



May 31, 2018

## Initial Observations

**Cindy Sanborn**  
Regional Vice President – West

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Cindy joined Union Pacific in February 2018 as regional vice president – west, where she is responsible for leading rail operations covering more than 10,000 track miles in Washington, Idaho, Oregon, California, Nevada, Utah, Arizona and New Mexico.

Cindy was the first woman to hold an executive operating leadership role at a Class I railroad, recently serving as CSX executive vice president and chief operations officer. She held various leadership positions throughout her 30 years of service, including executive vice president of operations, vice president and chief transportation officer, and vice president of the northern region. Sanborn holds an undergraduate degree from Emory University and an MBA from the University of Miami.



## Initial Observations

- Knowledgeable, Capable, Engaged Employees
- Safety & Continuous Improvement Ingrained into the Culture
- East vs. West Fundamental Objectives are No Different
- Opportunities to Improve Service and Operate more Efficiently
- Continue Driving Labor Productivity:
  - Technology
  - Structural Initiatives
    - Blend and Balance
    - Consolidation of facilities

