



May 31, 2018

## Operating Outlook

**Cameron Scott**  
EVP & Chief Operating Officer

### **Cameron Scott** Executive Vice President & Chief Operating Officer



Cameron Scott has served as executive vice president and chief operating officer since February 2014. In this position he is responsible for train operations throughout 23 western states. He is in charge of all transportation services, including management and maintenance of locomotives, rail cars, tracks, train dispatching and crew calling.

In 2012, Scott was named vice president-Network Planning and Operations (NPO), responsible for directing the railroad's service design and evaluation, transportation planning, network and capital planning, network development and joint facilities activities. Prior to his appointment to NPO, he held the position of regional vice president-Western Region. Scott joined the railroad in 1990 as a management trainee in Operating, and subsequently held many positions including Superintendent of the Utah, North Platte and Kansas City Service Units.

Scott graduated from Arizona State University with a bachelor's degree in Business Management and has an MBA from the University of Texas. He also completed the Executive Management Program at Stanford University.



# Safest Railroad in North America

## Three Consecutive Years



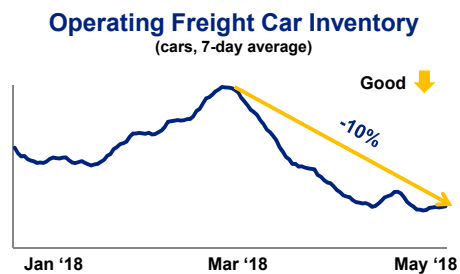
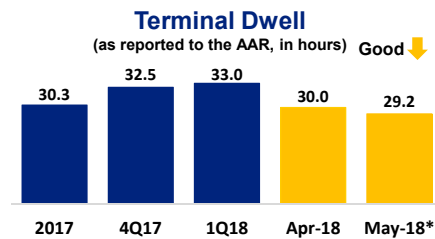
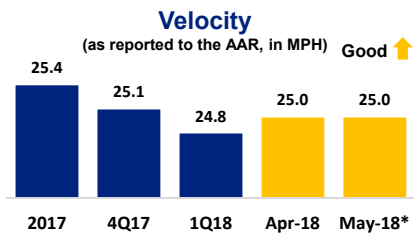
E. H. Harriman Safety Gold Medal – A Tradition of Safety



A promise to each other for a safe return home.

# Current Network Performance

## Improved, More Opportunity Ahead



### Key Takeaways

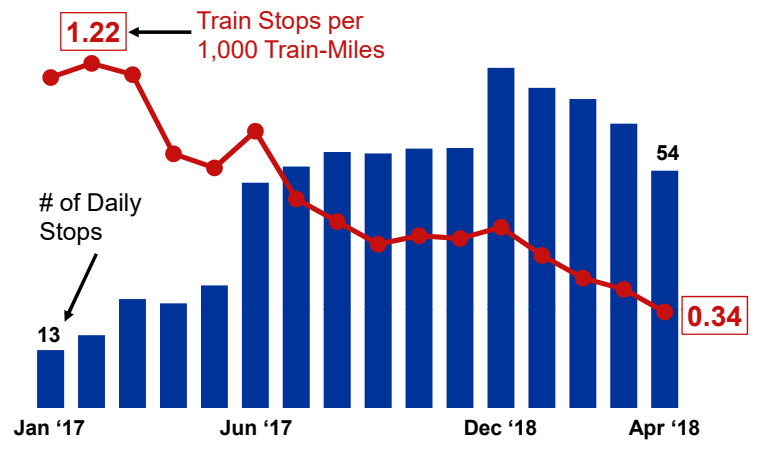
- Fluidity Returning
- Various Causes of Service Slowdown
- Implementing New Solutions

\* Through May 25



# PTC Variability Reduction

## Train Stops Declining as PTC Rollout Continues



### Core Activities

- Field Problem-Solving
- Training
- Software Upgrades
- Signal Upgrades

# Investing for the Future Next 5 Years



## Renewal Capital

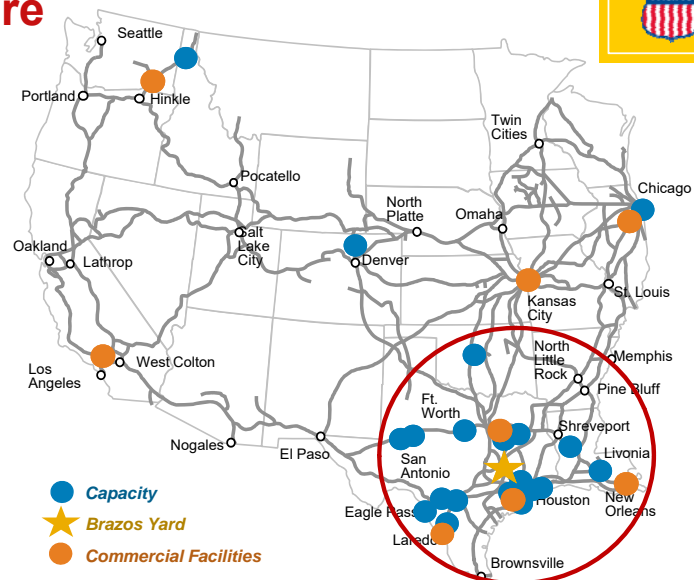
### Southern Region Focus

- Brazos Yard
- SIT Yards
- Line Capacity
- West Texas Yards & Sidings

### Commercial Facilities

- Intermodal Yards
- Customer Support Facilities

### Other Resources

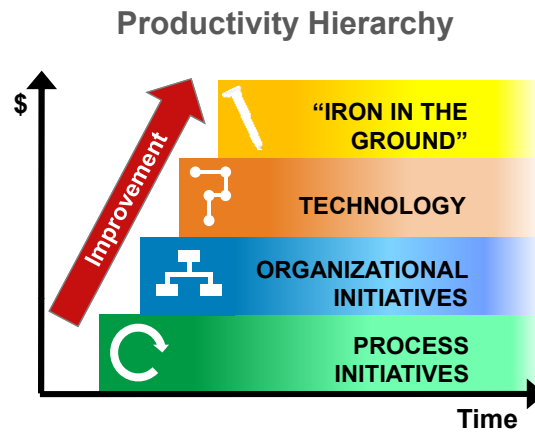


*Construction and timing of these projects is dependent upon business conditions and is subject to internal approval. Network capacity projects are not specifically designated for sole use by any given customer and is not a guarantee of future performance improvement.*

## G55+0: Operating Productivity Significant Opportunities Remain



- Sources of Productivity Gains
  - Crews Starts
  - Mechanical Facilities
  - Fuel
  - Engineering Maintenance
  - Capital Projects
- Future Opportunities Remain
  - Additional Operating Activities
  - Process Improvements
  - Innovation & Technology



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## Strategic Operating Outlook

- World Class Safety
- Sustain Service Improvements
- Complete PTC Implementation
- Continue G55+0 Productivity Initiatives

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