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 the COVID-19 pandemic and the Russian-Ukraine conflict. 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 2021, which was filed with the SEC on February 4, 2022. 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.
Second Quarter 2022 Results

Earnings Per Share

<table>
<thead>
<tr>
<th></th>
<th>2Q 2021</th>
<th>2Q 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2.72</td>
<td></td>
<td>$2.93</td>
</tr>
</tbody>
</table>

Operating Ratio

<table>
<thead>
<tr>
<th></th>
<th>2Q 2021</th>
<th>2Q 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>55.1%</td>
<td></td>
<td>60.2%</td>
</tr>
</tbody>
</table>

Key Themes

- Positive Price and Mix
- Restoring Network Fluidity
- Record High Fuel Prices

Third Quarter Volume To Date

Third Quarter Volume To Date*
(Year Over Year Change)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulk</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flat</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industrial</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premium</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7-Day Weekly Carloadings (000s)

- Flat
- 3%
- 2%

* Volume through August 11
Focus on Improving Service, Hiring Crews and Increasing Efficiency

Operating Inventory, Volume, and Freight Car Velocity*

<table>
<thead>
<tr>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
</tr>
</thead>
<tbody>
<tr>
<td>140,663</td>
<td>157,863</td>
<td>196</td>
<td>177</td>
<td>154,417</td>
<td>201,334</td>
<td>195,012</td>
<td></td>
</tr>
</tbody>
</table>

* As reported weekly. See Union Pacific website under Investors for definitions of the metrics.

2022 Transportation Employee Hiring Progress**

Graduated To Date | Currently in Training
--- | ---
597 | 525

Expect to hire and train ~1,400 new transportation employees in 2022

Economic Outlook

Industrial Production

<table>
<thead>
<tr>
<th>Q1 2020</th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
<th>Q1 2021</th>
<th>Q2 2021</th>
<th>Q3 2021</th>
<th>Q4 2021</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>-7.8%</td>
<td>+4.8%</td>
<td>+4.1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Millions of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2020</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>22.3%</td>
</tr>
</tbody>
</table>

Housing Starts

<table>
<thead>
<tr>
<th>Q1 2020</th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
<th>Q1 2021</th>
<th>Q2 2021</th>
<th>Q3 2021</th>
<th>Q4 2021</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.48</td>
<td>1.55</td>
<td>1.58</td>
<td>-0.1%</td>
<td>0.3%</td>
<td>0.7%</td>
<td>0.8%</td>
<td>0.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Millions of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2020</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>22.3%</td>
</tr>
</tbody>
</table>

Light Vehicle Sales

<table>
<thead>
<tr>
<th>Q1 2020</th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
<th>Q1 2021</th>
<th>Q2 2021</th>
<th>Q3 2021</th>
<th>Q4 2021</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
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<tbody>
<tr>
<td>14.5</td>
<td>15.0</td>
<td>15.0</td>
<td>-3.5%</td>
<td>14.0</td>
<td>14.0</td>
<td>-6.3%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Millions of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2020</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>48.7%</td>
</tr>
</tbody>
</table>

Consumer Spending*

<table>
<thead>
<tr>
<th>Q1 2020</th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
<th>Q1 2021</th>
<th>Q2 2021</th>
<th>Q3 2021</th>
<th>Q4 2021</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4%</td>
<td>5.6%</td>
<td>7.0%</td>
<td>7.1%</td>
<td>7.4%</td>
<td>8.0%</td>
<td>8.0%</td>
<td>15.6%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2020</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>+4.8%</td>
</tr>
</tbody>
</table>

Source: IHS Markit U.S. Economic Outlook, August 2022

* Durable and Nondurable Goods; excludes Services
Second Half 2022 Volume Outlook

Bulk
- Biofuels
- Coal
- Grain

Industrial
- Industrial Production
- Chemicals and Plastics
- Petroleum

Premium
- Domestic Intermodal
- International Intermodal
- Auto Sales

2022 Guidance – Unchanged from July

Updated
- Stronger Second Half Volumes Should Produce Full Year Carload Growth of 4% to 5%
- Full Year Operating Ratio Around 58%
- Second Half Operating Ratio Improvement vs. 2021
- Second Half Incremental Margins Around 50%

Affirmed
- Pricing Gains in Excess of Inflation Dollars
- Capital Spending of $3.3 Billion
- Long Term Dividend Payout Target of 45% of Earnings
- Share Repurchases in Line with 2021
Industry Leading Financial Results

2022 – 2024

Revenue Growth
Volume: Exceed Industrial Production, ~3% CAGR
Core Price Gains Above Inflation $

Profitability
2022 Operating Ratio Beginning with “55”; Industry Leader
Mid to High 60% Incremental Margins
Low Double Digit EPS Growth CAGR

Capital, Leverage, and Returns
Capital Investments <15% of Revenue
Strong Investment Grade Credit Rating
ROIC ~17%

Cash to Shareholders
~100% Cash Conversion
Share Repurchases $18 - 19 Billion
Dividend Payout Ratio 45%

VALUES
Passion for Performance
High Ethical Standards
Work as a Team
SERVE – OPERATIONS OVERVIEW
August 2022

FIRST HALF 2022
Safety – World Class Safety Performance Goal

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

- Good

1H 2020 1H 2021 1H 2022
0.83 0.95 0.93

-2%

Derailments
(Reportable Derailment Incidents Per Million Train Miles)

- Good

1H 2020 1H 2021 1H 2022
2.65 2.59 2.68
+3%

Public
(Crossing Accidents Per Million Train Miles)

- Good

1H 2020 1H 2021 1H 2022
2.65 2.82 3.23
+15%

- Enhance Safety Programs
- Risk Identification and Mitigation
- Using Technology
**Key Performance Metrics**

**YEAR TO DATE 2022**

### FREIGHT CAR VELOCITY
(Daily Miles per Car)

- Jul 2021: 209
- Jul 2022: 192

### INTERMODAL TRIP PLAN COMPLIANCE
(% of Boxes On Time)

- Jul 2021: 73
- Jul 2022: 66

### MANIFEST/AUTO TRIP PLAN COMPLIANCE
(% of Cars On Time)

- Jul 2021: 67
- Jul 2022: 59

#### Year to Date Drivers
- Reducing Operating Car Inventory
- Resource Utilization
- Crew Availability

---

### YEAR TO DATE 2022

### Key Performance Metrics

### LOCOMOTIVE PRODUCTIVITY
(GTMs Per HP Day)

- Jul 2021: 137
- Jul 2022: 125

### WORKFORCE PRODUCTIVITY
(Daily Miles per FTE)

- Jul 2021: 1,032
- Jul 2022: 1,041

### TRAIN LENGTH
(Max on Route, in Feet)

- Jul 2021: 9,305
- Jul 2022: 9,341

#### Year to Date Drivers
- Larger Active Locomotive Fleet
- Executing Hiring Initiatives
- Modifying Transportation Plans
Efficient Asset and Resource Utilization

**Locomotive Productivity**

- 7-Day Carloadings (000's)
- 2018: 106
- 2019: 120
- 2020: 137
- 2021: 133
- 1Q'22: 130
- 2Q'22: 123

*Driven by less units, increased train length and reduced dwell*

**Force Levels**

- 2018: 41,967
- 2019: 30,715
- 2020: 20,187
- 2021: 13,703
- 1Q'22: 10,250
- 2Q'22: 7,124

*Driven by asset utilization and process improvements*

---

Foundational Platform Enabling a Connected Future

- Connects Operational Systems
- Enables Smart Capabilities
- Provides Frictionless Integrations
- Delivers Ability to Evolve with Business

*NetControl Platform*

- Transportation Management Systems
- Positive Train Control
- Corporate Systems
- Dispatch Systems
- API Integrations
- Advanced Analytics
- CLOUD
- AI / ML
- IoT DEVICES
Terminal Planner & Precision Train Builder

• Optimizes Terminal Connections and Train Profiles
• Creates Terminal Capacity
• Enables More Efficient Operation
• Improves Customer Experience

Engineering Technology – Rail Sensor

Improving Reliability, Performance and Efficiency

Semi Autonomous Track Inspections via:
• Geometry Car
• Boxcars
• Locomotives
**Engineering Renewal Automation**

Simplifying the Process and Reducing Touch Points

- Wood Tie Unloading
- Tie Plate Distribution Automation

---

**Intermodal Excellence – Enhancing the Driver Experience**

- Driver Maps
- Improving Ramp Signage
- UPGo
- Digital Tutorials
- New Gate Technology
GROW - BUSINESS TEAM REVIEW

August 2022

Premier North American Rail Franchise

First Half 2022 Results
Revenue $11,282M (+15%)
Volume 4,071K (+1%)
ARC $2,771 (+14%)
**Bulk**

**First Half 2022 Results**
- Revenue $3,645M (+15%)  
- Volume 1,020K (+5%)  
- ARC $3,574 (+10%)

**Volume Drivers & Outlook**

- **Feed demand:** Global protein consumption will increase driven by a growing population and higher standards of living.
- **Exports:** Export demand is expected to decrease according to the USDA.
- **UP network:** Advantages through efficient access from the Midwest to key domestic markets and export terminals.

**Grain**

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

- 2018: 7.6  
- 2019: 8.1  
- 2020: 8.0  
- 2021: 5.7  
- 2022: 6.0

**UNP Weekly Grain Carloads**

- 2020: 5,000  
- 2021: 7,000  
- 2022: 9,000

*Source: Quarterly Grain Stocks Report Issued by USDA - June  
Capitalize on ESG through Renewable Diesel

Existing and Announced Renewable Diesel Production By Planned Production Gallons

Feedstock Inputs to Biomass Diesel Industry

Coal

- Volume Drivers
  - Weather impacts demand
  - Natural gas prices
  - Coal inventory levels

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

Electricity Generation Market Share**

*Through August, 2022
**Source: U.S. Energy Information Administration (EIA)
First Half 2022 Results
Revenue $4,012M (+14%)
Volume 1,107K (+8%)
ARC $3,626 (+6%)

Strong Franchise to Support Plastics Growth

- $209 billion completed and planned petrochemical investment in Gulf*
- Industry leader in plastics rail transportation
  - Comprehensive product offerings & service excellence
  - Expansive Storage in Transit (SIT)
  - Export Optionality
  - Dallas to Dock service solution for export plastics

*Source: American Chemistry Council, February 2021
Prime Pointe 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

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
**First Half 2022 Results**

Revenue $3,625M (+17%)

Volume 1,944K (-4%)

ARC $1,864 (+22%)

* Automotive volumes include finished vehicles and auto parts.

**Highway Conversion Growth Opportunities**

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

**Transportation Mode (By Tonnage)**

- Truck 82%
- Rail 12%
- Water 6%

Global IV Grain Transload

- Union Pacific grain facility operated by JCT, 50/50 joint venture between Consolidated Grain and Barge and Gavilon Grain
- Competitive Joliet area transload with on site containerization
- Converting empty containers to loaded westbound exports from Chicago
- Aligns international service product to be more competitive
- First Loads – First Quarter 2022

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
- Expansion expected to be completed at the end of 2022 for full intermodal terminal build capable of 100,000 annual lifts
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
- Increasing our footprint in 2022 and expanding in future years
- Initial service offering to/from Chicago
- Additional markets to be added throughout the full build

### Expanded Footprint

- Inland Empire Pop Up
- City of Industry
- Port of Long Beach
- Port of Los Angeles
- Inland Empire

### Finished Vehicles

**U.S. Light Vehicle SAAR**

- **2017**: 17.2
- **2018**: 17.2
- **2019**: 17.0
- **2020**: 14.5
- **2021**: 15.0
- **2022**: 14.0

*Source: IHS Markit U.S. Economic Outlook, August 2022*
Mexico

1H 2022 Volume

- Bulk 22%
- Industrial 22%
- Premium 56%

Commercial Focus – It’s All About the Customer

Win with Lower Cost Structure  Working Collaboratively  Customer Centricity  Expand our Network Reach
Diverse Franchise Creates Opportunity

2021 Freight Volumes

- Domestic 57%
- Other Imports 17%
- Other Exports 15%
- Imports from Mexico 6%
- Exports to Mexico 5%

International Trade

International Volumes

- Intermodal (excl Mexico) 59%
- Mexico Intermodal - 5%
- Food & Beverage – 3%
- Grain Products – 3%
- Coal – 2%
- Forest Products – 1%

Diverse Franchise Creates Opportunity

Off-Shoring/Near-Shoring of U.S. Manufacturing

Demand for Grain & Food

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
- Pricing dollars in excess of inflation dollars

Balanced Revenue Portfolio

- Contracts >1 Year 45%
- Contracts < 1 Year 30%
- Tariffs 25%
Listening to Customers to Drive Creative Solutions

- Shifting culture to be more customer-centric
- Engaging Technology Team directly with customers
- Delivering enhancements faster and with more agility

Customer Obsession in Technology

Designing from a Customer Perspective

Customer Focused, Transparent and Streamlined work processes to deliver results faster

- **Product**
  - Shifting from a project mindset to a customer-centric continuous delivery product organization

- **Digitization**
  - Customer experience, market intelligence, visibility & supply chain integration for growth

- **Data Analytics**
  - Create a modern data foundation to create insights and intelligent experiences that are focused on the customer
**Improving the Customer Experience Through APIs**

- Developed approximately 50 integration services for customers based on their needs
- Real-time access to data between applications and devices
- Streamline and automate workflows
- Enables customer to take action on their shipments from their interfaces
- Expands visibility into the supply chain

**Gate Reservation**
Provides intermodal specific services, like create and view gate reservations

**Shipment**
Learn about your shipment(s) including their locations, events, product, status and ETA

**Order In**
Request rail car if you are an Order In customer

**Release**
Identify rail cars to be released to/from an industry track

**Equipment**
Display details and characteristics of specific equipment IDs

**Location/Tracks**
Display information about tracks at your facility

**Cases (Service Issues)**
Retrieve case (service issue) status, details and responses

**Gate Reservation**
Provides intermodal specific services, like create and view gate reservations

**Accounts/Contacts**
Retrieve information associated with your business(s) and people

**UPGo - Intermodal**
Provides intermodal driver services to expedite the intermodal terminal experience

---

**Loup – Providing Total Supply Chain Logistics**

- Wholesale Intermodal
  - Door-to-Door Service
- Retail Auto Parts
  - Just-In-Time Performance
- Carload
  - Traditional Rail
- Carrier Relations
  - Execution Capacity

**VALUE ADDED SERVICES**

**EQUIPMENT AND CAPACITY SOLUTIONS**

**INVENTORY MANAGEMENT**
- Network Optimization
- Visibility

**MILITARY SERVICES**
- Warehousing
- Transloading

**DRAYAGE SOURCING**
- CrossTown Services
Developing Rail Solutions for Customers to Grow

Locating Customers on UP
- 25+ Focus Sites
- AccessUP – Streamlining customer track projects

Partnering with Loup
- Investing in the Transload Network
- 15+ Railports

WIN - FINANCIAL REVIEW
August 2022
**Rewarding Shareholders and Delivering Value**

- **$41.3 Billion Returned to Shareholders**
  - **Dividends**: $12.3 B
  - **Share Repurchases**: $29.0 B

- **90% Annual Dividend per Share Increase**
- **184 Mil Shares Repurchased**: 22% Reduction in Avg. Share Balance
- **Returned 145% of Net Income* to Shareholders**

* 2017 Net Income adjusted to exclude the impact of Corporate Tax Reform and 2020 Net Income adjusted to exclude the Brazos non-cash impairment charge.
See Union Pacific website under Investors for a reconciliation to GAAP.

**Expanding Margins and Driving Returns**

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Ratio (Percent)</th>
<th>Earnings Per Share</th>
<th>ROIC***</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017*</td>
<td>62.8%</td>
<td>$5.79</td>
<td>13.7%</td>
</tr>
<tr>
<td>2018</td>
<td>62.7%</td>
<td>$7.91</td>
<td>15.1%</td>
</tr>
<tr>
<td>2019</td>
<td>60.6%</td>
<td>$8.38</td>
<td>15.0%</td>
</tr>
<tr>
<td>2020**</td>
<td>58.5%</td>
<td>$8.19</td>
<td>14.3%</td>
</tr>
<tr>
<td>2021</td>
<td>57.2%</td>
<td>$9.95</td>
<td>16.4%</td>
</tr>
</tbody>
</table>

- **7 Day Volume (000s):**
  - 168
  - 174
  - 163
  - 151
  - 157

---

* 2017 Adjusted to exclude the impact of Corporate Tax Reform.
** 2020 Adjusted to exclude the Brazos non-cash impairment charge.
*** See Union Pacific website under Investors for a reconciliation to GAAP.
Strong Cash Generation

Cash From Ops
($ in Billions)

Cash Flow Conversion***

Growing Shareholder Value

Cash Returns to Shareholders
($ in Billions)

Market Cap
($ in Billions)

Dividend Target Payout of 45% of Earnings
$18 - $19B Share Repurchases 2022 - 2024

~50% Growth in Market Cap Since 2018

* 2017 Adjusted to exclude the impact of Corporate Tax Reform.
** 2020 Adjusted to exclude the Brazos non-cash impairment charge.
*** See Union Pacific website under Investors for a reconciliation to GAAP.
Investing for Growth

Capital Spending ($ in Billions)

2018 2019 2020* 2021 2022E

- Technology / Other
- Capacity / Commercial Facilities
- Locomotives / Equipment
- Infrastructure Replacement

% of Total Revenue

2022 Capital Plan $ Billions

- Infrastructure Replacement $1.9
  Including Energy Management Systems
- Capacity / Commercial Facilities $0.6
- Locomotives / Equipment $0.5
- Technology / Other $0.3
  Including Positive Train Control

- Return-focused capital program
- Productivity initiatives to offset inflation pressures

Clear Path to Industry Leading Operating Ratio

7-Day Volume (000s)

2018 2019 2020* 2021 2022 2023-2024

- PSR

Industry Leading

62.7% 60.6% 58.5% 57.2% ~58%

Growth = 4% to 5%

* Excludes Brazos impairment. See Union Pacific website under Investors for a reconciliation to GAAP for Union Pacific's results.
Growing Return on Invested Capital*

- Maintaining Strong Investment Grade Credit Rating
- Reduced Capital Intensity
- Delivering Consistent Financial Performance

<table>
<thead>
<tr>
<th>Year</th>
<th>ROIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>16.2%</td>
</tr>
<tr>
<td>2018</td>
<td>15.1%</td>
</tr>
<tr>
<td>2019</td>
<td>15.0%</td>
</tr>
<tr>
<td>2020*</td>
<td>14.3%</td>
</tr>
<tr>
<td>2021</td>
<td>16.4%</td>
</tr>
<tr>
<td>2022-2024</td>
<td>~17%</td>
</tr>
</tbody>
</table>

* Excludes Brazos impairment. See Union Pacific website under Investors for a reconciliation to GAAP.

TOGETHER - ENVIRONMENTAL, SOCIAL, AND GOVERNANCE

August 2022
ESG at Union Pacific

**ENVIRONMENTAL**
- Net Zero by 2050
- 26% absolute reduction in Scope 1 and 2 GHG emissions by 2030
- Alternative fuel blend targets for 2025 and 2030
- Climate Action Plan published in 2021
- Announced acquisition of 20 battery-electric locomotives

**SOCIAL**
- 11% women by 2030
- 40% people of color representation by 2030
- We Are One Human Capital Report published in February 2022
- Increasing YOY spend with diverse suppliers by 20%
- Investing in our communities through Community Ties

**GOVERNANCE**
- Integrating ESG risk into ERM
- Conducting Climate Scenario Analysis in 2022
- TCFD, SASB, CDP reporting in 2022
- Evolution of ESG KPIs in executive compensation scorecard

Championing Environmental Stewardship
Climate Action Plan Supports UP Strategy

**SERVE**
Improve operational efficiency and minimize fuel consumption

**GROW**
Offer sustainable supply chain solutions

**WIN**
Decarbonize our footprint and the environment

**TOGETHER**
Engage our stakeholders and align interests

VALUES
- Passion for Performance
- High Ethical Standards
- Work as a Team
Science-Based Targets

Reduce absolute scope 1 and 2 GHG emissions from operations 26% by 2030 against a 2018 baseline

- Includes locomotive well-to-wheel
- Goal type: Absolute v. Intensity Goal
- Target intensity: Well below 2° versus 1.5°
- Re-evaluate in 2025

Reducing Locomotive GHG Emissions

- Reduced fleet requirements allow us to retire less efficient locomotives
  - Modernizing existing fleet improves reliability
  - Increasing train length reduces fleet requirements
  - Rail cleaning technology improves tractive effort, requiring fewer locomotives
- Improving fuel consumption reduces GHG emissions
  - Energy Management Systems (EMS)
  - Idling Technology
Adding Battery Electric Locomotives to UP Fleet

• Announced acquisition of 20 total battery-electric locomotives from Progress Rail and Wabtec
• Total investment expected to exceed $100 million including locomotives and yard infrastructure
• Locomotives will be used in yard operations in California and Nebraska to test performance in warm and cold weather
• For every 10 battery-electric locomotives used, approximately 4,000 tons of carbon will be eliminated annually, the equivalent of removing 800 cars from the highway
• Locomotives will arrive in late 2023, with complete delivery expected by late 2024

Sustainable Supply Chain Solutions

• Helping customers reduce Scope 3 GHG emissions
  – Moving freight by train versus truck reduces GHG emissions by up to 75%
  – Avoided 22.9 million tons CO₂eq in 2021
  – Carbon Emissions Calculator
    • Calculate GHG emissions savings
    • Sending emissions savings estimate to customers since 2013
• New market opportunities:
  – Electric vehicles and components
  – Low carbon fuels and feedstocks
  – Renewable energy markets
  – Recyclables

“If just 10% of the freight shipped in the largest trucks went by rail instead, we would be removing 3,300,000 cars from the road.”
– President Joe Biden
Biofuels are the Future

Use of biofuels represent the highest potential GHG reduction project in our 10-year plan.

- Biofuels are fuels made from renewable sources: soy, corn, canola, palm oil, tallow, etc.
- Biofuels are relatively carbon neutral
- Two types of Biofuel diesel exist today:
  - Biodiesel
  - Renewable Diesel
- OEM’s limited use to B5 & R30
- Biofuels are in short supply & subsidies are needed to make them economic
Building a Sustainable Future 2030

Building Responsible Foundations
- Health, Safety, and Well-Being
- Business Ethics and Conduct
- Cybersecurity
- Risk Management & Internal Control

Investing in Our Workforce
- Diversity & Inclusion
- Talent Attraction, Development, and Retention

Driving Sustainable Solutions
- Improved Customer Service
- Profitable and Responsible Growth

Championing Environmental Stewardship
- Sustainable Transportation for Our Customers

Strengthening Our Communities
- Investments Where We Work and Live

Four Pillars of Diversity & Inclusion
- People
- Practices
- Philanthropy
- Procurement
**Diversity & Inclusion**

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

- Current: 5.4%  
- 2030 Goal: 11%

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

- Current: 32.1%  
- 2030 Goal: 40%

**Expanding Educational Opportunities**

- Innovative partnership with the University of Nebraska at Omaha
- Reimburse employees 100% of tuition* for classes to earn an undergraduate or graduate degree, or a certification program directly related to the employee’s job

*Up to a maximum of $5,250 per calendar year
Growing Diverse Supplier Spending

Diverse Supplier Spending
($ in Millions)

2018 2019 2020 2021 2022 Goal

% of Total Supplier Spending

Growing Diverse Supplier Spending

Strengthening Our Communities

Community Spaces
$5.8M
200 Community buildings built or enhanced
1,500 Parks/greenspaces created or enhanced
400 Public space “clean-ups”

Workforce Development
$4.8M
850,000 Career-related class/program hours delivered
92,000 Individuals trained in job skills
8,000 Job placements made

Safety
$2.8M
80,000 Individuals trained in safety procedures
17,000 Safety-related class/program hours delivered
600 Emergency response equipment procured
22,000 Personal safety equipment distributed to citizens

Matching Gifts
$3.1M
6M Individuals served
16M From underserved populations

Local Community Support
$6.0M
56M Individuals served
16M From underserved populations

2021 Community Investment
$22.5M
2,700 Organizations Reached