

INVESTOR PITCHBOOK

# UNION PACIFIC CORPORATION

NOVEMBER 2023

## 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 and demand levels, its ability to improve network performance (including those in response to increased traffic), its results of operations, and potential impacts of public health crises, including pandemics, epidemics or the outbreak of other contagious diseases, such as coronavirus and its variants (COVID), and the Russia-Ukraine and Israeli wars. These statements are, or will be, forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of 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 2022, which was filed with the SEC on February 10, 2023. 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.

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BUILDING AMERICA

## Union Pacific Investor PitchBook

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### Fast Facts

 **32,534** ROUTE MILES  
IN 23 STATES WITH 7 BORDER  
CROSSINGS

 **8.2 MILLION\*\***  
ANNUAL CARLOADS

 **7,338** LOCOMOTIVES

 **56,379** RAIL CARS

 **33,179** EMPLOYEES

 **30,000\*\***  
RAILROAD CROSSINGS

 **16,700\*\*** BRIDGES

\* As of December 31, 2022 \*\* Figures are rounded



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## How We Win: Safety Service & Operational Excellence

**Be the Best at Safety**

*Have the Courage to Care,  
and we will all **Go Home Safe.***

**Engage Our Teams & Stakeholders**

*Know how our teams,  
customers, and stakeholders  
work, think, and make  
decisions.*

**Be Efficient & Productive**

*Act Like "It's Your Money."  
Get the best value for the  
resources spent.*

**Deliver the Service We Sold Our Customers**

*Commit to what we can do  
and do it with excellence.*

**Deliver Value Safely With Speed**

*Simplify how  
we work, so those closest  
can get it done.*




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THIRD QUARTER 2023

## Key Efficiency Metrics

Locomotive  
Productivity  
(GTMs per HP Day)

129

▲ 4%

Workforce  
Productivity  
(Daily Car Miles per FTE)

985

▼ 6%

Train  
Length  
(Max on Route, in Feet)

9,537

▲ 1%

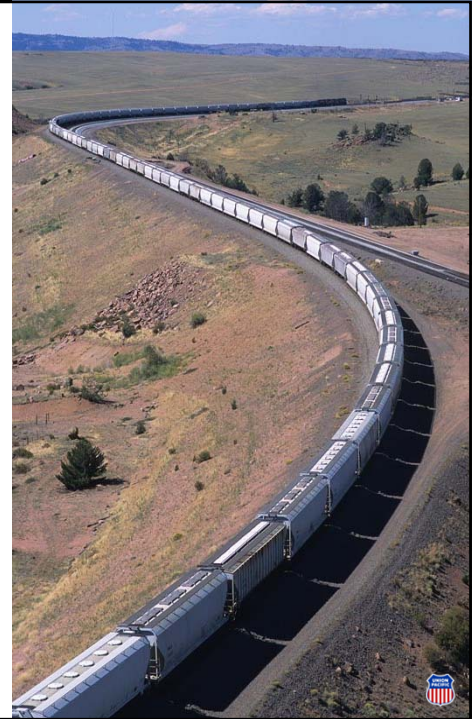
### Quarterly Drivers

Right Sizing  
Locomotive Fleet

Higher Workforce  
Levels

Optimizing  
Transportation Plan

8 Year-over-year change in metrics.

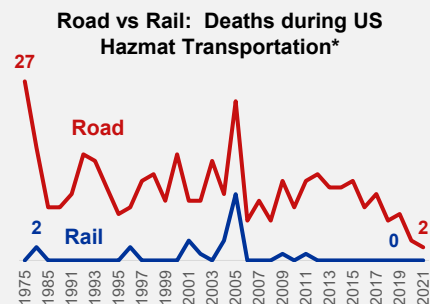
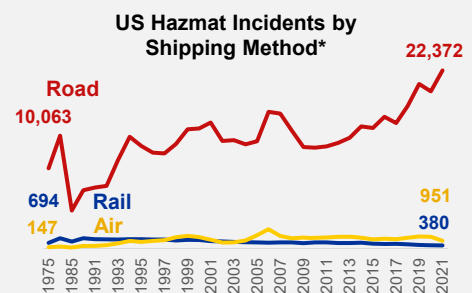


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## Rail – Safest Freight Transportation

- Lower employee injury rates than most major industries - trucking, airlines, mining, even grocery stores
  - Rails have reduced employee casualty rates by 63% since 2000, and 15% since 2013
- More than 99.9% of hazmat shipments arrive safely
- 16X more fatalities in road-related hazardous materials incidents vs rail from 1975 – 2021
- Rails prioritize safety
  - Invested more than \$260K per mile of track on network improvements, or ~\$760B over the last 20 years
  - Wayside Detectors Installation, AI and Machine Learning Utilization, Automated Car & Track Inspection
  - Positive Train Control

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\*Source: U.S. Bureau of Transportation Statistics

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## Derailment Prevention to Keep Safe, Reliable Service

- Approximately 7,000 wayside detection devices monitor the condition of freight cars & locomotives in real time
  - More than 16 million data points generated every day
  - Consist of electronic sensors installed along the tracks used to measure strain, temperature, acoustic signature and dimensions
  - Measured components include brakes, wheels, trucks and braking systems



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### UP Wayside Detector Locations



### Types of Wayside Detectors:

- Hot Box Detectors
- Wheel Temperature Detectors
- Acoustic Bearing Detectors
- Wheel Impact Detectors
- Wheel Profile Detectors
- Machine Vision Systems



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## Five Key Railroad Resources



Line  
Capacity



Terminal  
Capacity



Locomotives



People



Freight Cars

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## Union Pacific Workforce Distribution

### Mechanical (~5K):

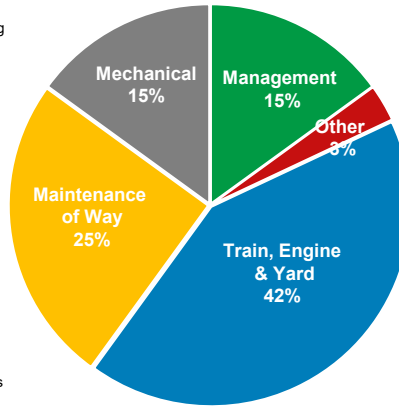


- Maintains locomotives and rolling stock
- 100% shift work
- 11 holidays
- 1-5 weeks of vacation
- Up to 3 personal leave days
- RUIA + supplemental sickness benefits for up to 52 weeks

### Train, Engine, & Yard (~14K):



- Operates and supports train movements
- 29% Scheduled Jobs / 71% Unscheduled Jobs
- 11 holidays – scheduled jobs
- 1-5 weeks of vacation
- Up to 12 personal leave days
- RUIA benefits for up to 26 weeks



### Management (~6K):



- 11 holidays
- 3-5 weeks of vacation
- Short-term and long-term disability

### Other Union (~850):



- Performs clerical and supervisory roles
- Similar union benefits
- Up to 10-15 days sick leave for clerical craft

### Maintenance of Way (~8K):



- Maintains track infrastructure
- 60% Traveling Jobs / 40% HQ Jobs
- 11 holidays
- 1-5 weeks of vacation
- Up to 4 personal leave days
- RUIA + supplemental sickness benefits for up to 52 weeks

12  
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Source: November 2022 monthly report of number of employees filed with Surface Transportation Board (EMP-UP-2022-NOV.xlsx (live.com)).



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## Technology-Driven Growth, Efficiency & Productivity



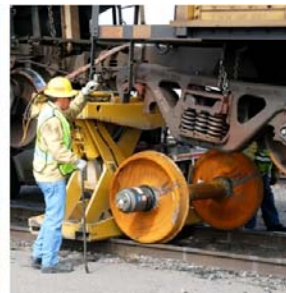
Mobile NX



Automated Rail Unloading



Precision Gate Technology



Automated Wheel Change Out

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## Driving Productivity By Expanding Terminal Automation

- **Mobile Terminal + Mobile NX**
  - Integrated work list inventory management and switch alignment for terminal classification process
- **Handheld Clicker**
  - Peripheral for the Zebra device to improve efficiency and environmental concerns for list/route advancement
- **Smart Display Panel**
  - 55" outdoor smart display for real-time visual feedback



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## Enhancing the Driver Experience – Intermodal Excellence



Improving  
Ramp Signage

New Gate  
Technology

UPGO

Driver  
Maps

Digital  
Tutorials

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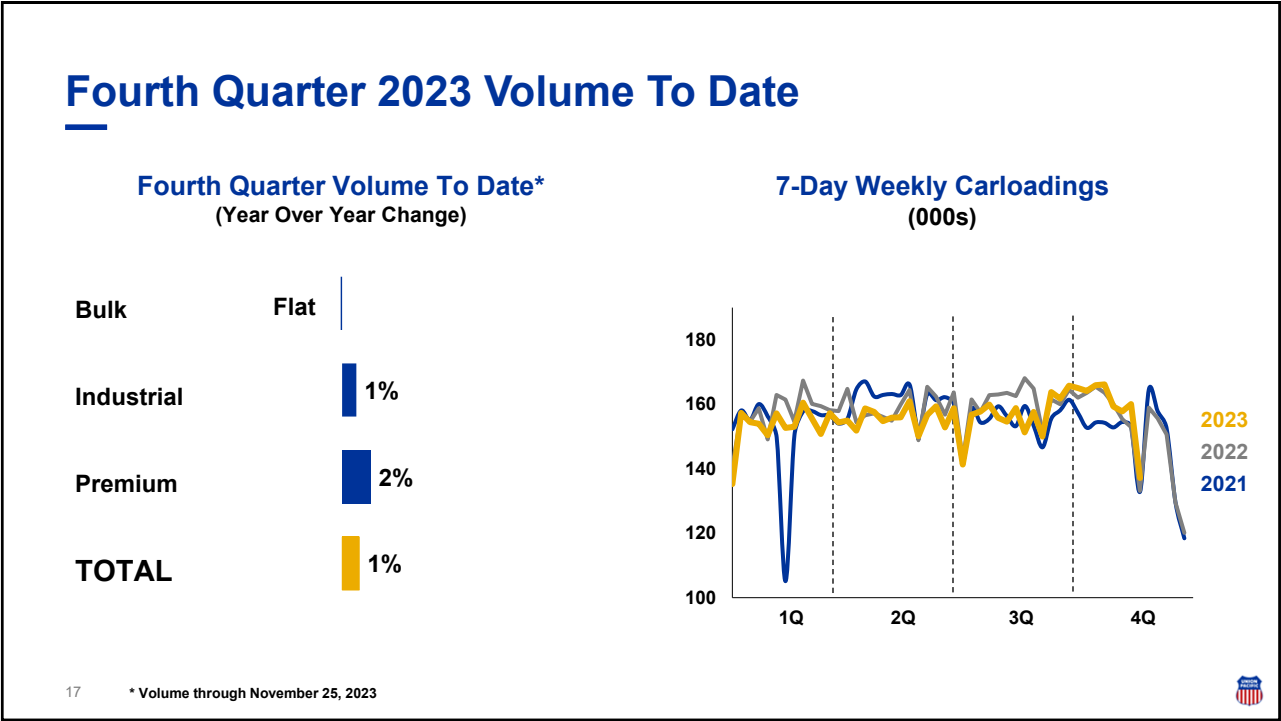


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## Fourth Quarter 2023 Volume Outlook



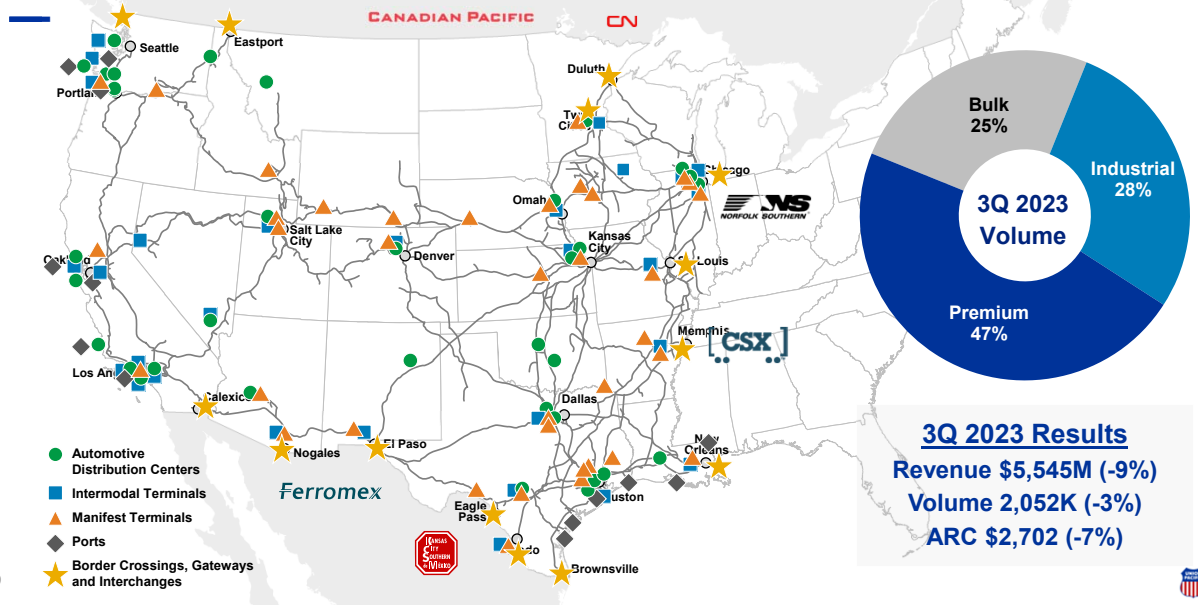
Current 2023 Full Year Industrial Production Forecast: 0.2%\*

18 \*Source: S&P Global Market Intelligence



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## Premier North American Rail Franchise



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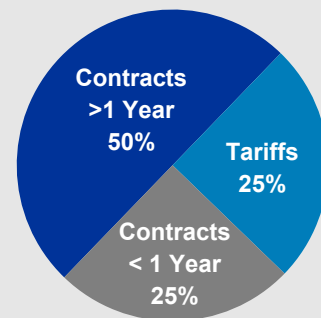
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## Pricing Fundamentals

- Lower cost structure from PSR allows UP to be more competitive in the market
- Balanced portfolio provides flexibility for repricing as value grows
- Price to market and service value
  - Committed to achieving pricing dollars in excess of inflation dollars



Balanced Revenue Portfolio



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## Economic Indicators



	Industrial Production	GDP	Housing Starts (MM)	Light Vehicle Sales (MM)	Imports of Goods	Exports of Goods
2022	3.4%	1.9%	1.55	13.8	8.6%	7.0%
2023	0.2%	2.4%	1.40	15.4	(1.3%)	2.8%
2024	(0.3%)	1.4%	1.33	15.7	4.2%	3.2%

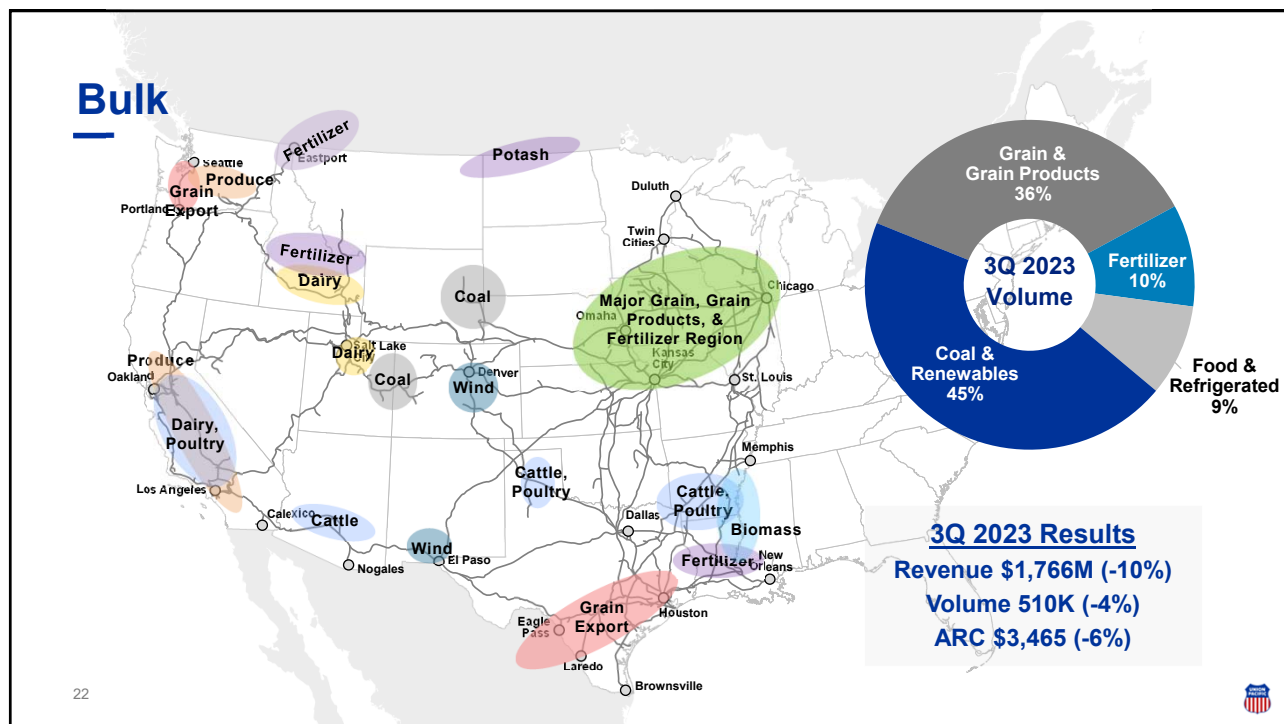
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Source: IHS Markit U.S. Economic Outlook, November 2023

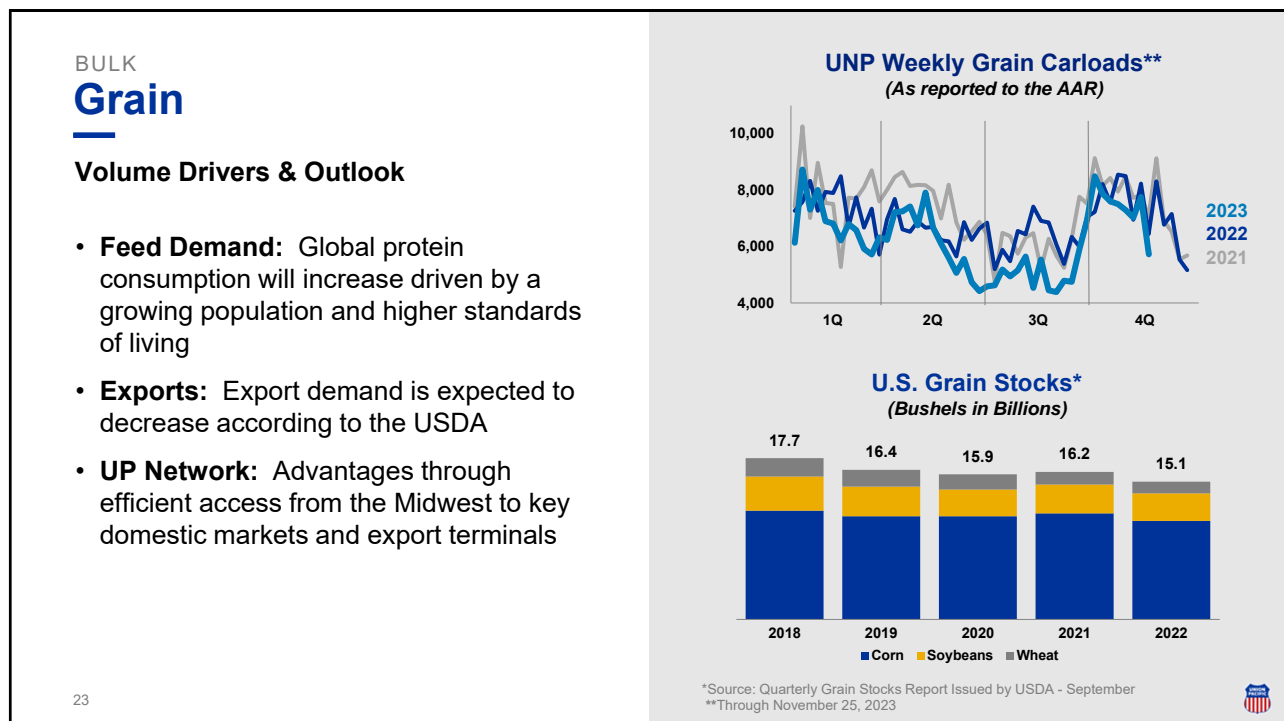


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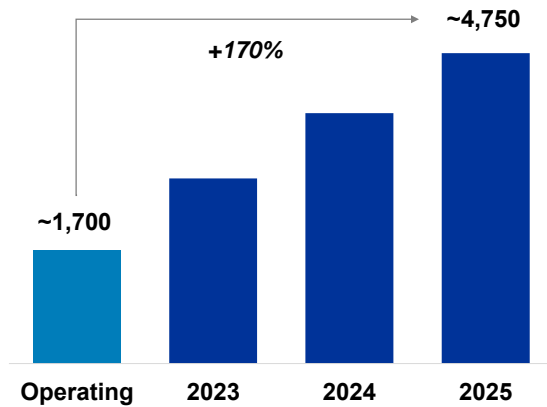


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BULK

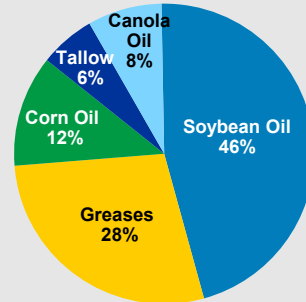
## Renewable Diesel

Existing and Announced Renewable Diesel Production By Planned Production Gallons



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Feedstock Inputs to Biomass Diesel Industry



24

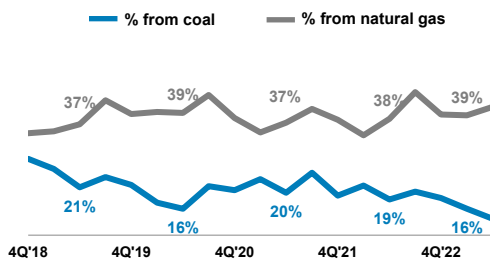
BULK

## Coal

### Volume Drivers

- Weather impacts
- Natural gas prices
- Coal inventory levels

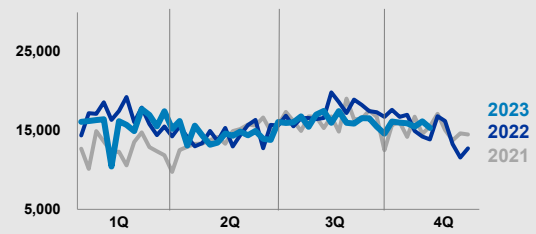
Electricity Generation Market Share\*\*



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



\*Through November 25, 2023



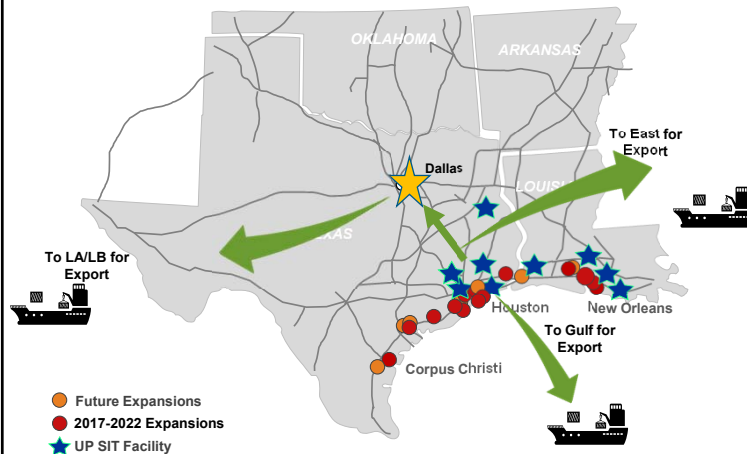
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## INDUSTRIAL

# Strong Franchise to Support Plastics Growth



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\*Source: American Chemistry Council, 2022

- \$220 billion completed and planned petrochemical investment in Gulf
- Industry leader in plastics rail transportation
  - Comprehensive product offerings & service excellence
  - Expansive Storage in Transit (SIT)
  - Dallas to Dock service solution for export optionality
  - Team dedicated to supporting plastics sustainability



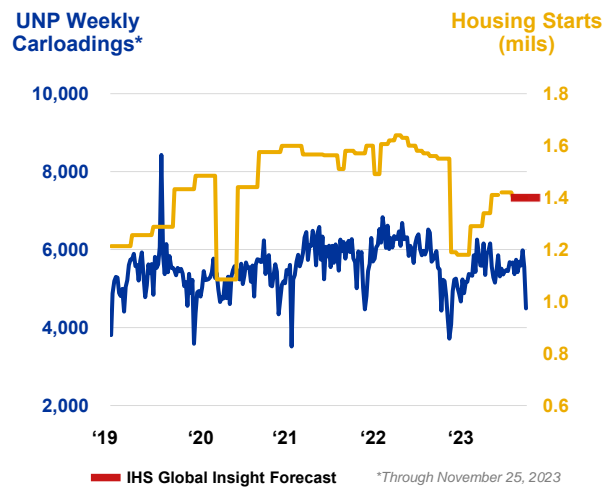
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## INDUSTRIAL

# Housing Trends

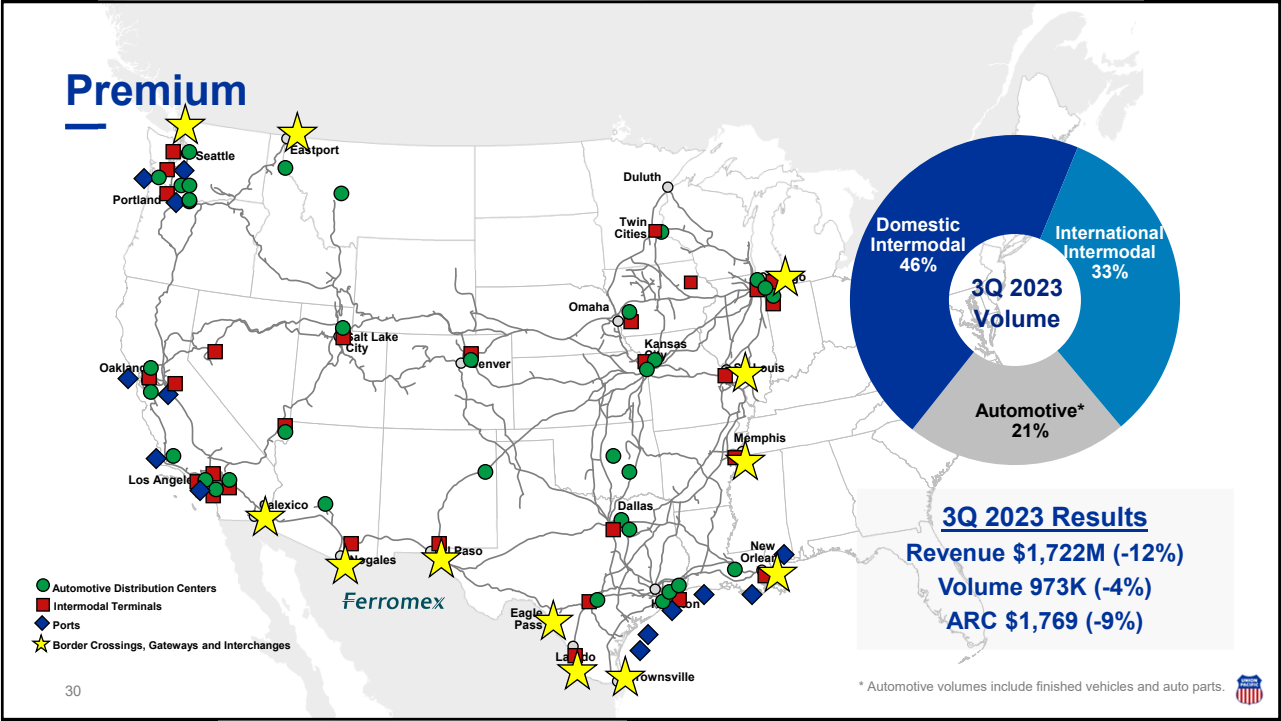
- UP lumber, stone & glass business correlates with housing starts
- Housing also drives appliances, roofing, rebar, aggregates, and cement demand
- Housing related shipments represent ~5 % of current UP volumes

## Lumber, Stone & Glass

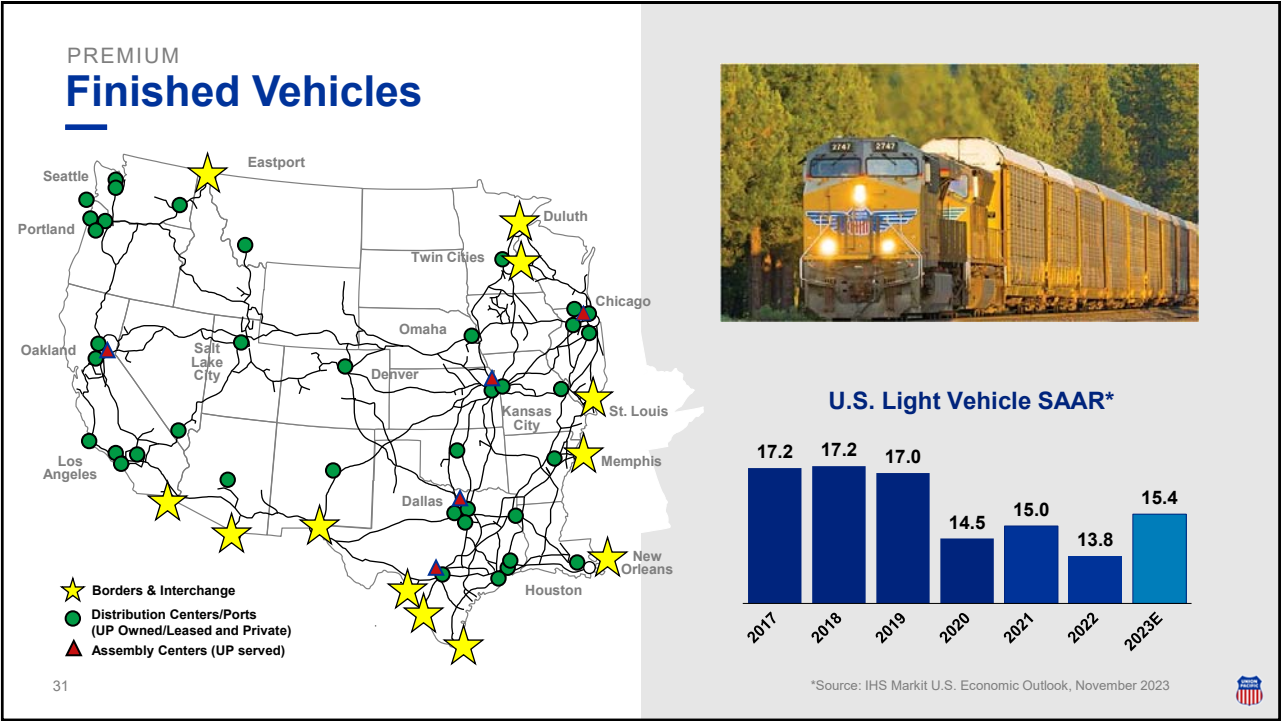


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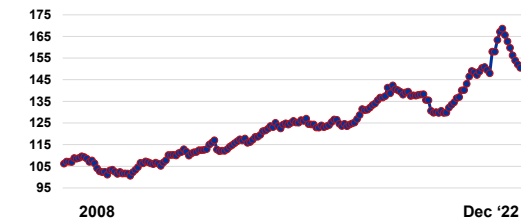
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PREMIUM

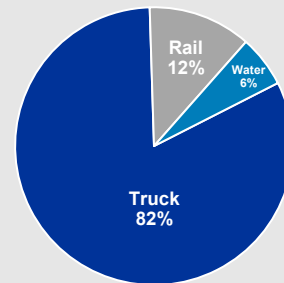
## Highway Conversion

- Highway conversion opportunities exist in all business groups
- High insurance costs
- Drug & alcohol testing
- Truck capacity
- Loup

Cass Truckload Linehaul Index



Transportation Mode  
(By Tonnage)



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PREMIUM

## Delivering Competitive Intermodal Solutions

### Port Houston On-Dock



- Provides more optionality for ocean carriers & BCOs
- On-dock operation saves time by eliminating need for dray carrier

### Falcon Premium Service



- Best-In-Class Mexico-US-Canada service
- Unbeatable schedule between Mexico's border and Chicago

### Eagle Premium Service



- Shortest route from Monterrey and the border to Chicago
- Consistent service and truck competitive reliability

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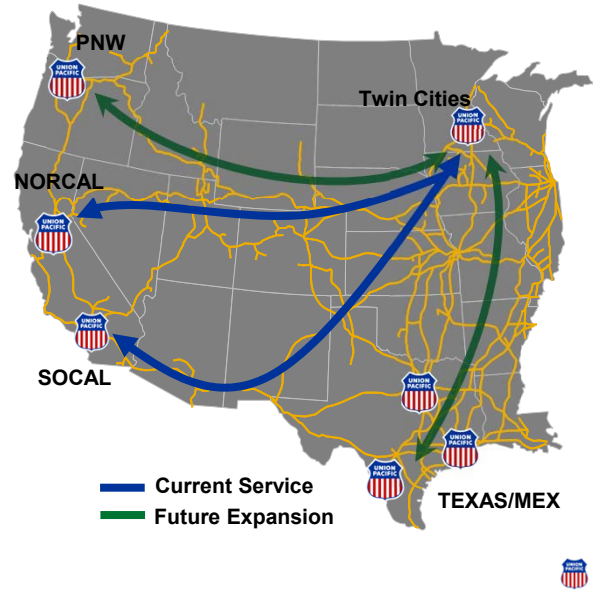


PREMIUM

## Twin Cities Intermodal Terminal

### Expanding Market Reach for Growth

- Opened pop-up Twin Cities Intermodal Terminal in January 2021
- Located in heart of the Twin Cities metropolitan area
- Gives customers in the Twin Cities metro efficient access to Union Pacific's intermodal network
- Capable of 100,000 annual lifts



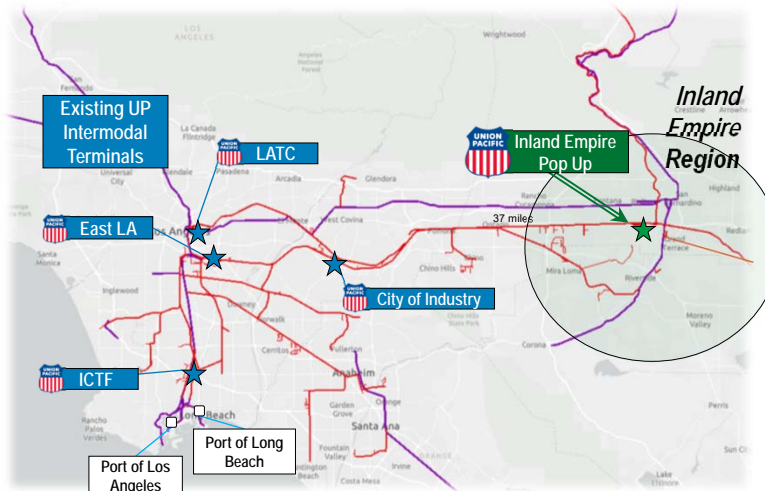
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PREMIUM

## Inland Empire Intermodal Terminal

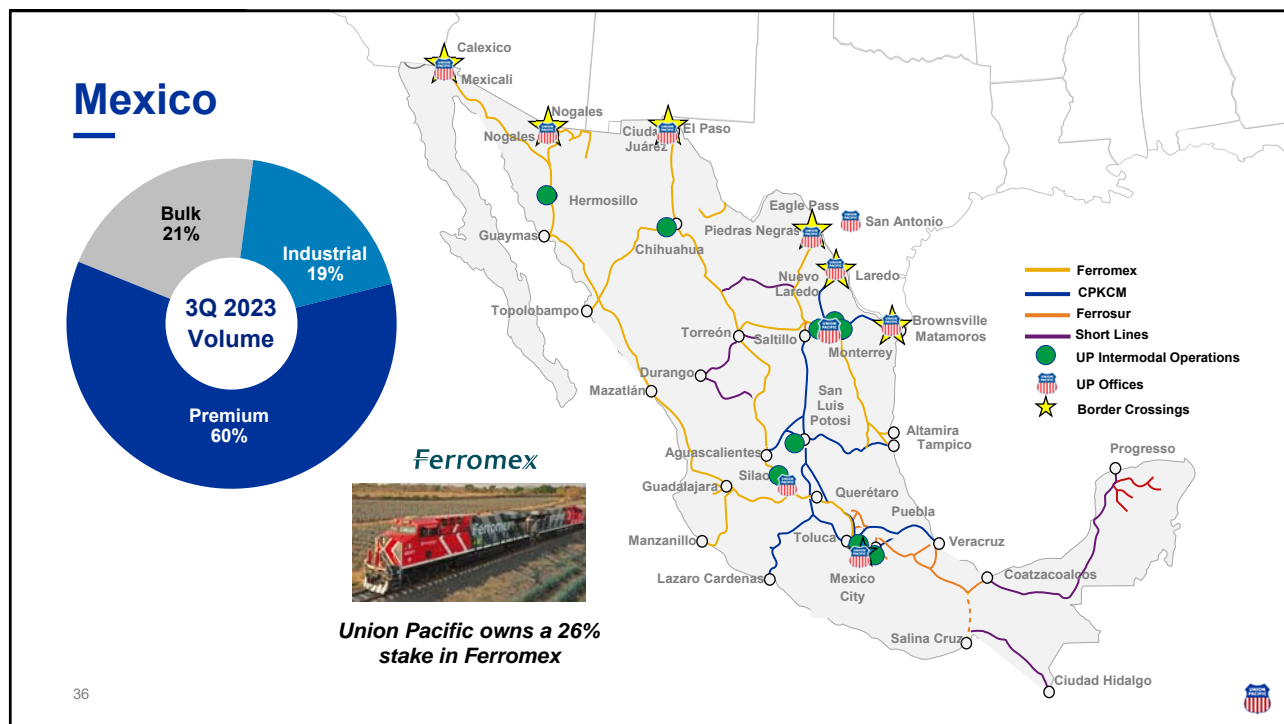
### Expanding Our Footprint to Capture New Markets



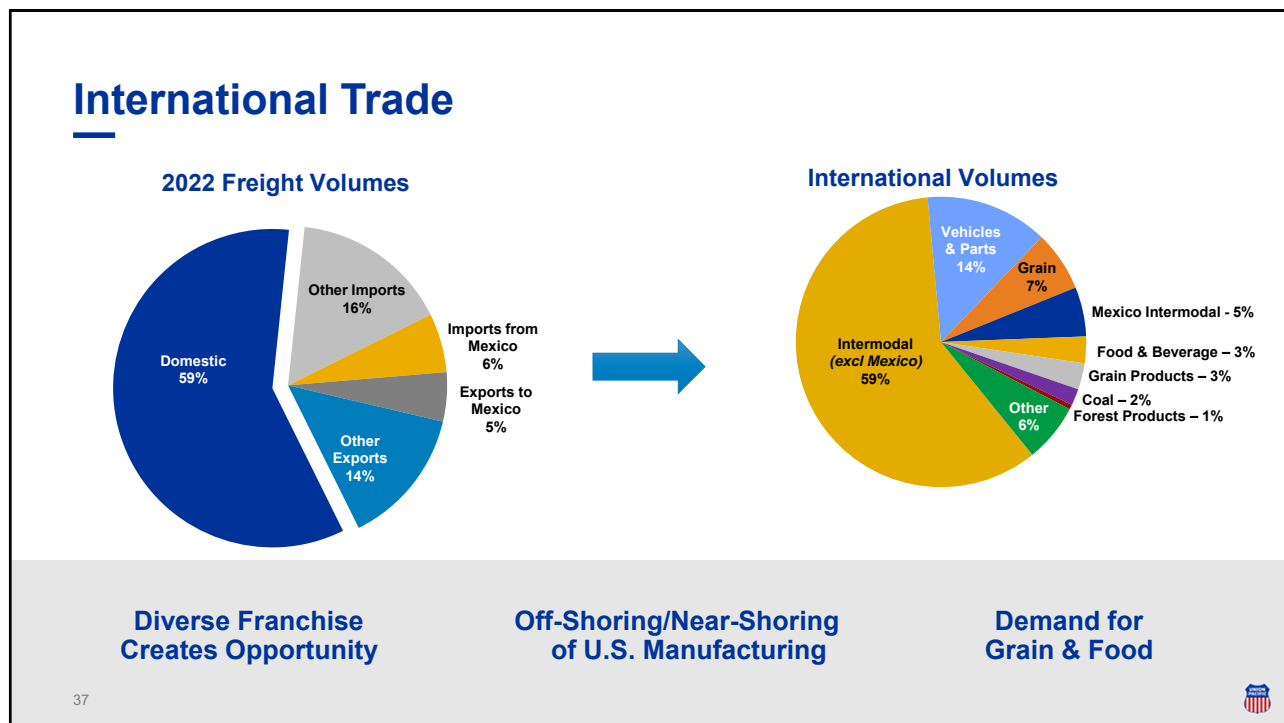
35

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- Inland Empire is the fastest growth region in California
  - 2 million imports (in cargo capacity units) trucked annually to Inland Empire
  - Estimated ~15 million truckloads of long and short haul freight
- Increased our footprint in 2022 and expanding in future years
- Initial service offering to/from Chicago
- Additional markets to be added throughout the full build



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## Union Pacific's Customer Experience Journey Map

Advancing our Customer Experience through effortless interactions to attract more business to rail



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## Loup – Providing Total Supply Chain Logistics

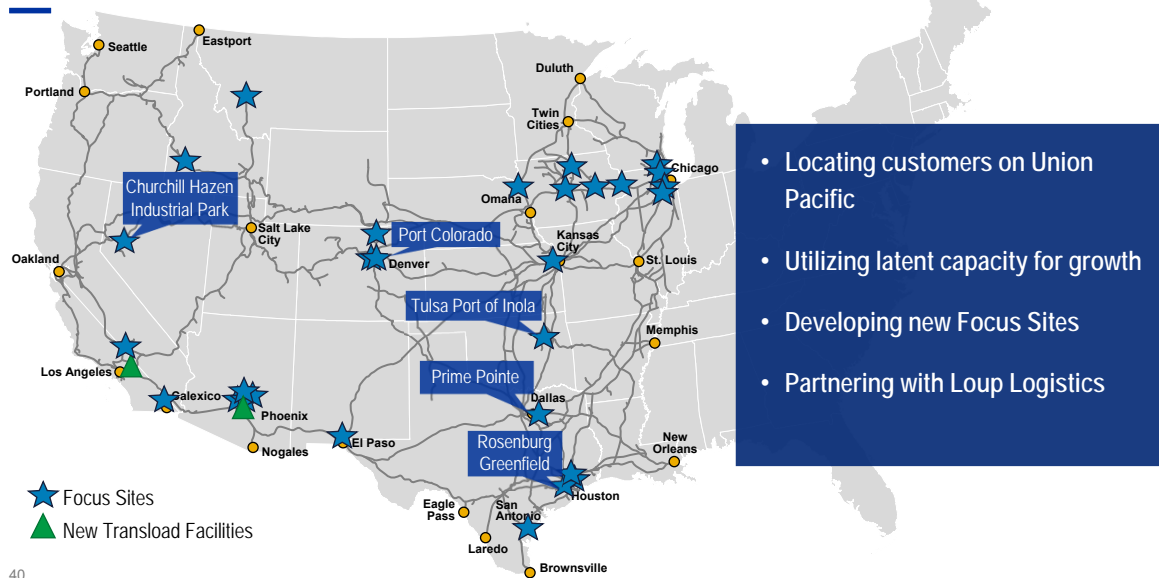


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## Developing Rail Solutions for Customers to Grow

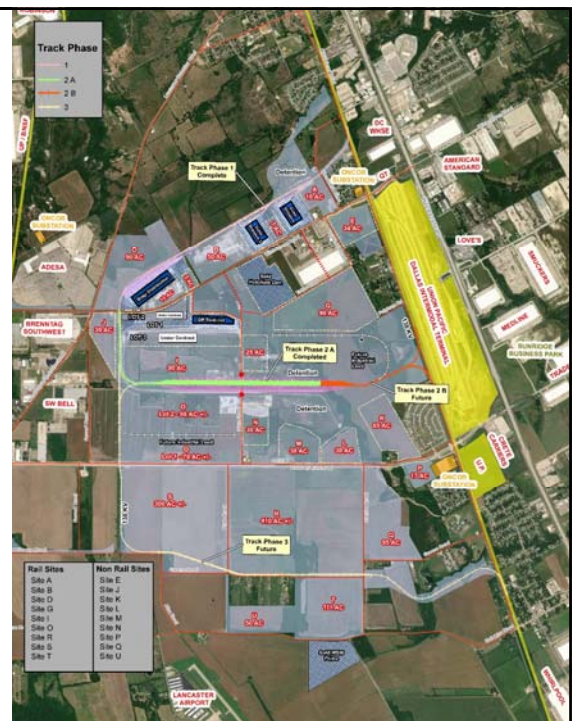


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## Prime Point Industrial Park

Hutchins, TX (12 miles south of Dallas)

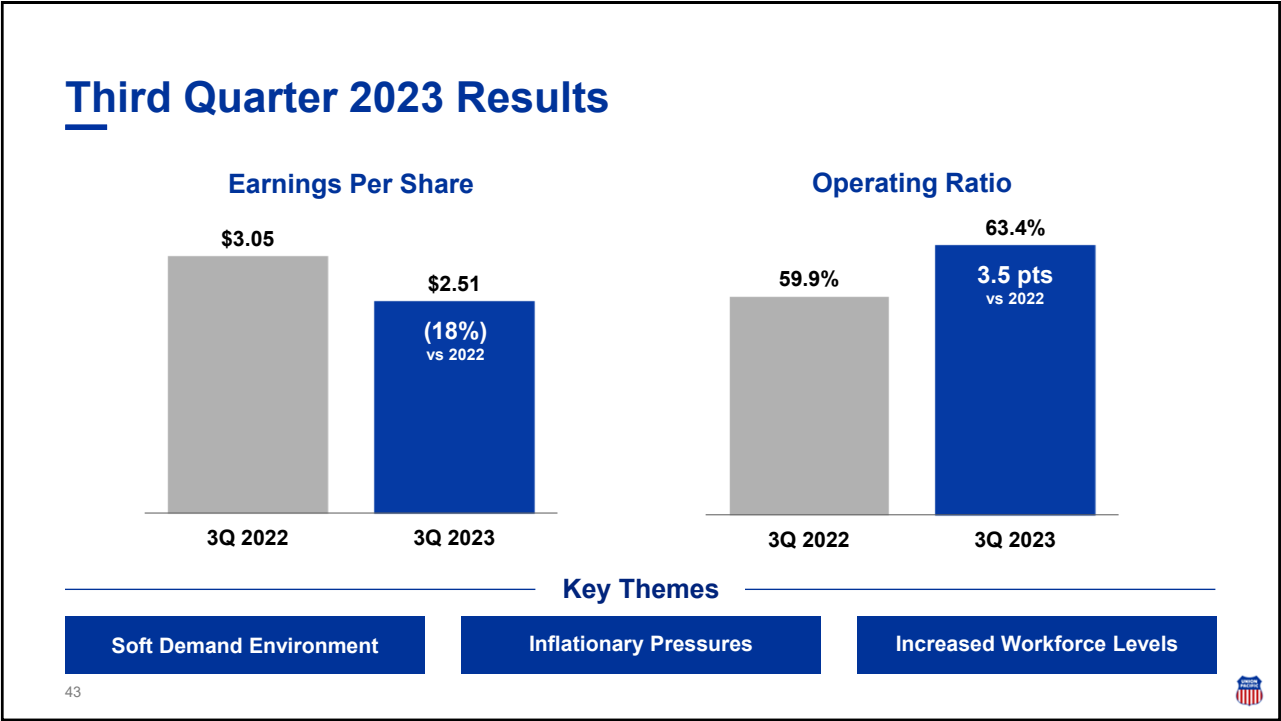
- 3,000-acre site for premier rail service
- Close proximity to Interstates 45, 20, 30 and 35
- Adjacent to UP's Dallas Intermodal Terminal
- Rail-served sites for manufacturing and distribution along with refrigerated/cold storage
- Shovel ready sites increasing customers speed to market



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## Expanding Margins and Driving Returns

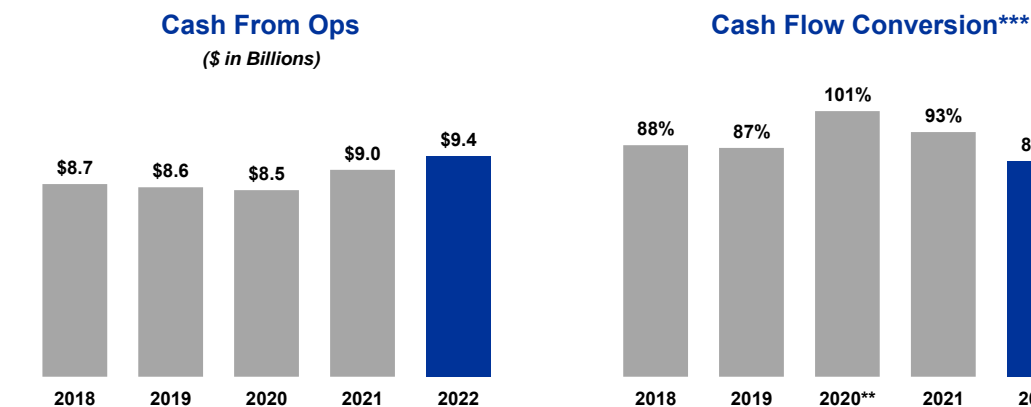


44 \* 2020 Adjusted to exclude the Brazos non-cash impairment charge.  
 \*\* See Union Pacific website under Investors for a reconciliation to GAAP.



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## Strong Cash Generation

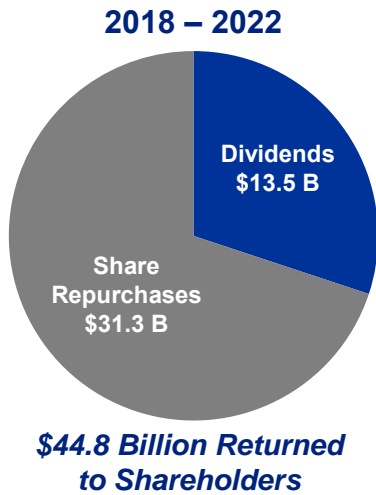


45 \* 2020 Adjusted to exclude the Brazos non-cash impairment charge.  
 \*\* See Union Pacific website under Investors for a reconciliation to GAAP.



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## Rewarding Shareholders and Delivering Value



**66%**  
Annual Dividend per  
Share Increase



**130 Mil  
Shares  
Repurchased**  
17% Reduction in Avg.  
Share Balance



**Returned 145% of Net  
Income\* to Shareholders**



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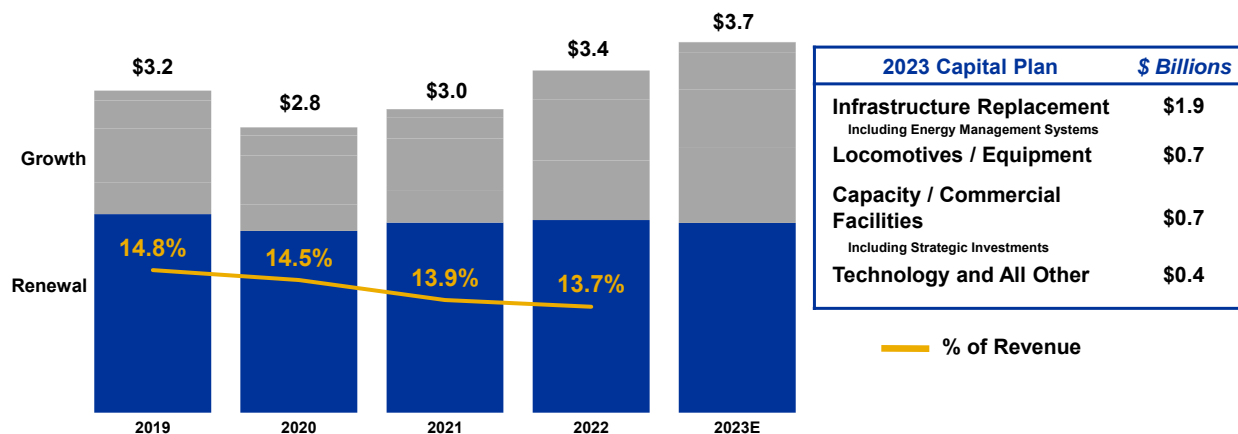
\* 2020 Net Income adjusted to exclude the Brazos non-cash impairment charge.  
See Union Pacific website under Investors for a reconciliation to GAAP.



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## Increased Capital Plan Targets Growth Initiatives

**2023 Capital Plan of \$3.7 Billion**



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## 2023 Full Year Outlook Remains Relatively Unchanged

- **Year to Date Softness in Consumer-Related Volumes Likely Drive Full Year Volumes Below Industrial Production**
- **Pricing Dollars in Excess of Inflation Dollars**
  - Elevated Cost Impact to Operating Ratio Not Fully Offset
- **2023 Capital Allocation:**
  - Updated Capital Plan of \$3.7 Billion
  - Maintain Dividend of \$1.30 per Quarter
  - No Further 2023 Share Repurchases Planned

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## SUSTAINABILITY

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## Sustainability Awards and Recognition



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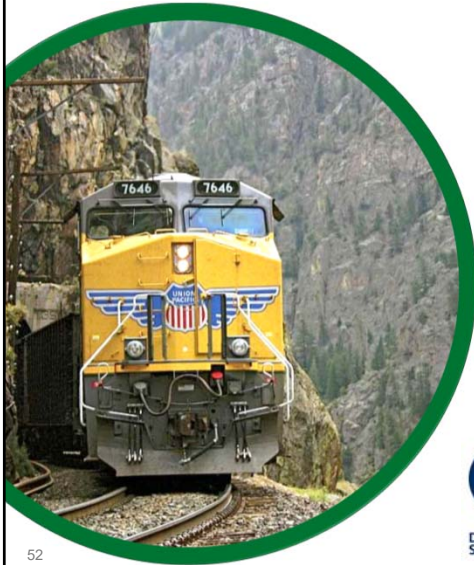
## Industry Leading Disclosure



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## Building a Sustainable Future 2030



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Building Responsible Foundations



Investing in Our Workforce



Driving Sustainable Solutions



Championing Environmental Stewardship



Strengthening Our Communities



Dow Jones Sustainability Indexes



2021 WINNER



2022 BEST PLACES TO WORK FOR LGBTQ+ EQUALITY LIST

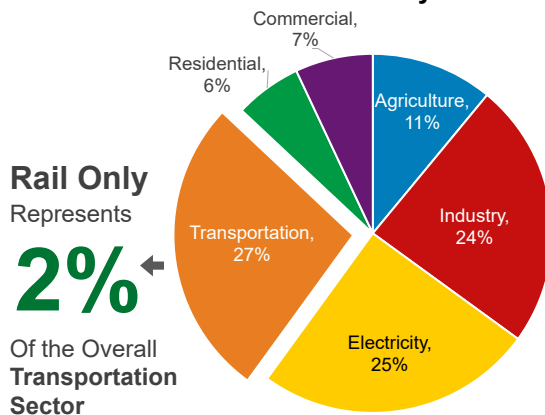


2021 GOLD MEDALLION RECIPIENT

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## Supply Chain Emissions

### 2020 U.S. GHG Emissions by Sector



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UP CUSTOMERS  
**AVOIDED**  
**23.4M**  
METRIC TONS OF GHG EMISSIONS IN 2022

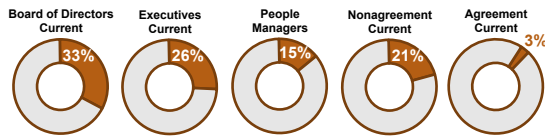
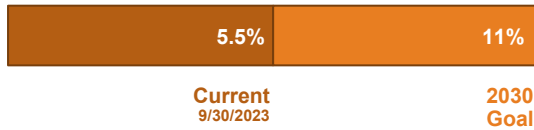


CONVERTING RAIL TO TRUCK  
**REDUCES**  
GHG EMISSIONS BY  
**75%**

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## Diversity & Inclusion

**Female = 100% Improvement**  
(Goal compared to 2019 at 5.5%)



**People of Color = 36% Improvement**  
(Goal compared to 2019 at 29.4%)



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## Strengthening Our Communities

### Investments Where We Work and Live

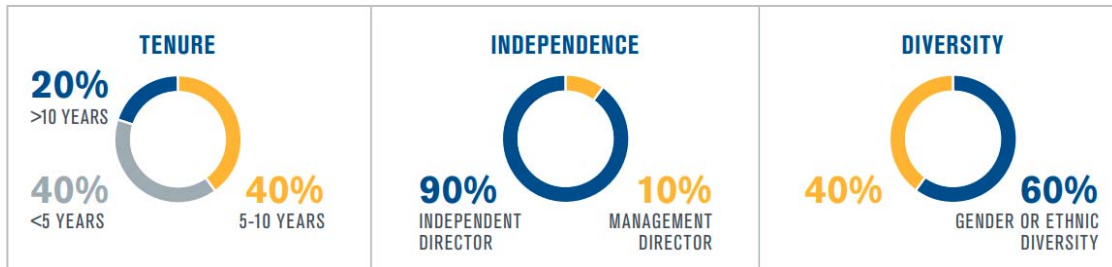


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## Board Composition and Governance Highlights



- Commitment to Board Refreshment
- Average Board Tenure of 6.7 Years
- Active Lead Independent Director
- Board Strategic Oversight and Review of Enterprise Risk Management
- Four Fully Independent Board Committees

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