



Union Pacific Corporation
2019 INVESTOR FACT BOOK

BUILDING AMERICA® 

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Investor Inquiries

Union Pacific's investor relations are coordinated through the Corporate Treasurer. Requests for meetings and general information should be directed to: (402) 544-4227 or (877) 547-7261 or investor.relations@up.com

Website Information

To receive new information as it becomes available, we invite you to regularly visit www.up.com. In the Investors section you can view online or download a variety of informative documents, including SEC filings, annual reports, proxy statements, quarterly earnings, press releases, company presentations and corporate governance information. For automatic updates, please subscribe to the Company's RSS (Really Simple Syndication) feed, which provides links to new headlines and summaries through your news reader.

About Union Pacific

Union Pacific (NYSE: UNP) delivers the goods families and businesses use every day with safe, reliable and efficient service. Operating in 23 western states, the company connects its customers and communities to the global economy. Trains are the most environmentally responsible way to move freight, helping Union Pacific protect future generations. More information about Union Pacific is available at www.up.com.

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Please refer to the disclaimer regarding Cautionary Information on page 34 of this Investor Factbook.

Network Map



Key Metrics and Facts

Key Financial and Operating Metrics

	2019	2018	2017	2016	2015
Operating Revenue (millions)	\$21,708	\$22,832	\$21,240	\$19,941	\$21,813
Operating Income (millions)*	\$8,554	\$8,517	\$7,894	\$7,243	\$8,082
Operating Ratio*	60.6%	62.7%	62.8%	63.7%	62.9%
Operating Margin*	39.4%	37.3%	37.2%	36.3%	37.1%
Revenue Carloads (thousands)	8,346	8,908	8,588	8,442	9,062
Revenue Ton-Miles (millions)	423,433	473,957	466,721	440,139	485,035
Gross Ton-Miles (GTM) (millions)	846,616	928,587	898,746	856,895	927,677
Fuel Consumed in Gallons (millions)	953	1,068	1,004	974	1,064
Average Fuel Price per Gallon Consumed	\$2.13	\$2.29	\$1.81	\$1.48	\$1.84
Employees (average)	37,483	41,967	41,992	42,919	47,457
GTM (millions) per employee	22.59	22.13	21.40	19.97	19.55
Average Train Speed (miles per hour)**	25.1	26.1	27.2	28.2	27.0
Average Terminal Dwell Time (hours)**	24.8	29.8	30.5	28.3	29.4

2019 Facts (As of 12/31/2019)

2019 Track Miles

Route	32,340	Track Miles of Rail Replaced	534
Other Main Line	7,095	Track Miles of Rail Capacity Expansion	55
Passing Lines and Turnouts	3,301	Miles of Track Surfaced	7,741
<u>Switching and Classification Yard Lines</u>	<u>9,007</u>	Total New Ties Installed (thousands)	3,475
Total Miles	51,743		

Rail Equipment	Owned	Leased	Total	Avg. Age (years)
Locomotives				
Multiple Purpose	6,206	1,214	7,420	21.2
Switching	182	–	182	39.1
<u>Other</u>	<u>28</u>	<u>61</u>	<u>89</u>	<u>40.2</u>
Total Locomotives	6,416	1,275	7,691	N/A
Freight Cars				
Covered Hoppers	13,357	9,727	23,084	20.1
Open Hoppers	5,781	2,330	8,111	31.4
Gondolas	5,662	2,152	7,814	28.2
Boxcars	2,430	6,639	9,069	38.1
Refrigerated Cars	2,625	2,546	5,171	25.4
Flat Cars	2,186	1,093	3,279	34.0
<u>Other</u>	<u>3</u>	<u>345</u>	<u>348</u>	<u>31.4</u>
Total Freight Cars	32,044	24,832	56,876	N/A
Highway Revenue Equipment				
Containers	47,270	6,602	53,872	8.9
<u>Chassis</u>	<u>30,446</u>	<u>17,408</u>	<u>47,854</u>	<u>11.2</u>
Total Highway Revenue Equipment	77,716	24,010	101,726	N/A

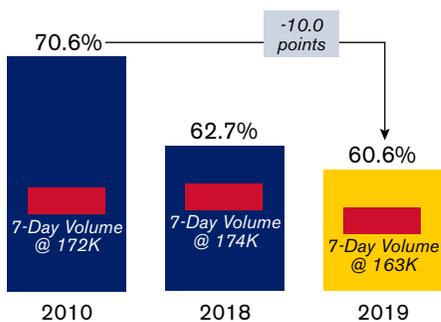
*2015-2016 adjusted to include the retrospective adoption of ASU 2017-07.

2017 adjusted to exclude the impact of Corporate Tax Reform and include the retrospective adoption of ASU 2017-07. See page 33 for a reconciliation to GAAP

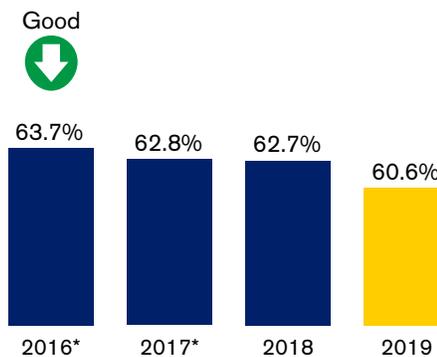
**Prior years have been recast to conform to the current year presentation which reflects minor refinements.

Financial Results

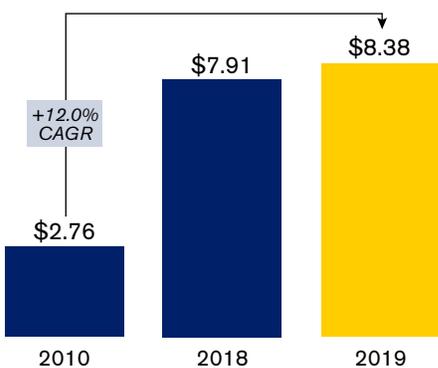
Operating Ratio



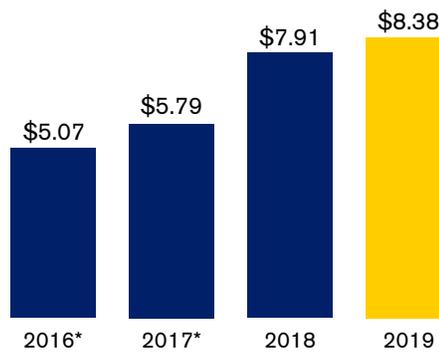
Operating Ratio



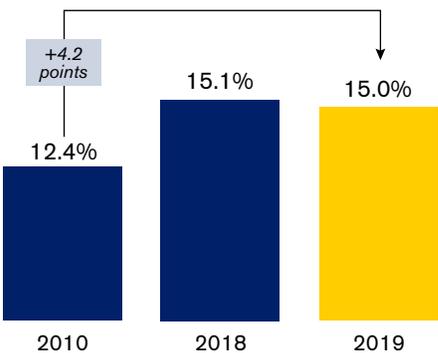
Earnings per Share



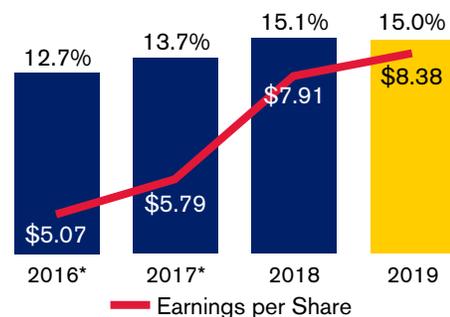
Earnings per Share



Return on Invested Capital

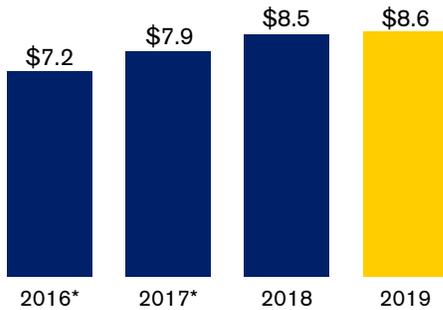


Return on Invested Capital

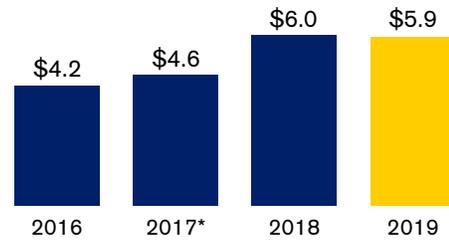


* 2015-2016 adjusted to include the retrospective adoption of ASU 2017-07.
2017 adjusted to exclude the impact of Corporate Tax Reform and include the retrospective adoption of ASU 2017-07. See page 33 for a reconciliation to GAAP

Operating Income (billions)



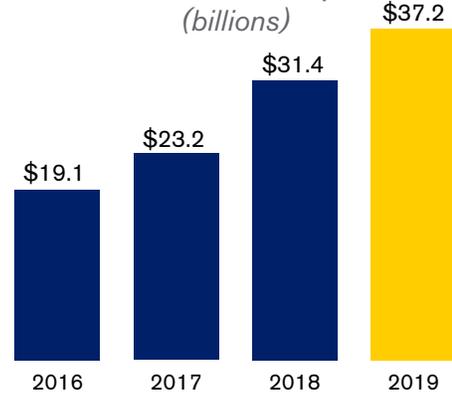
Net Income (billions)



Declared Dividends per Share



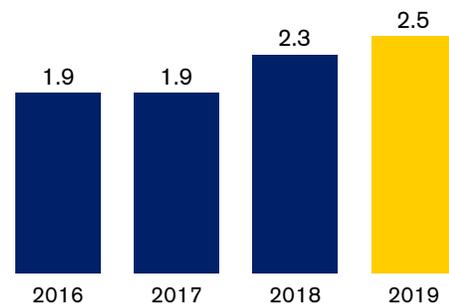
Cumulative Share Repurchases (billions)



Cash Returned to Shareholders (billions)

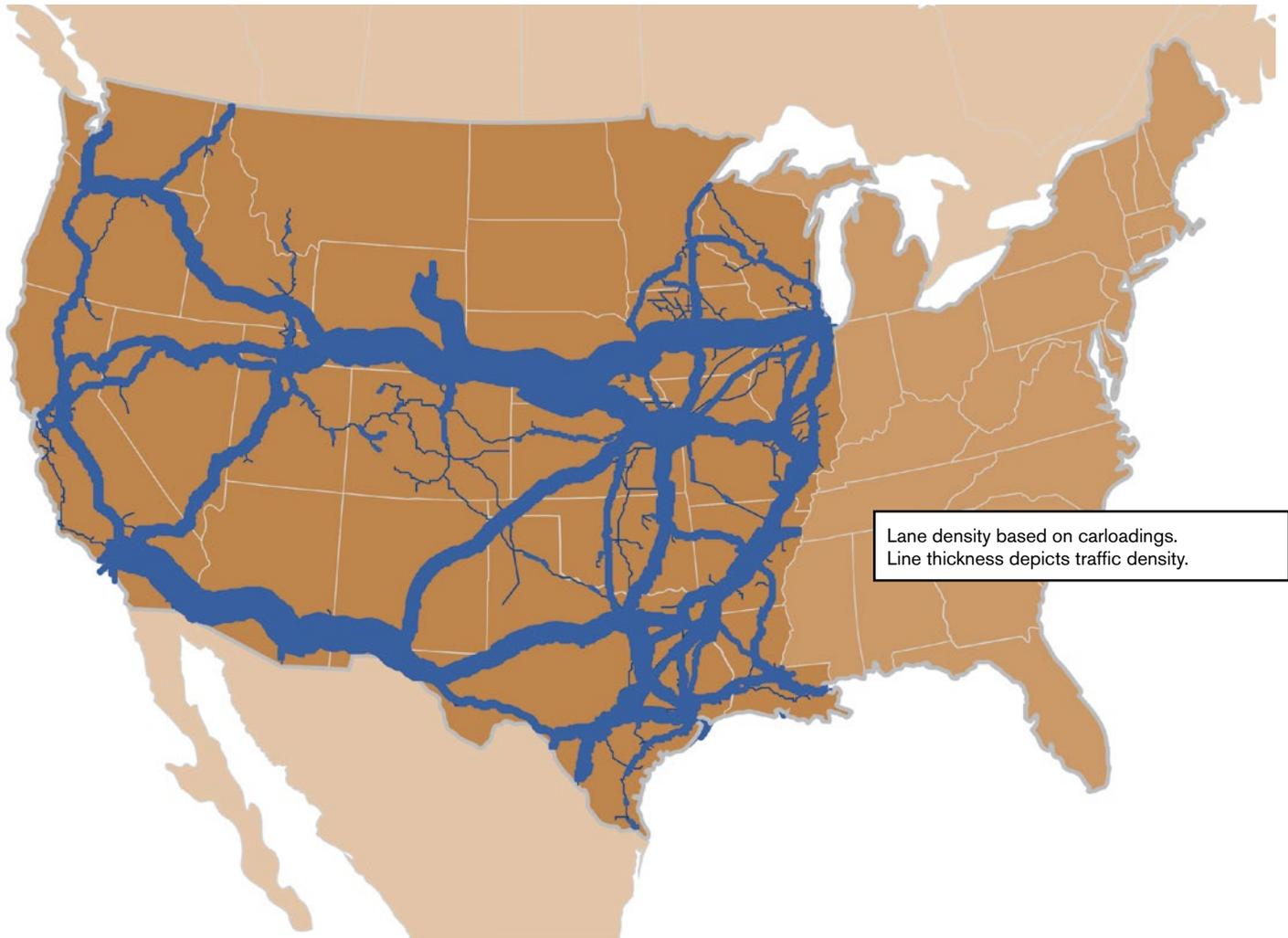


Adjusted Debt/EBITDA



* 2015-2016 adjusted to include the retrospective adoption of ASU 2017-07.

2017 adjusted to exclude the impact of Corporate Tax Reform and include the retrospective adoption of ASU 2017-07. See page 33 for a reconciliation to GAAP



Track and Terminal Density

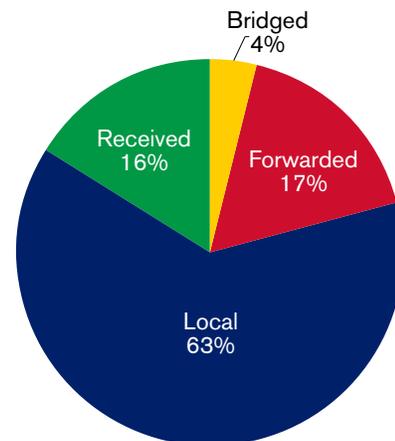
Major Classification Yards

North Platte, Nebraska
 North Little Rock, Arkansas
 Englewood (Houston), Texas
 Fort Worth, Texas
 Livonia, Louisiana
 West Colton, California
 Proviso (Chicago), Illinois
 Roseville, California

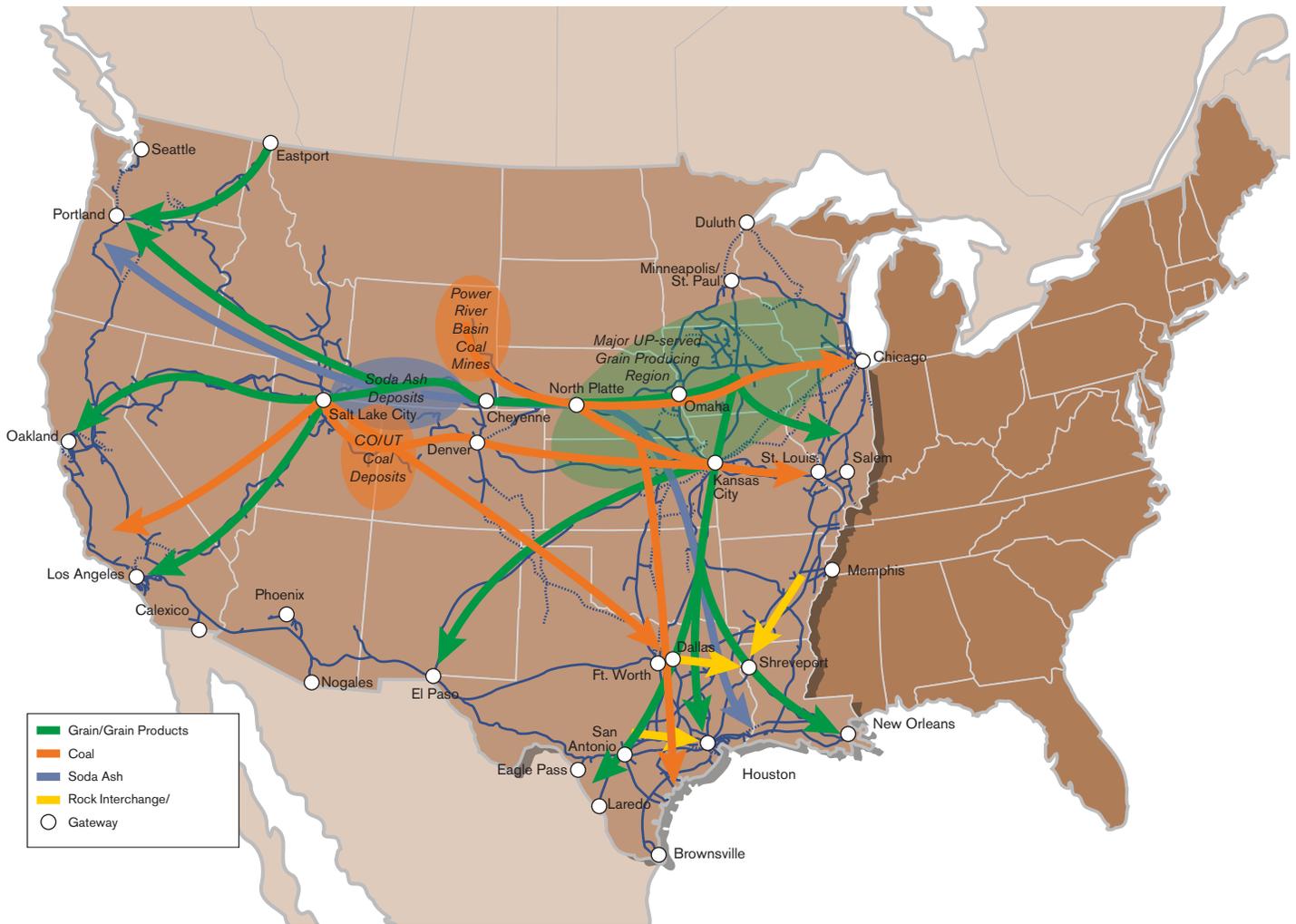
Major Intermodal Terminals

Joliet (Global IV), Illinois
 ICTF (Los Angeles), California
 East Los Angeles, California
 DIT (Dallas), Texas
 Marion (Memphis), Tennessee
 Global II (Chicago), Illinois
 City of Industry, California
 Global I (Chicago), Illinois

Traffic Classification – 2019 Carloads



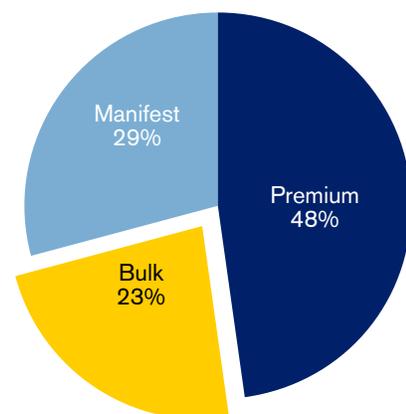
Local = UP Origin + UP Destination
 Forwarded = UP Origin + Other Destination
 Received = Other Origin + UP Destination
 Bridged = Other Origin + UP Intermediate + Other Destination



Bulk Network

Bulk traffic primarily consists of coal, grain, rock and soda ash shipped in unit trains – trains transporting a single commodity from one origin to one destination. Most of UP’s coal traffic originates from the Powder River Basin (PRB) of northeastern Wyoming and the Uinta Basin of Colorado and Utah. Grain and grain products move out of the Midwest to domestic markets and for export to Mexico and elsewhere through ports in the Gulf Coast and Pacific Northwest (PNW). Producers mine soda ash near Green River, Wyoming, destined for export through Gulf Coast and PNW ports. Rock trains move primarily in and around Texas. In 2019, bulk traffic represented 23 percent of the Company’s volume and 21 percent of freight revenue.

Freight Traffic – 2019 Carloads

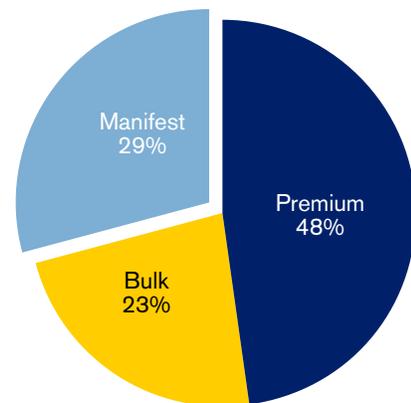




Manifest Network

Manifest traffic includes individual carload or less-than-trainload business, involving commodities such as industrial chemicals, plastics, lumber, steel, paper, frac sand, and food, all transported from thousands of locations across Union Pacific's network. The railroad's extensive manifest infrastructure includes terminal locations throughout its system and storage-in-transit facilities in the Gulf Coast region, which allow our chemical customers to store their products at our facilities prior to final delivery. This unique aspect of UP's franchise serves customers in virtually every segment of the economy. In 2019, manifest traffic represented 29 percent of the Company's volume and 47 percent of freight revenue.

Freight Traffic – 2019 Carloads

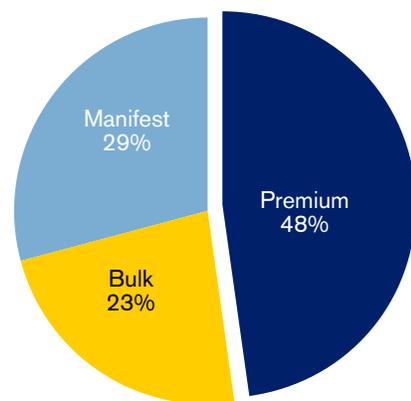




Premium Network

Union Pacific's premium business includes the transportation of finished vehicles, auto parts, intermodal containers and trailers. UP is the largest automotive carrier west of the Mississippi River. The railroad's extensive franchise serves vehicle assembly plants and connects to West Coast ports and the Port of Houston to accommodate import and export shipments. UP's unique network can directly access all six major U.S. / Mexico rail gateways, providing expedited handling of growing cross-border automotive traffic. Intermodal and automotive import traffic benefits from excellent service in competitive long-haul routes connecting the West Coast ports to Eastern gateways, particularly along the Sunset Corridor from Los Angeles to El Paso. Additionally, time-sensitive domestic intermodal shippers benefit from the ramp-to-ramp and door-to-door service UP provides across its network. In 2019, premium traffic represented 48 percent of the Company's volume and 31 percent of freight revenue.

Freight Traffic – 2019 Carloads



Marketing & Sales Review

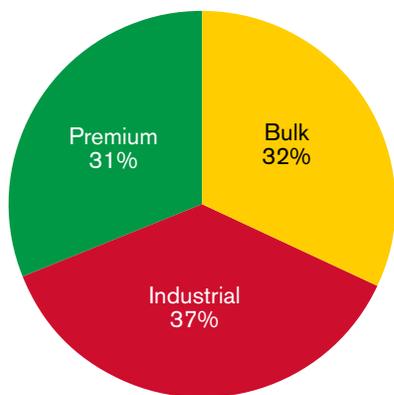
Union Pacific moves the goods American families and businesses use every day, including the food we eat, the cars we drive, the chemicals to clean our water and the steel to build our communities. We have roughly 10,000 customers and work to deliver their products in a safe, reliable, fuel-efficient and environmentally responsible manner.

Our railroad directly serves many of the fastest growing cities in the United States and connects the country's global supply chain at all major West Coast and Gulf Coast ports to Canada, Mexico and the country's eastern gateways. In 2019, approximately 40 percent of our freight originated or terminated outside of the U.S.

Effective January 1, 2020, Union Pacific consolidated its four major business units into three: Bulk, Industrial and Premium.



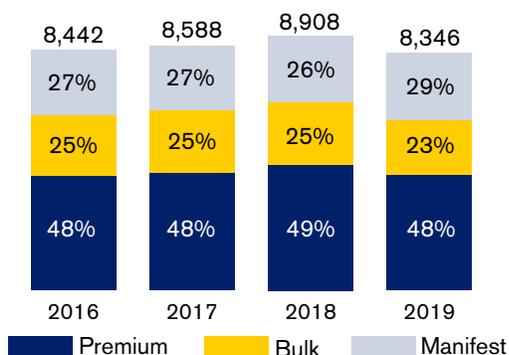
2019 Freight Revenue



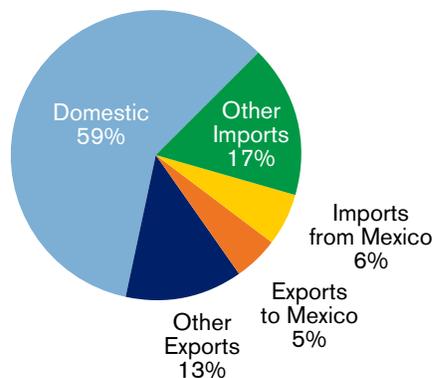
Freight Revenue (millions)

	2019	2018	Percent Change vs. 2018
Bulk	\$6,529	\$7,069	(8%)
Industrial	7,472	7,689	(3%)
Premium	6,242	6,626	(6%)
Total	\$20,243	\$21,384	(5%)

Freight Traffic Trends (carloads in thousands)



2019 Carload Composition





Annual Summary by Quarter

	Freight Revenue (millions)	Revenue Ton Miles (millions)	Revenue Carloads (thousands)	Average Revenue per Car
1Q2018	\$5,122	117,400	2,125	\$2,411
2Q2018	5,317	117,636	2,225	2,389
3Q2018	5,558	123,313	2,316	2,399
4Q2018	5,387	115,608	2,242	2,403
FY2018	\$21,384	473,957	8,908	\$2,400
1Q2019	\$5,010	106,650	2,087	\$2,401
2Q2019	5,236	108,744	2,137	2,450
3Q2019	5,146	108,107	2,129	2,417
4Q2019	4,851	99,932	1,993	2,435
FY2019	\$20,243	423,433	8,346	\$2,425
Pct Change vs. 2018	(5%)	(11%)	(6%)	1%

Bulk

Bulk includes shipments of grain and grain products, fertilizer, food and refrigerated foods, and coal and renewables.

U.S. grain production is a principal volume driver within our Bulk portfolio, with corn supply and demand having the largest impact as average corn yields are roughly three times that of soybeans or wheat. Global crop supply and commodity prices can impact demand for U.S. grain as approximately 40 percent of UP's 2019 grain carloads were exported. Grain production and its impact on domestic commodity prices also has a secondary impact on many commodities within grain products, including ethanol, soybean meal, soybean oil, distiller's dried grains with solubles (DDGs), and biodiesel.

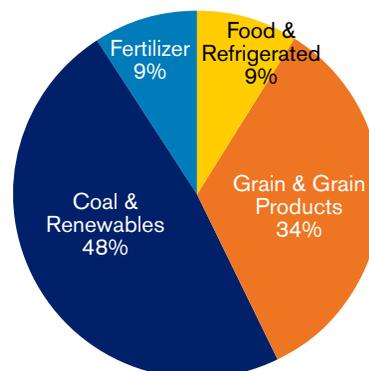
Fertilizer movements, which include shipments of nitrogen, phosphate, and potash, originate in the Gulf Coast region, the Western U.S., and Canada (through interline access) for delivery to major agricultural users in the Midwest and Western U.S., as well as abroad.

Union Pacific's unique franchise, coupled with the ownership of approximately 60 percent of the rail-owned refrigerated boxcar fleet in North America, creates a competitive advantage in the shipment of perishables.

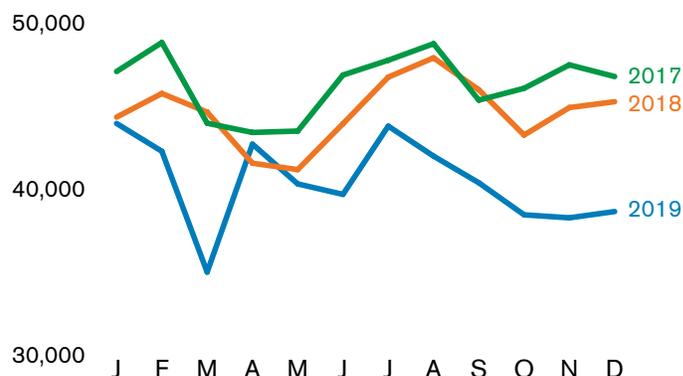
Coal traffic includes reliable, low-cost, low-sulfur, sub-bituminous coal originating in the Powder River Basin (PRB) area of Wyoming, which is attractive to utilities in the competitive electricity generation market. Coal produced in the Uinta Basin region of Colorado and Utah is mostly sub-surface coal and has a relatively high BTU (British Thermal Unit) and low sulfur content. The remaining coal traffic consists of shipments forwarded to UP from other carriers, as well as carloads originating from southern Wyoming's Hanna Basin and the Illinois Basin, along with petroleum coke originating from oil refineries throughout the country. Almost all of the coal UP transports is thermal coal, and about 8 percent of 2019 coal carloads were exported.

UP has the ability to serve Canadian and Mexican markets through interchange agreements with other railroads. In 2019, approximately 55 percent of all Mexico related Bulk shipments were southbound moves. This traffic mix primarily consisted of coal, soybeans, corn, soybean meal, DDGs, wheat and rice. Shipments of beer accounted for most of the northbound agricultural shipments from Mexico.

2019 Carloads



7-Day Volume (carloads)

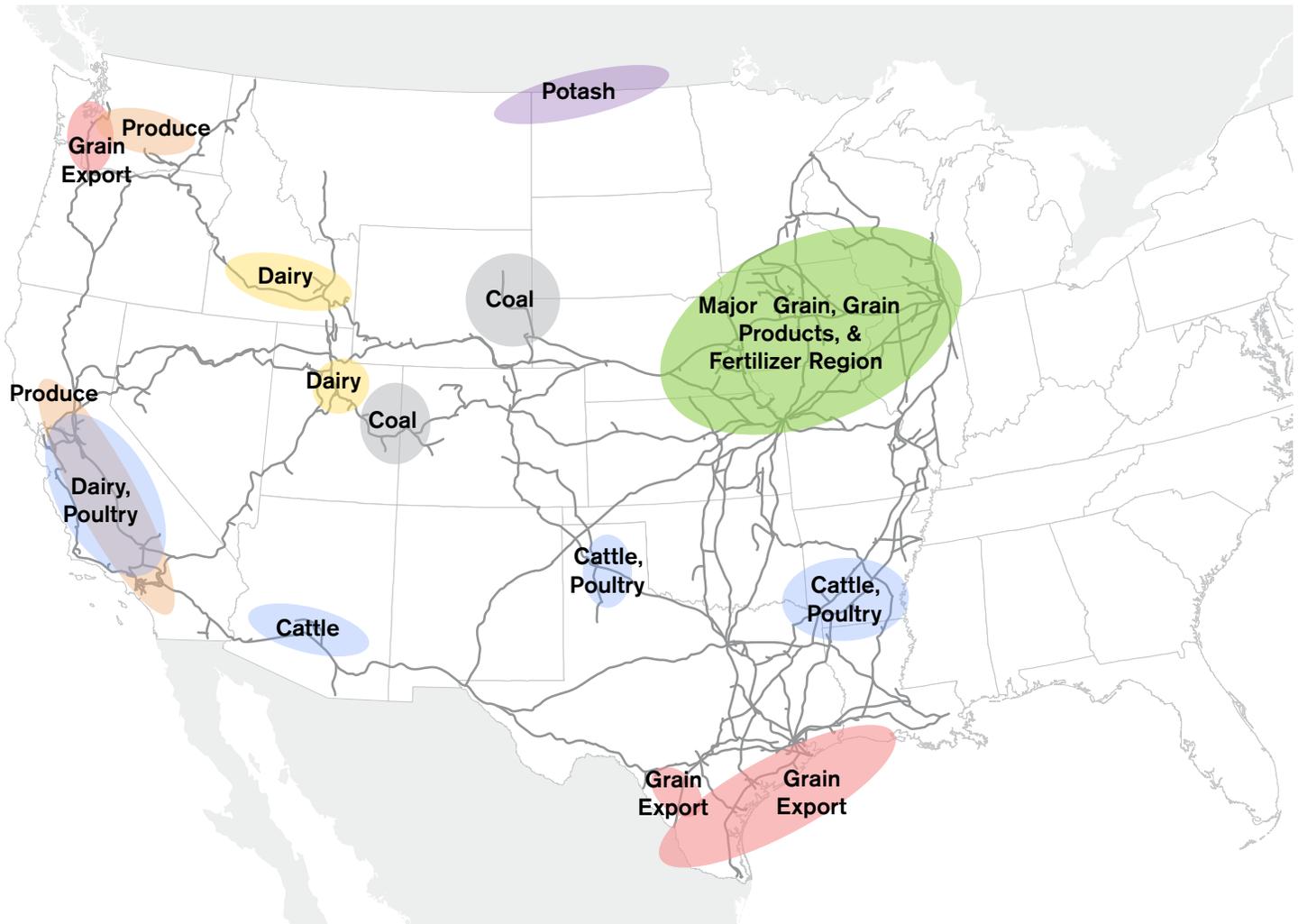


Lane Density Map



Lane density based on carloadings. Line thickness depicts traffic density.

Key Bulk Markets



Annual Summary by Quarter - Bulk

	Freight Revenue (millions)	Revenue Carloads (thousands)	Average Revenue per Car
1Q2018	\$1,747	574	\$3,046
2Q2018	1,675	545	3,074
3Q2018	1,857	609	3,048
4Q2018	1,790	571	3,131
FY2018	\$7,069	2,299	\$3,074
1Q2019	\$1,620	515	\$3,146
2Q2019	1,678	528	3,179
3Q2019	1,682	548	3,068
4Q2019	1,549	496	3,121
FY2019	\$6,529	2,087	\$3,128
Pct Change vs. 2018	(8%)	(9%)	2%

Industrial

Union Pacific's Industrial business includes shipments of industrial chemicals, plastics, metals, minerals, forest products, energy and specialized markets.

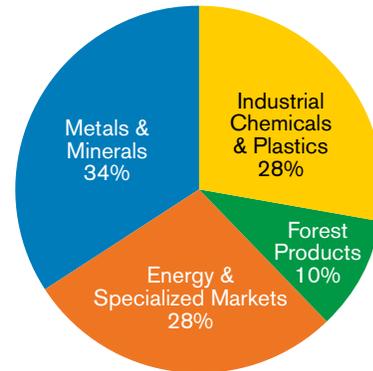
Industrial chemicals and plastics production is concentrated in the Gulf Coast. The industrial chemicals market consists of a vast number of chemical compounds that support the manufacturing of more complex chemicals. Plastics shipments support automotive, housing, and the durable and disposable consumer goods markets. UP is an important link in the plastics supply chain through its ownership and operation of rail storage-in-transit (SIT) facilities. Plastics customers utilize these SIT yards for intermediate storage of plastic resins. With UP having more SIT capacity than any other railroad, the Company has a distinct competitive advantage in the shipment of plastic resins.

Metals and minerals shipments including aggregates, steel, and cement products are driven by commercial, residential, and governmental infrastructure investments. Steel, non-ferrous materials, minerals and other raw materials are shipped to industrial and light manufacturing plants. Oil and gas drilling generates demand for raw steel, finished pipe, stone, frac sand and drilling fluid commodities. Global commodity demand drives shipments of ores and concentrates for export and domestic production.

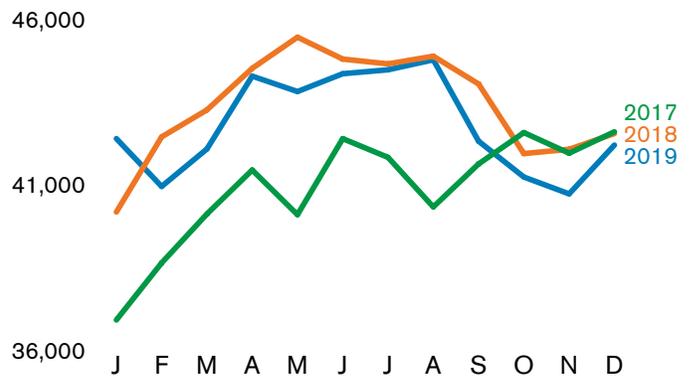
Forest product shipments of lumber originate primarily in the PNW or Western Canada and move throughout the U.S. for use in new home construction, and repairs and remodeling. Consumer spending drives demand for paper and packaging commodities.

Energy and specialized markets include petroleum and liquid petroleum gas shipments that are primarily impacted by refinery utilization rates, regional crude pricing differentials, pipeline capacity, and the use of asphalt for road programs. Soda ash shipments originate in southwestern Wyoming and California, and are destined for chemical and glass producing markets in North America and abroad. UP directly serves the world's largest natural soda ash reserve and natural soda ash production region at Green River, Wyoming. In addition, the railroad provides safe and efficient transportation for waste management companies and governmental entities.

2019 Carloads



7-Day Volume
(carloads)

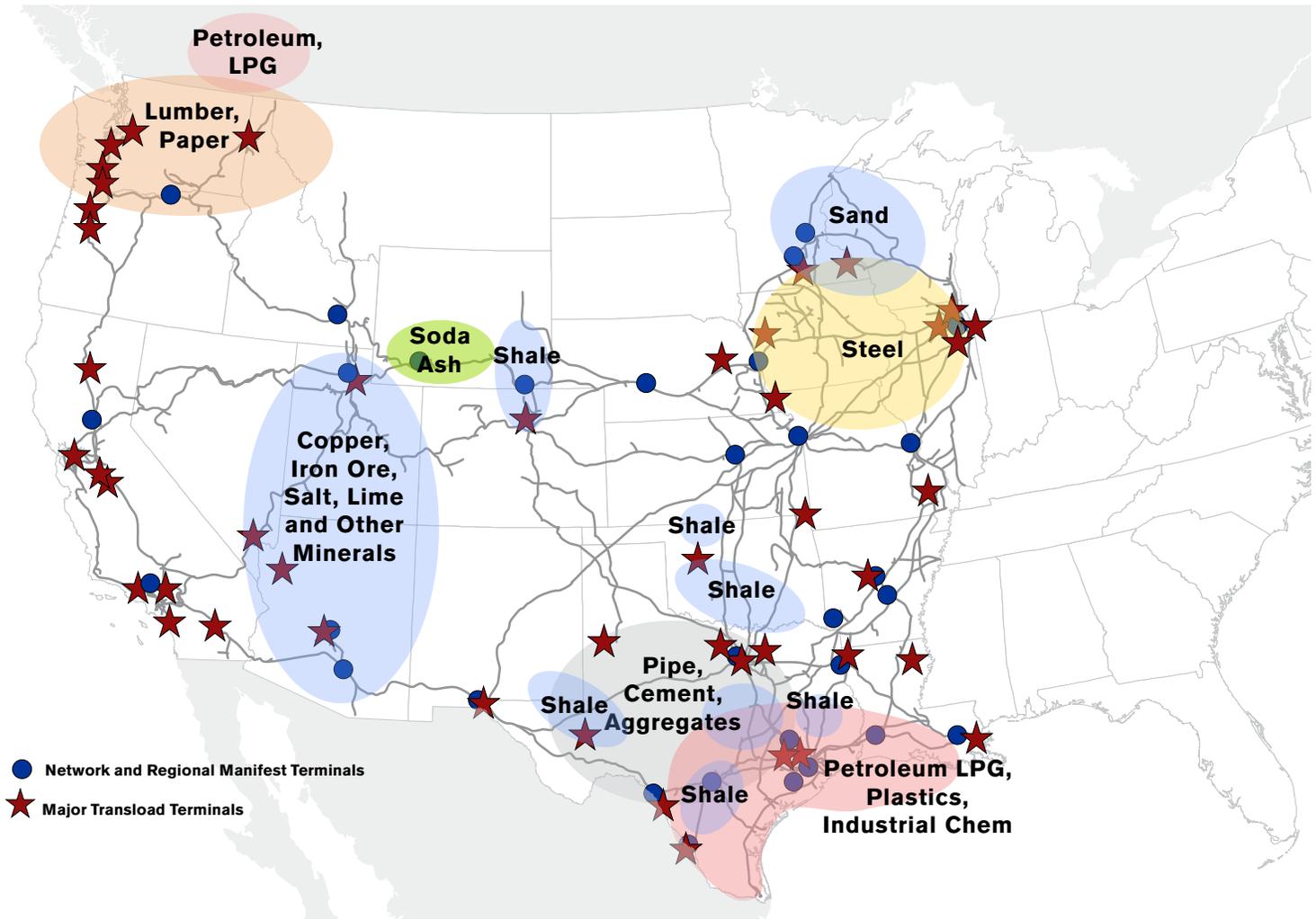


Lane Density Map



Lane density based on carloadings. Line thickness depicts traffic density.

Key Industrial Markets



Annual Summary by Quarter - Industrial

	Freight Revenue (millions)	Revenue Carloads (thousands)	Average Revenue per Car
1Q2018	\$1,864	535	\$3,486
2Q2018	1,988	579	3,431
3Q2018	1,988	574	3,462
4Q2018	1,849	539	3,432
FY2018	\$7,689	2,227	\$3,452
1Q2019	\$1,839	531	\$3,465
2Q2019	1,937	568	3,408
3Q2019	1,902	570	3,336
4Q2019	1,794	530	3,386
FY2019	\$7,472	2,199	\$3,398
Pct Change vs. 2018	(3%)	(1%)	(2%)

Premium

Union Pacific's Premium franchise includes finished automobiles, automotive parts, and merchandise in intermodal containers, both domestic and international.

Union Pacific is the largest automotive carrier west of the Mississippi River, handling more than 63 percent of Western U.S. rail automotive carload shipments in 2019. The railroad's extensive franchise operates or has access to 38 vehicle distribution centers, directly serves five vehicle assembly plants, and connects to West Coast ports, all six major Mexico gateways, and the Port of Houston to accommodate both import and export shipments.

Union Pacific's intermodal franchise includes two segments: international and domestic. International business consists of import and export traffic moving in 20 or 40-foot shipping containers, that mainly passes through West Coast ports served by UP's extensive terminal network.

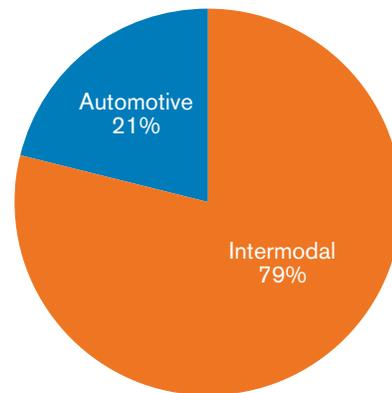
Domestic business includes container and trailer traffic picked up and delivered within North America for intermodal marketing companies (primarily shipper agents and logistics companies), as well as truckload carriers. Less-than-truckload and package carriers with time-sensitive business requirements are an important part of domestic shipments. Domestic shipments predominately move in 53-foot containers or trailers to and from points within the U.S., Canada, and Mexico. U.S. import volume transloaded into domestic containers at the ports is classified as domestic.

Overall, intermodal utilizes just over half of the route miles of the Union Pacific network, routing freight between 32 UP-owned or operated intermodal terminals, as well as customer-operated, on-dock rail facilities.

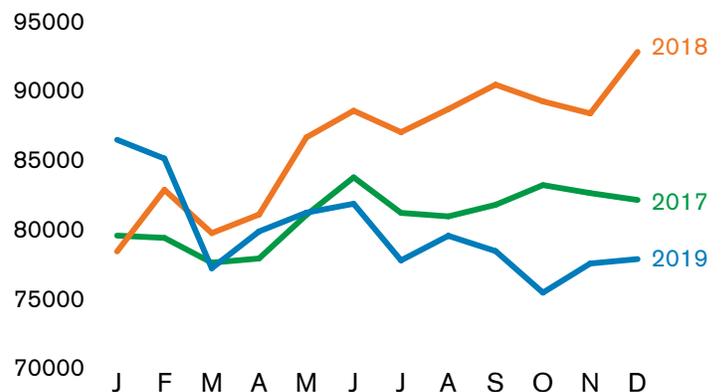
During 2019, approximately 15 percent of UP's premium volume crossed one of the six major Mexico gateways.

Union Pacific's extensive network and diverse access to ports, intermodal terminals, automotive distribution centers, border crossings and interchange gateways enable customers to access virtually any market in North America.

2019 Carloads



7-Day Volume
 (carloads)

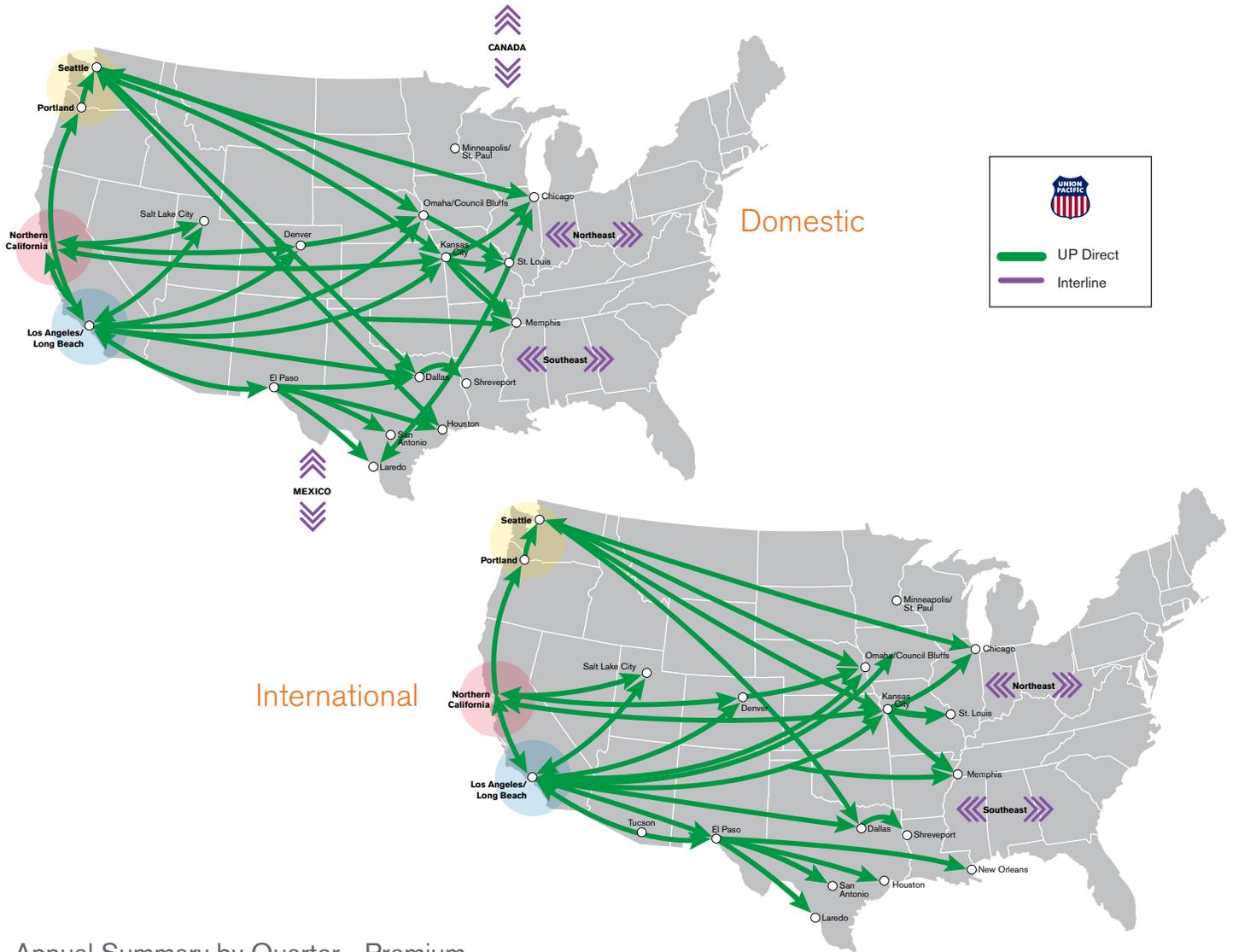


Lane Density Map



Lane density based on carloadings. Line thickness depicts traffic density.

Intermodal Markets Served by Region



Annual Summary by Quarter - Premium

	Freight Revenue (millions)	Revenue Carloads (thousands)	Average Revenue per Car
1Q2018	\$1,511	1,016	\$1,487
2Q2018	1,654	1,101	1,502
3Q2018	1,713	1,133	1,512
4Q2018	1,748	1,132	1,545
FY2018	\$6,626	4,382	\$1,512
1Q2019	\$1,551	1,041	\$1,489
2Q2019	1,621	1,041	1,557
3Q2019	1,562	1,011	1,545
4Q2019	1,508	967	1,560
FY2019	\$6,242	4,060	\$1,538
Pct Change vs. 2018	(6%)	(7%)	2%

Mexico

Union Pacific's unique franchise has the industry's best access to Mexico as the Company is the only railroad that serves all six major rail gateways between the U.S. and Mexico. Cross-border traffic with Mexico comprised approximately 11 percent of UP's total 2019 volume.

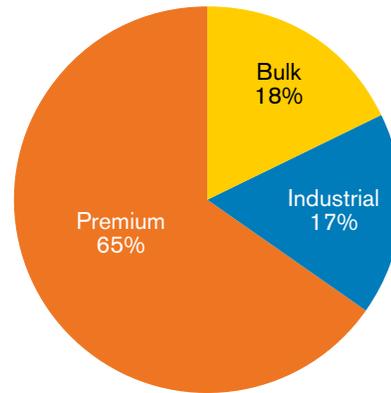
While UP does not physically operate within Mexico, the Company is able to interchange traffic at the border, working primarily in cooperation with the two largest Mexican railroads, Kansas City Southern de Mexico (KCSM) and Ferrocarril Mexicano (Ferromex or FXE). This enables UP to capture opportunities created by the regional integration of U.S. and Mexico's supply chains, the bilateral trade relationship between both countries, and by Mexico's enhanced competitive position in today's global economic landscape.

In 2019, 52 percent of UP shipments to and from Mexico were interchanged with FXE, with the remaining 48 percent interchanged with KCSM. Union Pacific also retains a 26 percent minority ownership interest in FXE.

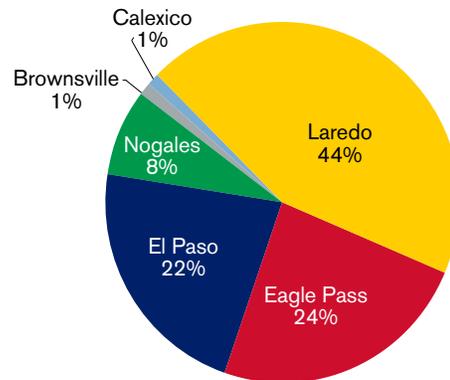
Northbound shipments, which account for just over one-half of UP's overall cross-border traffic with Mexico, have grown during the past ten years alongside increased Mexican manufacturing. Automotive, beer and beverages, and intermodal shipments represent more than 90 percent of northbound moves. Southbound shipments primarily consist of auto parts, intermodal shipments, agricultural products and petroleum products.

Across UP's four business groups, freight revenue associated with cross-border shipments was \$2.3 billion in 2019, down 6% when compared with 2018. Premium carloads represented the largest share of UP's Mexico revenue and volume during the year.

2019 Carloads



Percent of 2019 UP Carloads at Border Crossings



Graphs include steel-wheel and rubber tire traffic.

Lane Density Map



Lane density based on carloadings. Line thickness depicts traffic density.

Mexico Intermodal – Three Ways In and Out of Mexico

Union Pacific offers seamless service to and from Mexico, moving more products across the border than all competitors combined.

Mexico Direct - An all-rail, seamless option, offering intermodal service between the U.S. and Canada, and major Mexican markets. With Mexico Direct, shipments do not stop at the border for customs clearance. Instead, they travel in-bond, clearing customs at interior Mexican origins and destinations. Mexico Direct offers a through-rate structure that provides customers the convenience of a single price and a single bill for their ramp-to-ramp shipments to and from Mexico.

Border Direct - Service to and from the U.S. / Mexico border. Union Pacific's intermodal network provides expanded access to markets across North America, utilizing four Union Pacific border gateways: El Paso, Laredo and Rio Valley, Texas, and Tucson, Arizona. Intermodal Marketing Companies (IMCs) monitor the customs clearance process at the border, eliminating the need for customers to do so and making the customs process simple and efficient.

Loup Passport - A door-to-door intermodal freight transportation solution for customers throughout Mexico, backed by one of the industry's largest intermodal container fleets and Loup's (a Union Pacific subsidiary company) extensive drayage network. Shipments clear customs at the border and are serviced to and from Union Pacific's border terminals, including Laredo and El Paso, Texas; and Nogales, Arizona, with drayage in and out of Mexico.



Operations Review

Union Pacific exited 2019 as a much different, much better company than we started the year. The implementation of Unified Plan 2020 transformed how we do business – making us more efficient and reliable for our customers.

Unified Plan 2020 includes several initiatives focused on increasing the reliability of our service product, reducing variability in network operations, and improving resource utilization. It is based on precision scheduled railroading (PSR) principals that emphasizes on-time service performance for every rail car, execution accountability, and lean resource utilization, while at the same time improving total safety performance.

As a part of Unified Plan 2020, we continued working through a terminal rationalization process to more fully optimize our operations. We curtailed operations at four hump yards as well as other smaller regional terminals, began streamlining intermodal operations, and continually adjusted our transportation plan with customer demand. These changes, combined with other G55+0 initiatives, better align our management structure and decision making processes in conjunction with our Unified Plan 2020 operating model.

Everything we do must be done safely and reliably. Unfortunately, our 2019 safety results were not good enough. Our reportable personal injury rate was 0.90, compared to 0.82 in 2018, our reportable derailment rate was 4.28, compared to 3.28 in 2018, and our crossing incident rate was 2.72, compared to 2.69 in 2018. We want every employee to return home safely every day and to eliminate all derailments. We are committed to doing better in 2020.

We did, however, make great strides to improve the reliability of our service product. Trip plan compliance improved 6 points, demonstrating our commitment to be there when we say we will. Local service metrics like to and from industry, also showed solid improvement. Additionally, increased asset utilization and fewer car classifications led to a 6 percent improvement in freight car velocity and a 17 percent improvement in freight car terminal dwell.

Unified Plan 2020 Primary Objectives



**FOCUSED ON
MOVING CARS**



**MINIMIZED
CAR DWELL**



**SCHEDULED
SERVICE**



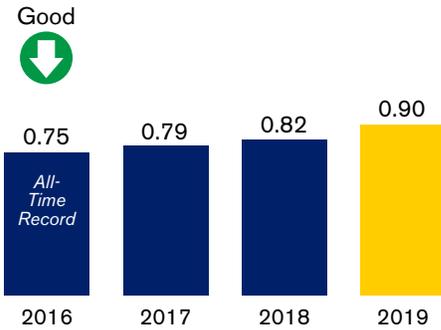
**LOCOMOTIVE
PRODUCTIVITY**



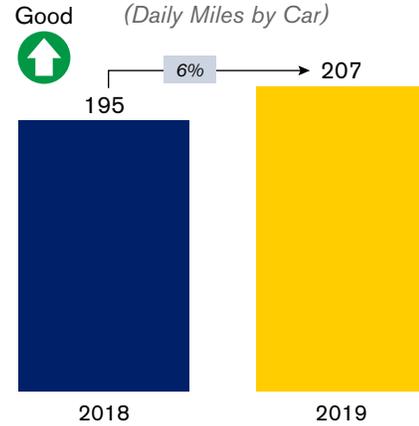
**CREW
AVAILABILITY**

Operations Review

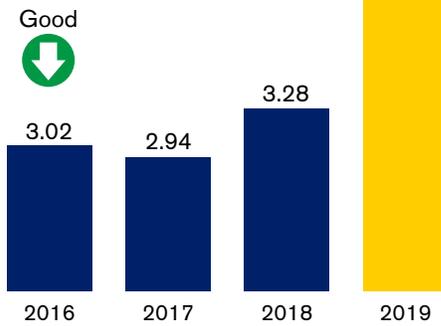
Employee Safety
(Reportable Personal Injury Incidents per 200,000 Employee-Hours)



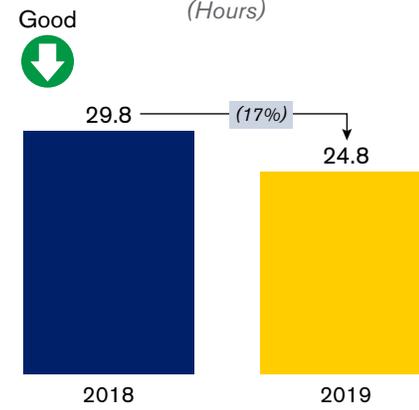
Freight Car Velocity*
(Daily Miles by Car)



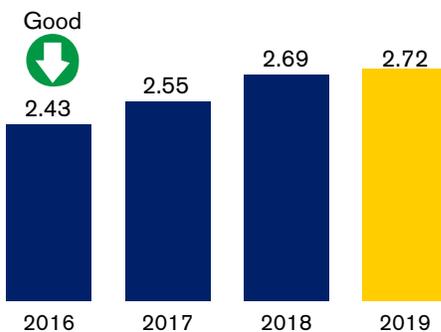
Rail Equipment Safety
(Reportable Rail Equipment Incidents per Million Train Miles)



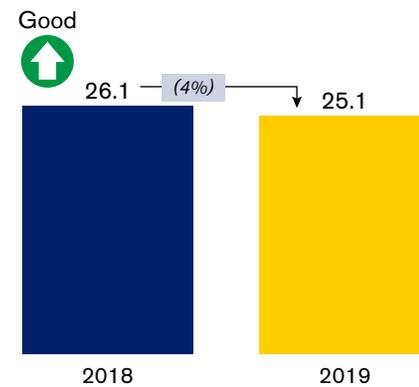
Freight Car Terminal Dwell*
(Hours)



Public Safety
(Crossing Accidents per Million Train Miles)



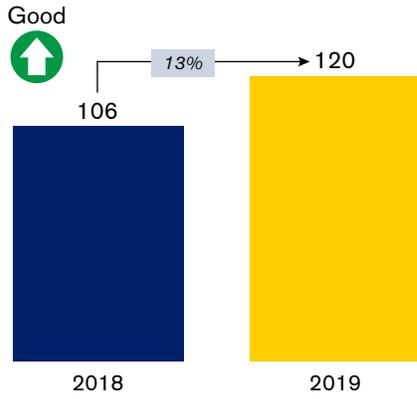
Train Speed*
(Miles per Hour)



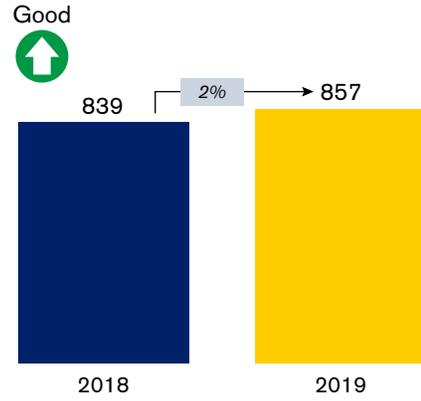
* Prior years have been recast to conform to the current year presentation which reflects minor refinements.

Operations Review

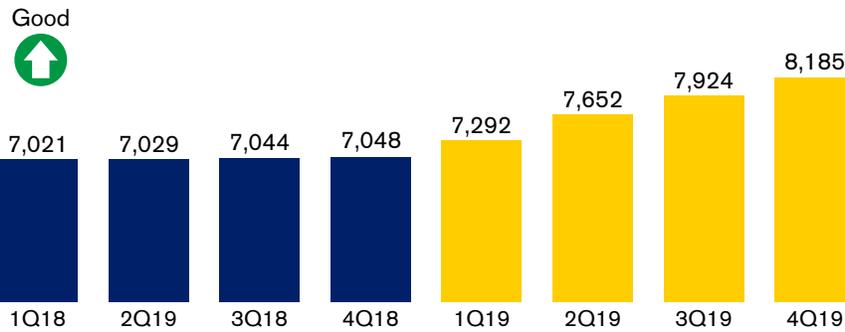
Locomotive Productivity (GTM per HP day)



Workforce Productivity (Car Miles per FTE)

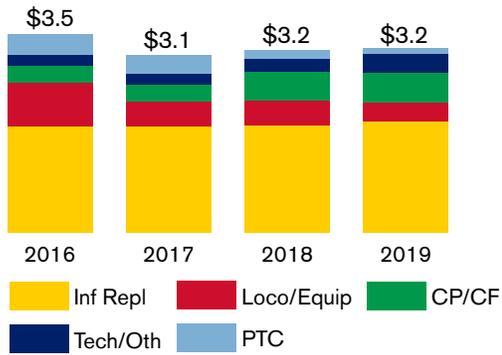


System Train Length (Max on Route, in Feet)

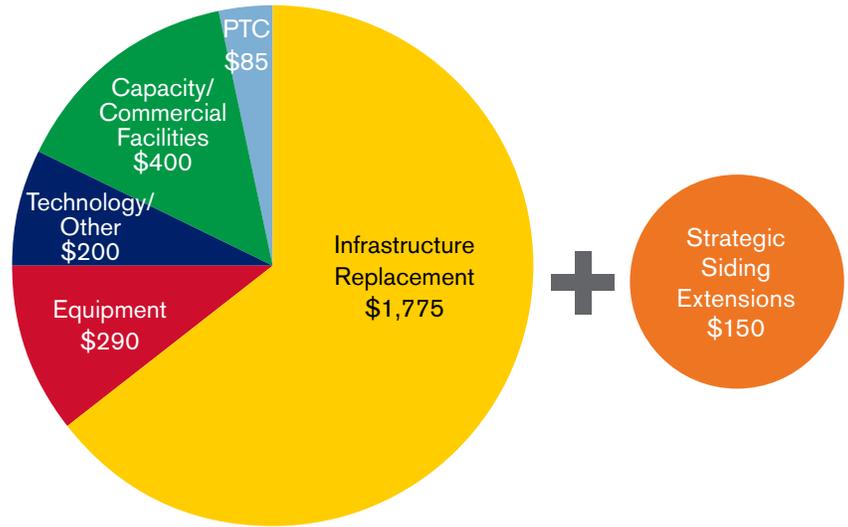


Capital Investments

Capital Program
(billions)



2020 Capital Plan: ~\$2.9+ Billion
(millions)



SELECTED FINANCIAL DATA (unaudited)
Union Pacific Corporation and Subsidiary Companies

<i>Millions, Except per Share Amounts, Carloads, Employee Statistics, and Ratios</i>	2019	2018	2017 [a]	2016
For the Year Ended December 31				
Operating revenues [b]	\$ 21,708	\$ 22,832	\$ 21,240	\$ 19,941
Operating income	8,554	8,517	8,106	7,243
Net income	5,919	5,966	10,712	4,233
Earnings per share - basic	8.41	7.95	13.42	5.09
Earnings per share - diluted	8.38	7.91	13.36	5.07
Dividends declared per share	3.70	3.06	2.48	2.255
Cash provided by operating activities	8,609	8,686	7,230	7,525
Cash used in investing activities	(3,435)	(3,411)	(3,086)	(3,393)
Cash used in financing activities	(5,646)	(5,222)	(4,146)	(4,246)
Cash used for share repurchase programs	(5,804)	(8,225)	(4,013)	(3,105)
At December 31				
Total assets	\$ 61,673	\$ 59,147	\$ 57,806	\$ 55,718
Long-term obligations [c]	39,194	34,098	29,011	32,146
Debt due after one year	23,943	20,925	16,144	14,249
Common shareholders' equity	18,128	20,423	24,856	19,932
Additional Data				
Freight revenues [b]	\$ 20,243	\$ 21,384	\$ 19,837	\$ 18,601
Revenue carloads (units) (000)	8,346	8,908	8,588	8,442
Operating ratio (%) [d]	60.6	62.7	61.8	63.7
Average employees (000)	37.5	42.0	42.0	42.9
Financial Ratios (%)				
Return on average common shareholders' equity [e]	30.7	26.4	47.8	20.8

[a] 2017 includes a \$5.9 billion non-cash reduction to income tax expense and \$212 million non-cash reduction to operating expenses related to the Tax Cuts and Jobs Act enacted on December 22, 2017.

[b] Includes fuel surcharge revenue of \$1.6 billion, \$1.7 billion, \$966 million, and \$560 million for 2019, 2018, 2017, and 2016, respectively, which partially offsets increased operating expenses for fuel. See 2019 SEC Form 10-K for more information.

[c] Long-term obligations is determined as follows: total liabilities less current liabilities.

[d] Operating ratio is defined as operating expenses divided by operating revenues.

[e] Return on average common shareholders' equity is determined as follows: Net income divided by average common shareholders' equity.

CONSOLIDATED STATEMENTS OF INCOME (unaudited)
Union Pacific Corporation and Subsidiary Companies

Millions, Except Per Share Amounts and Percentages	2019				
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Full Year
Operating Revenues					
Freight revenues	\$ 5,010	\$ 5,236	\$ 5,146	\$ 4,851	\$ 20,243
Other revenues	374	360	370	361	1,465
Total operating revenues	5,384	5,596	5,516	5,212	21,708
Operating Expenses					
Compensation and benefits	1,205	1,145	1,134	1,049	4,533
Purchased services and materials	576	573	574	531	2,254
Depreciation	549	551	557	559	2,216
Fuel	531	560	504	512	2,107
Equipment and other rents	258	260	236	230	984
Other	305	247	277	231	1,060
Total operating expenses	3,424	3,336	3,282	3,112	13,154
Operating Income					
Other income	77	57	53	56	243
Interest expense	(247)	(259)	(266)	(278)	(1,050)
Income before income taxes	1,790	2,058	2,021	1,878	7,747
Income taxes	(399)	(488)	(466)	(475)	(1,828)
Net Income	\$ 1,391	\$ 1,570	\$ 1,555	\$ 1,403	\$ 5,919
Share and Per Share					
Earnings per share - basic	\$ 1.94	\$ 2.23	\$ 2.22	\$ 2.03	\$ 8.41
Earnings per share - diluted	\$ 1.93	\$ 2.22	\$ 2.22	\$ 2.02	\$ 8.38
Weighted average number of shares - basic	716.8	705.5	699.3	692.2	703.5
Weighted average number of shares - diluted	719.5	708.0	701.9	694.9	706.1
Dividends declared per share	\$ 0.88	\$ 0.88	\$ 0.97	\$ 0.97	\$ 3.70
Operating Ratio					
Effective Tax Rate	22.3%	23.7%	23.1%	25.3%	23.6%

Refer to the Union Pacific Corporation 2019 SEC Form 10-K for additional information, including audited financial statements and related footnotes.

CONSOLIDATED STATEMENTS OF INCOME (unaudited)
Union Pacific Corporation and Subsidiary Companies

Millions, Except Per Share Amounts and Percentages	2018				
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Full Year
Operating Revenues					
Freight revenues	\$ 5,122	\$ 5,317	\$ 5,558	\$ 5,387	\$ 21,384
Other revenues	353	355	370	370	1,448
Total operating revenues	5,475	5,672	5,928	5,757	22,832
Operating Expenses					
Compensation and benefits	1,273	1,241	1,262	1,280	5,056
Fuel	589	643	659	640	2,531
Purchased services and materials	599	630	632	582	2,443
Depreciation	543	546	547	555	2,191
Equipment and other rents	266	265	272	269	1,072
Other	266	248	287	221	1,022
Total operating expenses	3,536	3,573	3,659	3,547	14,315
Operating Income					
Other income/(expense)	(42)	42	48	46	94
Interest expense	(186)	(203)	(241)	(240)	(870)
Income before income taxes	1,711	1,938	2,076	2,016	7,741
Income taxes	(401)	(429)	(483)	(462)	(1,775)
Net Income	\$ 1,310	\$ 1,509	\$ 1,593	\$ 1,554	\$ 5,966
Share and Per Share					
Earnings per share - basic	\$ 1.69	\$ 1.98	\$ 2.16	\$ 2.13	\$ 7.95
Earnings per share - diluted	\$ 1.68	\$ 1.98	\$ 2.15	\$ 2.12	\$ 7.91
Weighted average number of shares - basic	776.4	760.5	737.4	729.4	750.9
Weighted average number of shares - diluted	779.6	763.7	740.9	732.9	754.3
Dividends declared per share	\$ 0.73	\$ 0.73	\$ 0.80	\$ 0.80	\$ 3.06
Operating Ratio					
Effective Tax Rate	64.6%	63.0%	61.7%	61.6%	62.7%
	23.4%	22.1%	23.3%	22.9%	22.9%

Refer to the Union Pacific Corporation 2019 SEC Form 10-K for additional information, including audited financial statements and related footnotes.

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (unaudited)
Union Pacific Corporation and Subsidiary Companies

Millions, Except Share and Per Share Amounts as of December 31,	2019	2018
Assets		
Current assets:		
Cash and cash equivalents	\$ 831	\$ 1,273
Short-term investments	60	60
Accounts receivable, net	1,595	1,755
Materials and supplies	751	742
Other current assets	222	333
Total current assets	3,459	4,163
Investments	2,050	1,912
Properties:		
Land	5,276	5,264
Road	53,954	52,339
Equipment	12,631	13,061
Technology and other	2,385	2,141
Accumulated depreciation	(20,330)	(20,126)
Net properties	53,916	52,679
Operating lease assets	1,812	-
Other assets	436	393
Total assets	\$ 61,673	\$ 59,147
Liabilities and Common Shareholders' Equity		
Current liabilities:		
Debt due within one year	\$ 1,257	\$ 1,466
Accounts payable	749	872
Income and other taxes payable	496	694
Accrued wages and vacation	370	384
Current operating lease liabilities	362	-
Interest payable	289	317
Accrued casualty costs	190	211
Equipment rents payable	100	107
Other	538	575
Total current liabilities	4,351	4,626
Debt due after one year	23,943	20,925
Operating lease liabilities	1,471	-
Deferred income taxes	11,992	11,302
Other long-term liabilities	1,788	1,871
Commitments and contingencies		
Total liabilities	43,545	38,724
Common shareholders' equity:		
Common shares, \$2.50 par value, 1,400,000,000 authorized; 1,112,014,480 and 1,111,739,781 issued; 692,100,651 and 725,056,690 outstanding, respectively	2,780	2,779
Paid-in-surplus	4,523	4,449
Retained earnings	48,605	45,284
Treasury stock	(36,424)	(30,674)
Accumulated other comprehensive loss	(1,356)	(1,415)
Total common shareholders' equity	18,128	20,423
Total liabilities and common shareholders' equity	\$ 61,673	\$ 59,147

Refer to the Union Pacific Corporation 2019 SEC Form 10-K for additional information.

CONSOLIDATED STATEMENTS OF CASH FLOWS (unaudited)
 Union Pacific Corporation and Subsidiary Companies

Millions, for the Years Ended December 31,	2019	2018	2017	2016
Operating Activities				
Net income	\$ 5,919	\$ 5,966	\$ 10,712	\$ 4,233
Adjustments to reconcile net income to cash provided by operating activities:				
Depreciation	2,216	2,191	2,105	2,038
Deferred and other income taxes	566	338	(5,067)	831
Net gain on non-operating asset dispositions	(20)	(30)	(111)	(94)
Other operating activities, net	98	347	(282)	(228)
Changes in current assets and liabilities:				
Accounts receivable, net	160	(262)	(235)	98
Materials and supplies	(9)	7	(32)	19
Other current assets	87	(24)	9	22
Accounts payable and other current liabilities	(179)	(125)	182	232
Income and other taxes	(229)	278	(51)	374
Cash provided by operating activities	8,609	8,686	7,230	7,525
Investing Activities				
Capital Investments	(3,453)	(3,437)	(3,238)	(3,505)
Maturities of short-term investments	130	90	90	520
Purchases of short-term investments	(115)	(90)	(120)	(580)
Proceeds from asset sales	74	63	168	129
Other investing activities, net	(71)	(37)	14	43
Cash used in investing activities	(3,435)	(3,411)	(3,086)	(3,393)
Financing Activities				
Share repurchase programs	(5,804)	(8,225)	(4,013)	(3,105)
Debt issued	3,986	6,892	2,735	1,983
Dividends paid	(2,598)	(2,299)	(1,982)	(1,879)
Debt repaid	(817)	(1,736)	(840)	(1,013)
Debt exchange	(387)	-	-	(191)
Net issuance of commercial paper	(6)	194	-	-
Other financing activities, net	(20)	(48)	(46)	(41)
Cash used in financing activities	(5,646)	(5,222)	(4,146)	(4,246)
Net change in cash, cash equivalents and restricted cash	(472)	53	(2)	(114)
Cash, cash equivalents, and restricted cash at beginning of year	1,328	1,275	1,277	1,391
Cash and cash equivalents at end of year	\$ 856	\$ 1,328	\$ 1,275	\$ 1,277
Supplemental Cash Flow Information				
Non-cash investing and financing activities:				
Term loan renewals	\$ 250	\$ 250	\$ -	\$ -
Capital investments accrued but not yet paid	224	205	366	223
Locomotives sold for material credits	18	-	-	-
Finance lease financings	-	12	19	-
Cash paid during the year for:				
Income taxes, net of refunds	\$ (1,382)	\$ (1,205)	\$ (2,112)	\$ (1,347)
Interest, net of amounts capitalized	(1,033)	(728)	(666)	(652)

Refer to the Union Pacific Corporation 2019 SEC Form 10-K for additional information.

FINANCIAL AND OPERATING STATISTICS *(unaudited)*
Union Pacific Corporation and Subsidiary Companies

Financial and Revenue Statistics	2019				
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Full Year
Operating revenues (millions)	\$ 5,384	\$ 5,596	\$ 5,516	\$ 5,212	\$ 21,708
Operating expenses (millions)	\$ 3,424	\$ 3,336	\$ 3,282	\$ 3,112	\$ 13,154
Operating ratio (%)	63.6	59.6	59.5	59.7	60.6
Compensation and benefits (millions)	\$ 1,205	\$ 1,145	\$ 1,134	\$ 1,049	\$ 4,533
Compensation and benefits/Operating revenue (%)	22.4	20.5	20.6	20.1	20.9
Freight revenue/Average employees (000)	125.1	135.4	140.4	140.4	540.1
Fuel expense (millions)	\$ 531	\$ 560	\$ 504	\$ 512	\$ 2,107
Average fuel price per gallon consumed [a]	\$ 2.07	\$ 2.21	\$ 2.09	\$ 2.16	\$ 2.13
Freight revenues (millions)	\$ 5,010	\$ 5,236	\$ 5,146	\$ 4,851	\$ 20,243
Average revenue per car	\$ 2,401	\$ 2,450	\$ 2,417	\$ 2,435	\$ 2,425
Freight revenue/Revenue ton-mile (cents)	\$ 4.70	\$ 4.82	\$ 4.76	\$ 4.86	\$ 4.78
Effective tax rate (%)	22.3	23.7	23.1	25.3	23.6
Operating Statistics					
Revenue carloads (thousands)	2,087	2,137	2,129	1,993	8,346
Revenue ton-miles (billions)	106.7	108.7	108.1	99.9	423.4
Gross ton-miles (billions)	210.3	220.0	215.5	200.8	846.6
Freight car velocity (daily miles per car) [c]	195	202	214	218	207
Average train speed (miles per hour) [b][c]	24.6	24.5	25.2	26.2	25.1
Average system dwell (hours) [b][c]	26.8	25.7	23.6	23.3	24.8
Locomotive productivity (GTMs per horsepower day)	111	121	124	126	120
Fuel consumed (millions of gallons)	248	245	232	228	953
Workforce productivity (car miles per employee)	812	866	883	874	857
Employees (average)	40,053	38,657	36,659	34,563	37,483
GTMs per employee (millions)	5.25	5.69	5.88	5.81	22.59

[a] Including taxes and transportation costs.

[b] As reported to the Surface Transportation Board.

[c] Prior years have been recast to conform to the current year presentation which reflects minor refinements.

FINANCIAL AND OPERATING STATISTICS *(unaudited)*
Union Pacific Corporation and Subsidiary Companies

Financial and Revenue Statistics	2018				
	<i>1st Qtr</i>	<i>2nd Qtr</i>	<i>3rd Qtr</i>	<i>4th Qtr</i>	Full Year
Operating revenues (millions)	\$ 5,475	\$ 5,672	\$ 5,928	\$ 5,757	\$ 22,832
Operating expenses (millions)	\$ 3,536	\$ 3,573	\$ 3,659	\$ 3,547	\$ 14,315
Operating ratio (%)	64.6	63.0	61.7	61.6	62.7
Compensation and benefits (millions)	\$ 1,273	\$ 1,241	\$ 1,262	\$ 1,280	\$ 5,056
Compensation and benefits/Operating revenue (%)	23.3	21.9	21.3	22.2	22.1
Freight revenue/Average employees (000)	122.7	126.3	131.3	129.2	509.5
Fuel expense (millions)	\$ 589	\$ 643	\$ 659	\$ 640	\$ 2,531
Average fuel price per gallon consumed [a]	\$ 2.13	\$ 2.30	\$ 2.38	\$ 2.33	\$ 2.29
Freight revenues (millions)	\$ 5,122	\$ 5,317	\$ 5,558	\$ 5,387	\$ 21,384
Average revenue per car	\$ 2,411	\$ 2,389	\$ 2,399	\$ 2,403	\$ 2,400
Freight revenue/Revenue ton-mile (cents)	\$ 4.36	\$ 4.52	\$ 4.51	\$ 4.66	\$ 4.51
Effective tax rate (%)	23.4	22.1	23.3	22.9	22.9
Operating Statistics					
Revenue carloads (thousands)	2,125	2,225	2,316	2,242	8,908
Revenue ton-miles (billions)	117.4	117.6	123.3	115.7	474.0
Gross ton-miles (billions)	226.9	230.9	240.2	230.6	928.6
Freight car velocity (daily miles per car) [c]	183	196	195	207	195
Average train speed (miles per hour) [b][c]	26.4	26.3	25.5	26.0	26.1
Average system dwell (hours) [b][c]	33.2	29.7	29.5	26.9	29.8
Locomotive productivity (GTMs per horsepower day)	105	102	105	111	106
Fuel consumed (millions of gallons)	267	270	266	265	1,068
Workforce productivity (car miles per employee)	826	836	852	840	839
Employees (average)	41,735	42,114	42,323	41,696	41,967
GTMs per employee (millions)	5.44	5.48	5.68	5.53	22.13

[a] Including taxes and transportation costs.

[b] As reported to the Surface Transportation Board.

[c] Prior years have been recast to conform to the current year presentation which reflects minor refinements.

Non-GAAP Definitions

The following are non-GAAP financial measures under SEC Regulation G and Item 10 of SEC Regulation S-K, and may not be defined and calculated by other companies in the same manner. We believe these measures provide an alternative presentation of the results that more accurately reflect ongoing Company operations. These should be considered in addition to, not a substitute for, the reported GAAP results.

Free Cash Flow

Cash provided by operating activities less cash used in investing activities and dividends paid. Free cash flow is considered a non-GAAP financial measure by SEC Regulation G and Item 10 of SEC Regulation S-K, and may not be defined and calculated by other companies in the same manner. We believe this measure is important to management and investors in evaluating our financial performance and measures our ability to generate cash without additional external financing. Free cash flow should be considered in addition to, rather than as a substitute for, cash provided by operating activities.

Return on Invested Capital as Adjusted (ROIC)

Net income plus interest expense and interest on average operating lease liabilities less taxes on interest divided by average equity plus average debt plus average operating lease liabilities. ROIC is considered a non-GAAP financial measure by SEC Regulation G and Item 10 of SEC Regulation S-K, and may not be defined and calculated by other companies in the same manner. We believe this measure is important to management and investors in evaluating the efficiency and effectiveness of the Company's long-term capital investments. In addition, we currently use ROIC as a performance criteria in determining certain elements of equity compensation for our executives. ROIC should be considered in addition to, rather than as a substitute for, other information provided in accordance with GAAP. The most comparable GAAP measure is Return on Average Common Shareholders' Equity. At both December 31, 2019 and December 31, 2018, the incremental borrowing rate on operating leases was 3.7%. At December 31, 2017 and 2016, operating leases were discounted using our effective interest rate on debt of 4.6% and 4.7%, respectively.

Net Return on Invested Capital as Adjusted (Net ROIC)

Net ROIC is considered a non-GAAP financial measure by SEC Regulation G and Item 10 of SEC Regulation S-K, and may not be defined and calculated by other companies in the same manner. We believe this measure is important to management and investors in evaluating the efficiency and effectiveness of our long-term capital investments. We use Net ROIC to demonstrate year over year comparability for significant items. Net ROIC should be considered in addition to, rather than as a substitute for, other information provided in accordance with GAAP. The most comparable GAAP measure is Return on Average Common Shareholders' Equity.

Adjusted Debt / Adjusted EBITDA

Total debt plus operating lease liabilities plus after-tax unfunded pension and OPEB obligation divided by net income plus income tax expense, depreciation, amortization, interest expense and adjustments for other income and interest on operating lease liabilities. Adjusted debt to adjusted EBITDA (earnings before interest, taxes, depreciation, amortization and adjustments for other income and interest on operating lease liabilities) is considered a non-GAAP financial measure by SEC Regulation G and Item 10 of SEC Regulation S-K and may not be defined and calculated by other companies in the same manner. We believe this measure is important to management and investors in evaluating the Company's ability to sustain given debt levels (including leases) with the cash generated from operations. In addition, a comparable measure is used by rating agencies when reviewing the Company's credit rating. Adjusted debt to Adjusted EBITDA should be considered in addition to, rather than as a substitute for, net income. The table below provides reconciliations from net income to adjusted debt to adjusted EBITDA. At both December 31, 2019 and December 31, 2018, the incremental borrowing rate on operating leases was 3.7%. At December 31, 2017 and 2016, operating leases were discounted using our effective interest rate on debt of 4.6% and 4.7%, respectively.

UNION PACIFIC CORPORATION AND SUBSIDIARY COMPANIES*Non-GAAP Measures Reconciliation to GAAP (unaudited)***Free Cash Flow**

<i>Millions</i>	2019	2018	2017	2016
Cash provided by operating activities	\$ 8,609	\$ 8,686	\$ 7,230	\$ 7,525
Cash used in investing activities	(3,435)	(3,411)	(3,086)	(3,393)
Dividends paid	(2,598)	(2,299)	(1,982)	(1,879)
Free cash flow	\$ 2,576	\$ 2,976	\$ 2,162	\$ 2,253

Return on Average Common Shareholders' Equity

<i>Millions, Except Percentages</i>	2019	2018	2017	2016
Net income	\$ 5,919	\$ 5,966	\$ 10,712	\$ 4,233
Average equity	\$ 19,276	\$ 22,640	\$ 22,394	\$ 20,317
Return on average common shareholders' equity	30.7%	26.4%	47.8%	20.8%

Return on Invested Capital as Adjusted (ROIC)

<i>Millions, Except Percentages</i>	2019	2018	2017	2016
Net income	\$ 5,919	\$ 5,966	\$ 10,712	\$ 4,233
Interest expense	1,050	870	719	698
Interest on average operating lease liabilities	76	82	105	121
Taxes on interest	(266)	(218)	(309)	(306)
Net operating profit after taxes as adjusted (a)	\$ 6,779	\$ 6,700	\$ 11,227	\$ 4,746
Average equity	\$ 19,276	\$ 22,640	\$ 22,394	\$ 20,317
Average debt	23,796	19,668	15,976	14,604
Average operating lease liabilities	2,052	2,206	2,288	2,581
Average invested capital as adjusted (b)	\$ 45,124	\$ 44,514	\$ 40,658	\$ 37,502
Return on invested capital as adjusted (a/b)	15.0%	15.1%	27.6%	12.7%

Net Return on Invested Capital as Adjusted (Net ROIC)

	2019	2018	2017	2016
Return on invested capital as adjusted	15.0%	15.1%	27.6%	12.7%
Factors Affecting Comparability:				
Adjustments for Tax Cuts and Jobs Act [a]	N/A	N/A	(13.9)	N/A
Net Return on Invested Capital as Adjusted	15.0%	15.1%	13.7%	12.7%

[a] Adjustments remove the Tax Cuts and Jobs Act impact of \$5.9 billion and \$139 million from both 12/31/17 Net Income and 12/31/17 Shareholders' Equity.

UNION PACIFIC CORPORATION AND SUBSIDIARY COMPANIES

Non-GAAP Measures Reconciliation to GAAP (unaudited)

Adjusted Debt / Adjusted EBITDA

<i>Millions, Except Ratios</i>	<i>Dec. 31, 2019</i>	<i>Dec. 31, 2018</i>	<i>Dec. 31, 2017</i>	<i>Dec. 31, 2016</i>
Net income	\$ 5,919	\$ 5,966	\$ 10,712	\$ 4,233
Add:				
Income tax expense/(benefit)	1,828	1,775	(3,080)	2,533
Depreciation	2,216	2,191	2,105	2,038
Interest expense	1,050	870	719	698
EBITDA	\$ 11,013	\$ 10,802	\$ 10,456	\$ 9,502
Adjustments:				
Other income	(243)	(94)	(245)	(221)
Interest on operating lease liabilities*	68	84	98	114
Adjusted EBITDA (a)	\$ 10,838	\$ 10,792	\$ 10,309	\$ 9,395
Debt	\$ 25,200	\$ 22,391	\$ 16,944	\$ 15,007
Operating lease liabilities**	1,833	2,271	2,140	2,435
Unfunded pension and OPEB, net of taxes of \$124, \$135, \$238, and \$261	400	456	396	436
Adjusted debt (b)	\$ 27,433	\$ 25,118	\$ 19,480	\$ 17,878
Adjusted debt / Adjusted EBITDA (b/a)	2.5	2.3	1.9	1.9

* Represents the hypothetical interest expense we would incur (using the incremental borrowing rate) if the property under our operating leases were owned or accounted for as finance leases.

** Effective January 1, 2019, the Company adopted Accounting Standard Update No. 2016-02 (ASU 2016-02), Leases. ASU 2016-02 requires companies to recognize lease assets and lease liabilities on the balance sheet. Prior to adopting, the present value of operating leases was used in this calculation.

2017 Financial Performance Adjusted for Tax Cuts and Jobs Act

<i>Millions, Except Per Share Amounts and Percentages For the Year Ended December 31, 2017</i>	<i>Operating Income</i>	<i>Income Taxes</i>	<i>Net Income</i>	<i>Diluted EPS</i>	<i>Operating Ratio</i>
Reported results* (GAAP)	\$ 8,106	\$ (3,080)	\$ 10,712	\$ 13.36	61.8 %
Factors Affecting Comparability:					
Adjustments for Tax Cuts and Jobs Act					
Equity-method affiliates	(212)	(73)	(139)	(0.17)	1.0 pts
Deferred taxes	-	5,935	(5,935)	(7.40)	-
Adjusted results (non-GAAP)	\$ 7,894	\$ 2,782	\$ 4,638	\$ 5.79	62.8 %

* Adjusted for the retrospective adoption of ASU 2017-07, which was effective January 1, 2018.

Cautionary Information

The 2019 Investor “Fact Book” provides additional explanatory information regarding Union Pacific that may not be available, included or directly derived from information in the Company's Annual Report on Form 10-K for 2019 as filed on February 7, 2020 with the SEC (the Annual Report). The information provided is supplemental in nature and is not, and should not be considered or deemed to be better than that available in the Company's publicly available reports filed with the SEC. Additionally, some of the information in the Fact Book is derived from the Company's audited financial statements, but the Fact Book and its contents have not been, and should not be considered, audited. This document includes 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 increasing shareholder returns and revenue; challenges and opportunities for each of the Company's commodity groups and its Mexico business; market drivers in 2020 and beyond; capital investments in 2020; and future growth of capital investments, and does not address the effects of the global pandemic in 2020. 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 and its subsidiaries' 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 Annual Report. 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. The Company's financial statements are included solely as a convenience. The financial statements should be read in conjunction with the notes to the Financial Statements and Supplementary Data in the Annual Report.