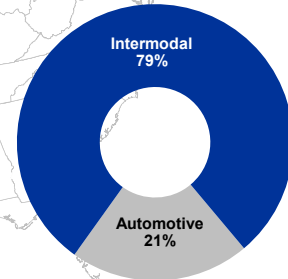
## Premium

Revenue \$6,242M (-6%)  
Volume 4,060K (-7%)  
ARC \$1,538 (+2%)

● Automotive Distribution Centers  
■ Intermodal Terminals  
◆ Ports  
★ Border Crossings, Gateways and Interchanges

Ferromex

## Volume Mix

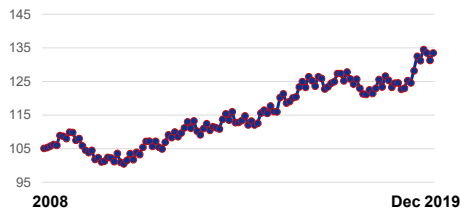


Volume based on full year 2019

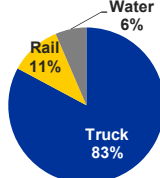


## Highway Conversion Growth Opportunities

### Cass Truckload Linehaul Index



### Transportation Mode (By Tonnage)

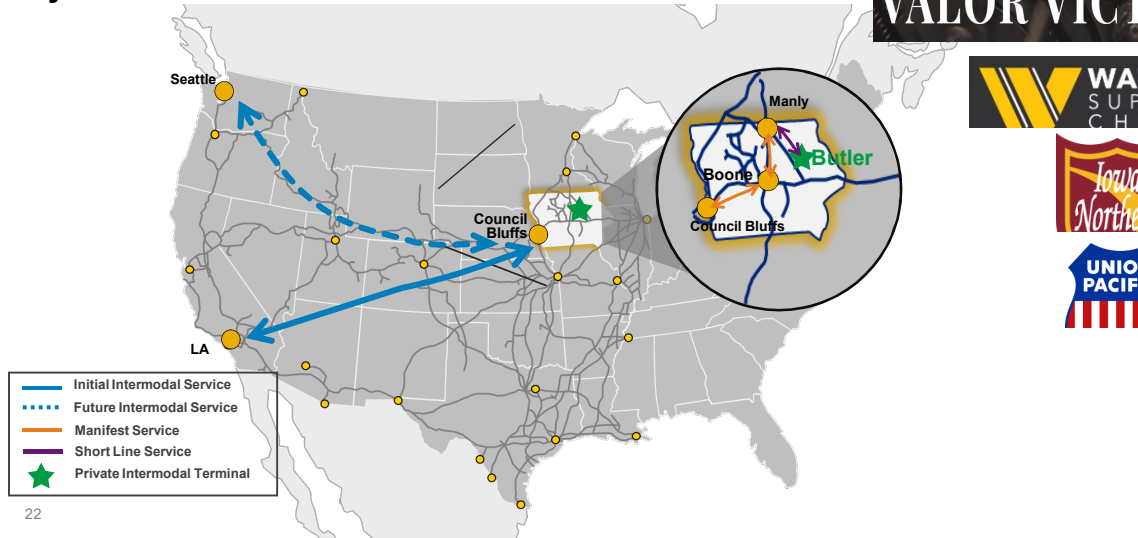


- Highway Conversion Opportunities in All Business Groups
- ELD Impact
- Truck Capacity
- LOUP
- Highway Congestion

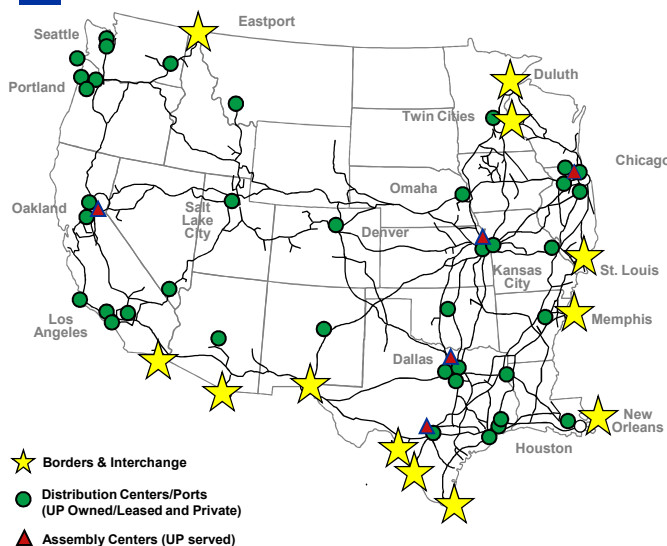


## Butler Intermodal Terminal

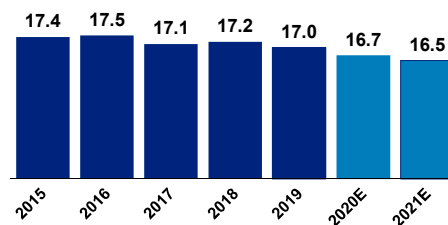
### Hybrid Service Product – Valor Victoria



## Finished Vehicles



### U.S. Light Vehicle SAAR\*



Full-Service Expertise For Almost Any Commodity

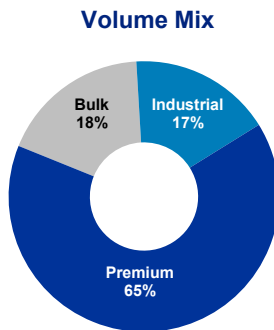
## Loup Total Supply Chain Logistics



24



## Mexico



25 Volume based on full year 2019



## 2020 Volume Outlook

### Bulk



- Coal
- + Biofuels
- + Food and Beverage
- ? Grain

### Industrial



- Sand
- + Plastics
- + Construction
- + Petroleum Products

### Premium



- Auto Sales
- ? Domestic Intermodal
- ? Trade and Economy

26



## OPERATIONS OVERVIEW

February 2020

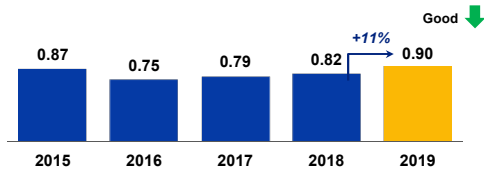
27



## Safety

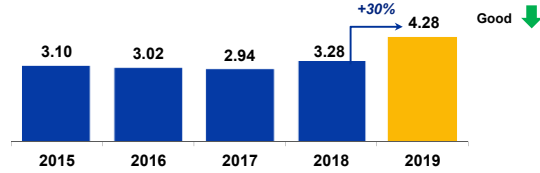
### Employee

(Reportable Personal Injury Incidents Per 200,000 Employee-Hours)



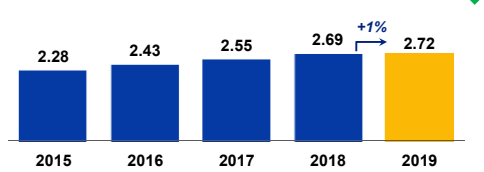
### Rail Equipment

(Reportable Derailment Incidents Per Million Train Miles)



### Public

(Crossing Accidents Per Million Train Miles)



- Continued Focus on Safety
- Goal of Zero Incidents

28



## Unified Plan 2020

### Precision Scheduled Railroading Tenets

- Shifting the focus of operations from moving trains to moving cars
- Minimizing car dwell, car classification events and locomotive requirements
- Utilizing general-purpose trains by blending train services
- Balancing train movements to improve the utilization of crews and rail assets



29

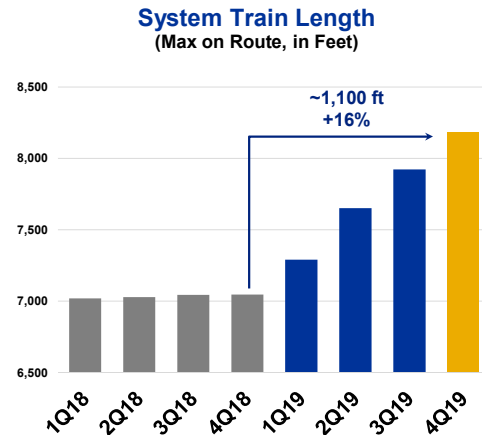




## Unified Plan 2020

### Terminal Rationalization & Network Changes

- Stopped Humping Cars at Davidson Yard in Fort Worth
- Curtailed Operations at Armourdale Yard in Kansas City
- Adjusting Local Operations to Align with Customer Demand
- Continued Improvement in Train Length

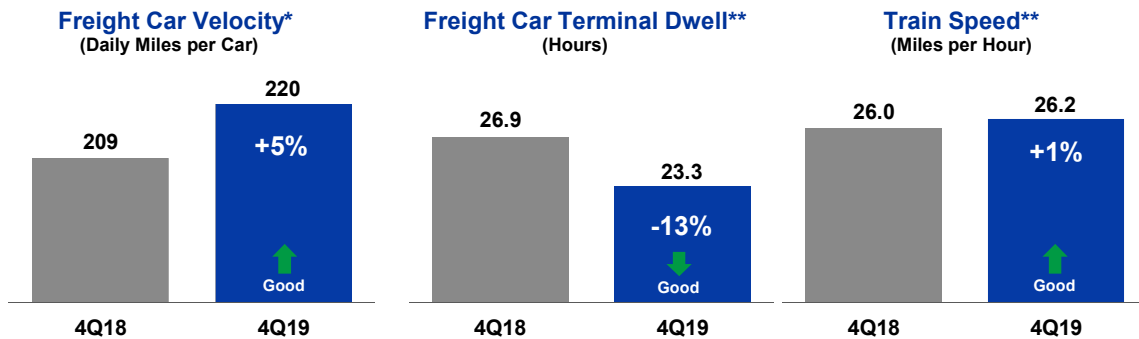


30



## Unified Plan 2020

### Key Performance Indicators



Year-over-Year Improvement

Continued Focus on Asset Utilization  
and Minimizing Car Classifications

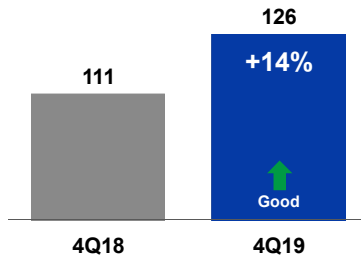
31 \*Calculation revised to reflect consistent treatment of intermodal car types. \*\*Recast to better align reporting with management responsibility.



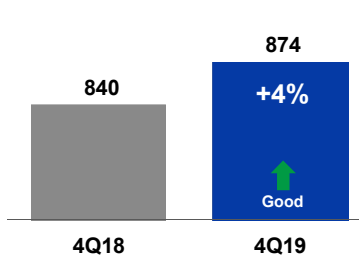
## Unified Plan 2020

### Key Performance Indicators

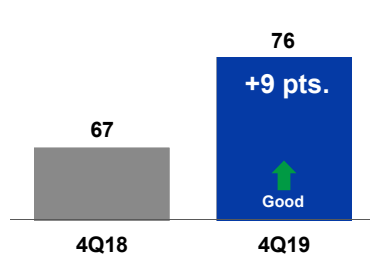
#### Locomotive Productivity (GTMs per Horsepower Day)



#### Workforce Productivity (Daily Car Miles per FTE)



#### Car Trip Plan Compliance (% Cars On Time)



~3,100 Stored Locomotives  
as of December 31<sup>st</sup>

Workforce Down 17%

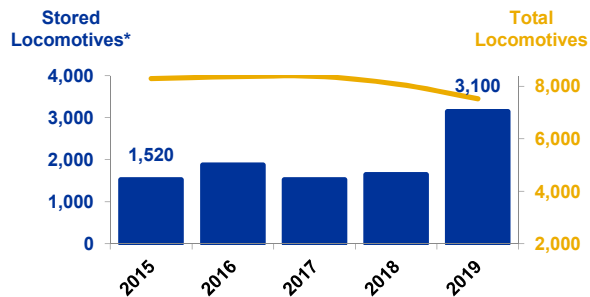
Improved Service Product

32

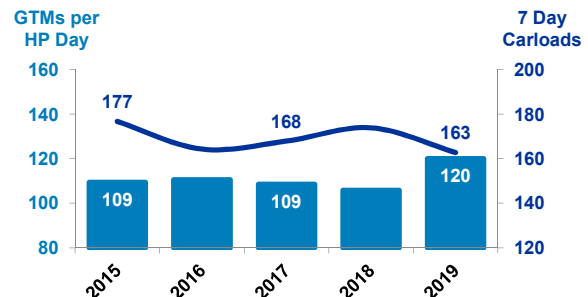


## Unified Plan 2020

### Locomotive Productivity



- ~3,100 Stored Locomotives as of December 31<sup>st</sup> or ~40% of the Total Fleet, which excludes 300 units that were sold or retired
- Result of using the Locomotive Fleet more efficiently



- Full Year 2019 GTMs per Horsepower Day increased 13% compared to Full Year 2018
- Driven by less units, increased train length and reduced dwell

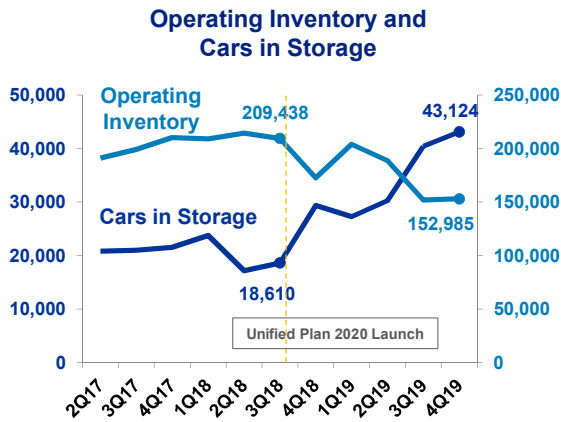
33

\*Stored locomotives as of December 31



## Unified Plan 2020

### Inventory Management



34

- Operating Inventory Reduced with Unified Plan 2020

- Excludes Cars in Storage and Cars placed at Customer
- Change driven by improved Freight Car Velocity and Terminal Dwell
- Weather challenges in 1H19

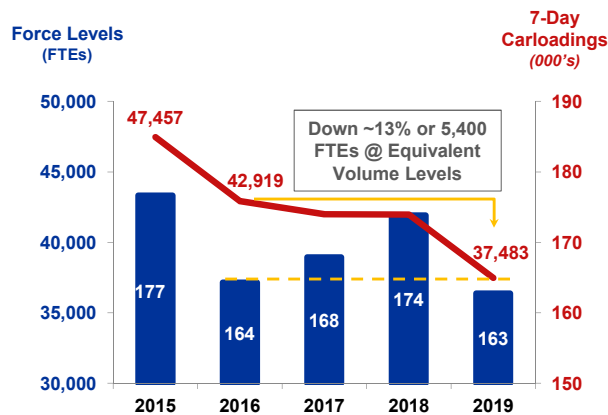
- Cars in Storage on the Rise

- Increased more than 45% since Fourth Quarter 2018



## Unified Plan 2020

### Employee Force Levels



35

- Unified Plan 2020 Driving a Significant Reduction in FTEs

- Down ~13% or about 5,400 FTEs in 2019 from 2016 at equivalent volume levels
- Lowest number of FTEs in the last 15 years
- Driven by Asset Utilization and Process Improvements

- Additional Opportunity Exists



## Positive Train Control (PTC)

- Approximately \$2.9 Billion Invested through 2019
- Total Estimated Investment ~ \$2.9 Billion
- Field Testing since October 2013
- Installed on 100% of Required Rail Lines
- Implemented on 100% of Required Rail Lines
- Continue Testing and Refining PTC Interoperability in 2020 and Enhance the Energy Management Systems

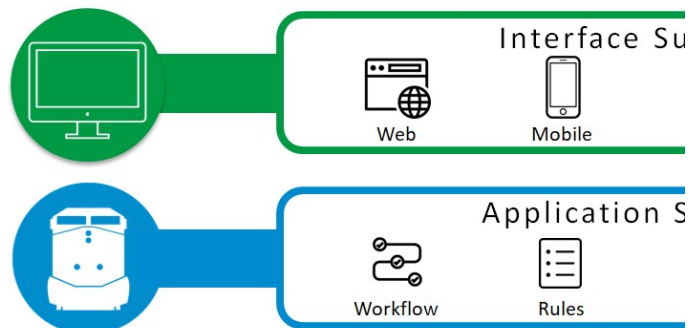


36

## NetControl

### Premier Transportation Management System

- Transportation ERP
- Manages all transportation assets including trains, cars, shipments, locomotives, terminals
- Modernizes legacy TCS platform via a micro-services based architecture
- Foundational platform for innovation and experience, productivity and efficiency



</  
**75M**

Lines of Code



**475M**

Transactions / Day



**40,000**

Messages / Second



**3,000**

Micro-Services



**NetControl**  
Platform

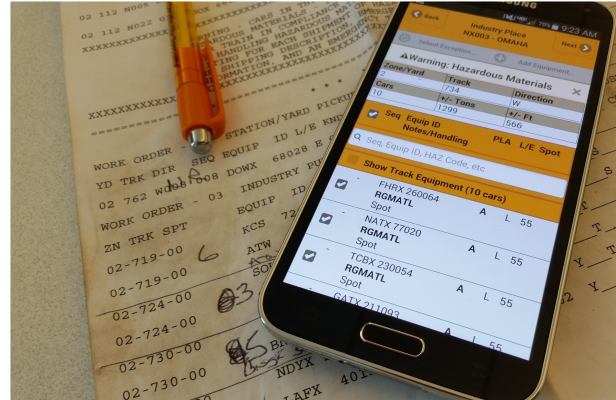


37

## Mobile Crew

### Digitization of Processes

- Customer
  - Real time serving order updates & local delay information
  - Real time work event reporting at industry
  - Proactive customer local service notifications
- Terminal
  - Real time inventory updates
  - Enable dynamic work instructions & planning
  - Platform to digitize other work activities
- Safety
  - Access and simple navigation of operating rules
  - Electronic Track Warrants improving communication and efficiency

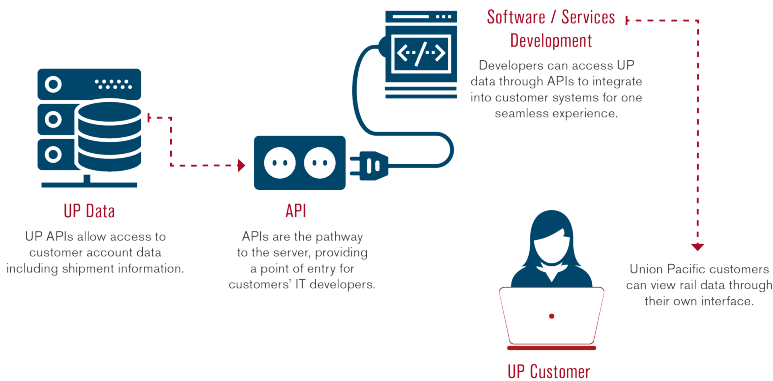


38



## API

### Building a New Data Experience for Our Customers



- Allows real-time access to data between applications and devices
- Provides an opportunity to streamline and automate workflows
- Expands visibility in your supply chain

39



# FINANCIAL REVIEW

February 2020

40



## A Look Ahead to 2020

- Volumes Improving – Slightly Positive Overall
  - Pricing Gains in Excess of Inflation Dollars
  - Force Levels Down 8% +/-
  - At Least \$500 Million of Productivity
  - Operating Ratio of ~59% in 2020
- Capital Allocation:
  - Capital Spending < 15% of Revenue
  - Dividend Target Payout 40-45% of Earnings
  - Complete \$20B Share Repurchase Program

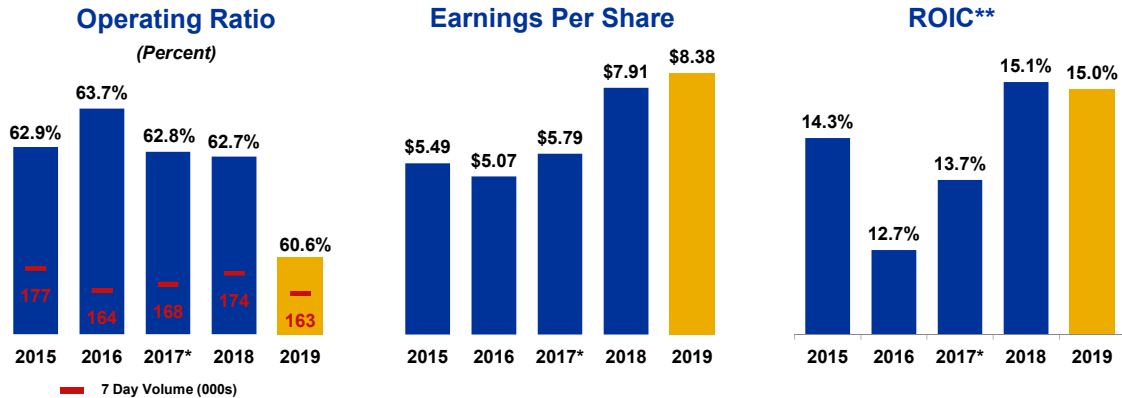
41





## Financial Performance

### Expanding Margins and Driving Returns



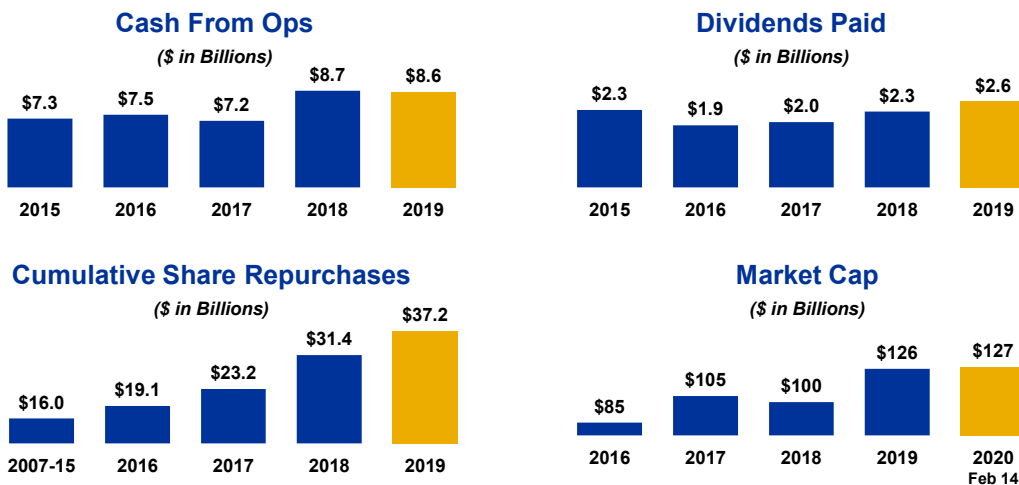
42

\*Adjusted to exclude the impact of Corporate Tax Reform  
 \*\* See Union Pacific website under Investors for a reconciliation to GAAP.



## Financial Performance

### Growing Cash Flow and Shareholder Returns



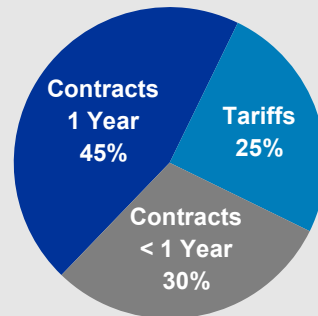
43



## Pricing Fundamentals

- Unified Plan 2020 Service Reliability Drives Cost Savings to the Customer
- Balanced Portfolio Provides Flexibility for Repricing as Value Grows
- Pricing Above Inflation

### Balanced Revenue Portfolio



44



### FULL YEAR RESULTS

## Productivity Update

### ~\$590 Million of Net Productivity

- Net Productivity of \$590 Million for Full Year 2019, Significantly Exceeding Guidance
- Productivity Outlook of at Least \$500 Million for 2020

### Initiatives & Full Year 2019 Results

(\$ in millions)

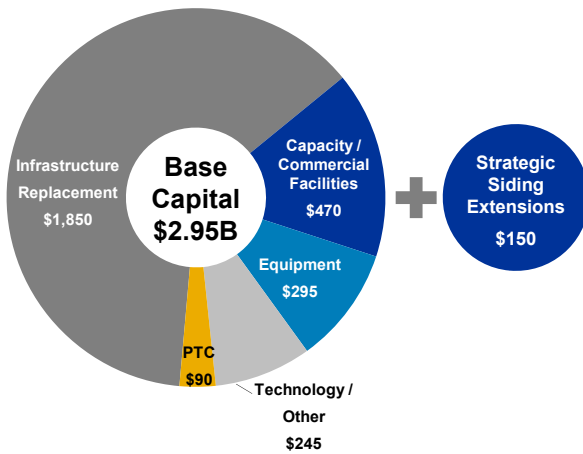
\$181	Network and Train Ops	Unified Plan 2020, Starts, Car Velocity, Fuel, partially offset by weather
\$279	Equipment (Locomotive and Car)	Mechanical Productivity, Fleet Size, Car Hire, Lease Savings, Car Velocity
\$130	Other	Support, Engineering, Supply partially offset by Incidents and weather
\$590	Full Year 2019 Net Productivity	

45



## Strengthening the Franchise

### 2020 Capital Plan (\$ In Millions)

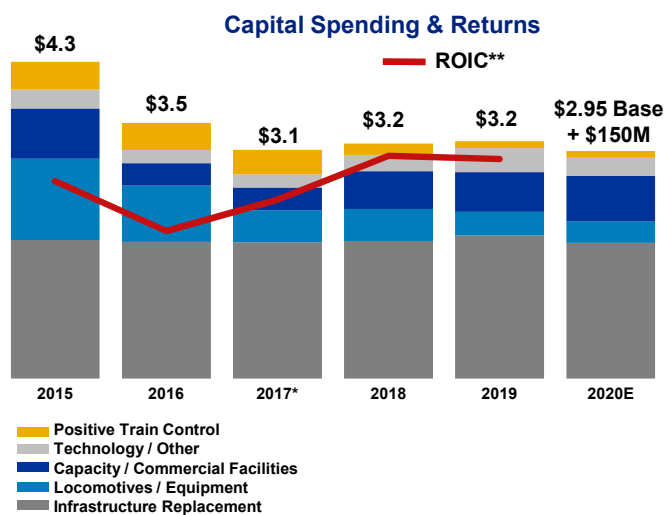


- 2019 Capital Expenditures ~\$3.2 Billion
- 2020 Capital Plan:
  - Base Capital of \$2.95 Billion, plus
  - \$150 Million for Siding Extensions
- Safe & Resilient Infrastructure
- Equipment Acquisitions:
  - Locomotive Modernizations
  - Targeted Freight Car Purchases
- Capacity & Commercial Facilities
- PTC Spending

46



## Capital Program



- Return-Focused Capital Program
- Productivity Through G55+0 Initiatives
- Capex Less Than 15% of Revenue Longer-Term

47

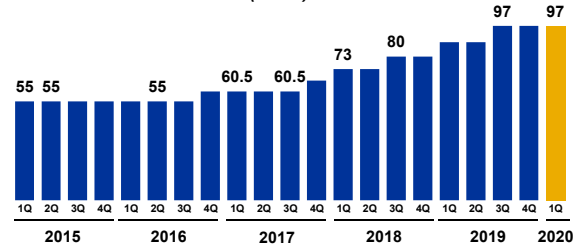
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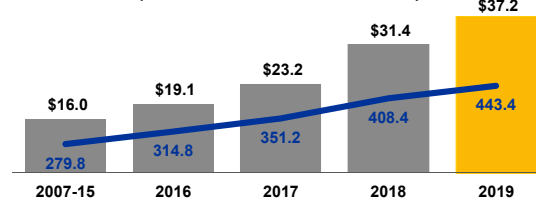
## Shareholder Returns

- Dividend Payout Target of 40% to 45%
- Five Dividend Increases in the past Nine Quarters
- Repurchased ~40% of Shares since 2007
- Share Repurchase Authorization Three Years Beginning April 1, 2019
- Up to 150 Million Shares

Declared Dividend Per Share  
(cents)



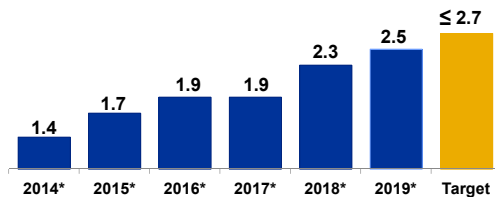
Cumulative Share Repurchases  
(\$ In Billions, Shares in Millions)



48

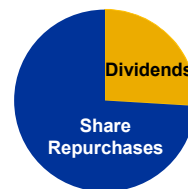
## Shareholder Returns

Adjusted Debt / EBITDA



- Target Debt/EBITDA ratio of up to 2.7x
- Maintain Strong Investment Grade Credit Rating
  - No Lower Than Baa1 and BBB+
- Dependent on Economy and Achievement of Financial Goals

Cash to Shareholders  
(2018 to 2020)



- Return ~\$20 Billion to Shareholders + Dividends to Shareholders
- ~\$20 Billion of Share Repurchases Over Next 3 Years
  - ~70% Complete at December 31, 2019
- Dividend Payout Ratio of 40% to 45%

49

\* at year-end

## Growing Margins

