



May 31, 2018

Mexico

Bernardo Ayala
Vice President – Mexico

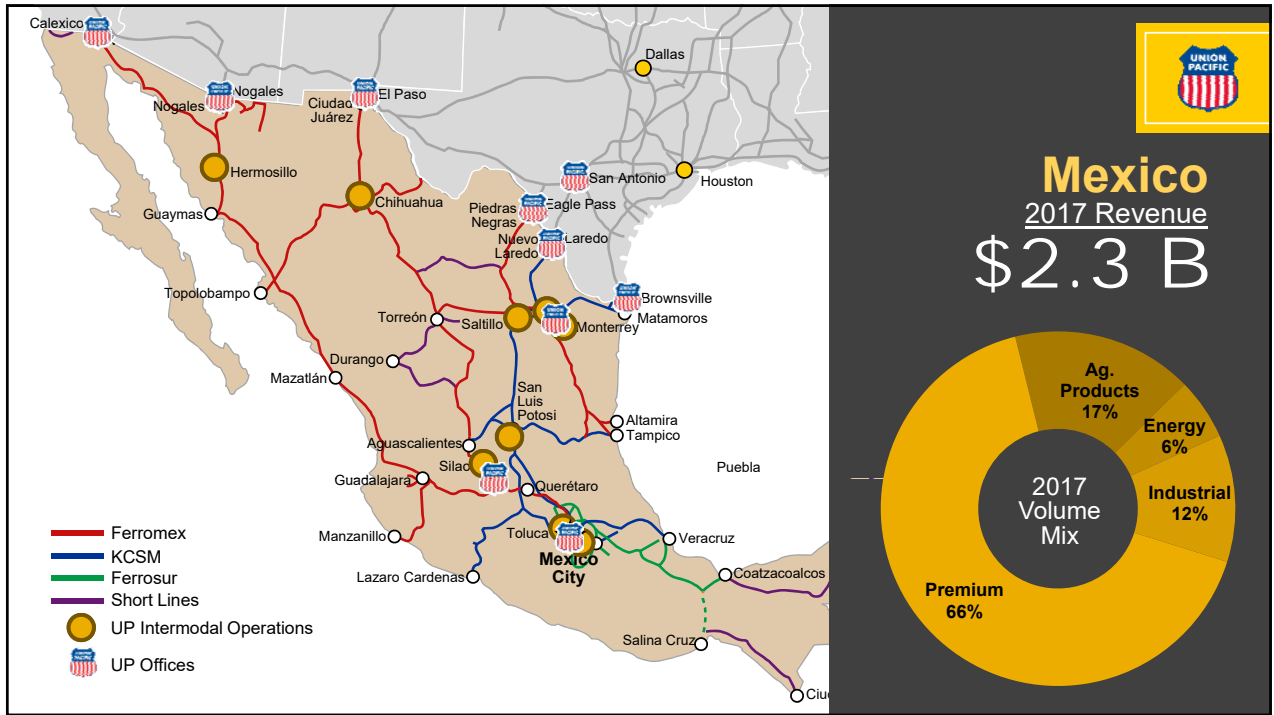
Bernardo Ayala Vice President – Mexico



Bernardo Ayala was appointed vice president-Mexico in December 2008. In this position, he is responsible for the strategic and tactical management of Union Pacific's Mexico markets, as well as overseeing the company's cross-border sales and operations. He is currently a member of the Board of Directors for the Brownsville & Matamoros Bridge Co. He also sits on the Board of Directors for Ferromex, the largest Mexican railroad concessionaire, of which Union Pacific has 26 percent ownership.

Previously, Ayala was a member of the Union Pacific Management Development Program. He has held positions in the Premium Operations and Transportation departments of Union Pacific's Western Region. Before joining Union Pacific, he held positions at the National Railways of Mexico and Ferromex.





Mexico Macro Drivers

- + Implementation of structural reforms
- + Trade competitiveness
- ? 2018 Presidential Elections
- ? NAFTA Renegotiation
- Peso depreciation and inflation
- Rule of law and security



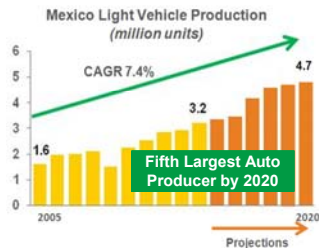
Mexico Growth Markets



Premium

Automotive

- New plants: 2016 KIA 2019 BMW
- 2017 Audi 2020 Toyota



Intermodal

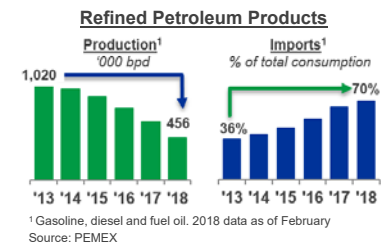
- Three product offerings
- New TOFC service
- Mexico dedicated operations



Energy

Refined Products

- Constitutional Energy Reform
 - Private sector access to energy markets
 - Open market prices since 2018
- Private terminals in development



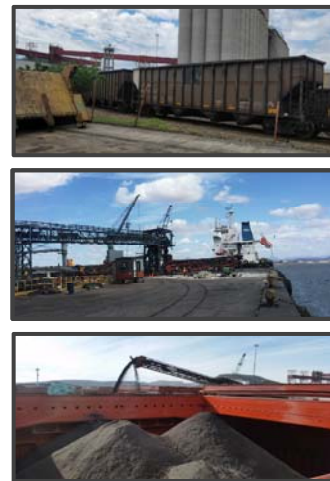
Mexico Innovative Business Development



Mexican Produce



Export Coal



Energy Sector

