



November 8, 2018

Baird 2018 Global Industrial Conference

Rob Knight
Chief Financial Officer

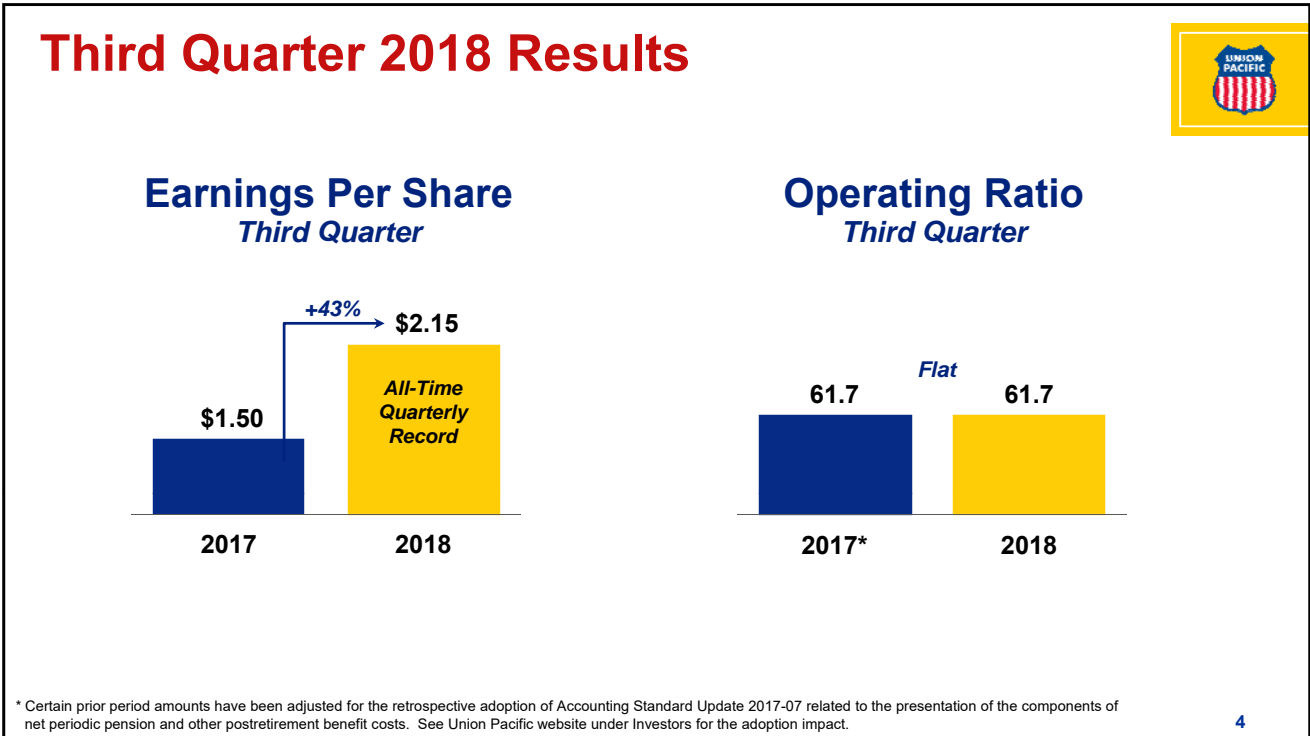
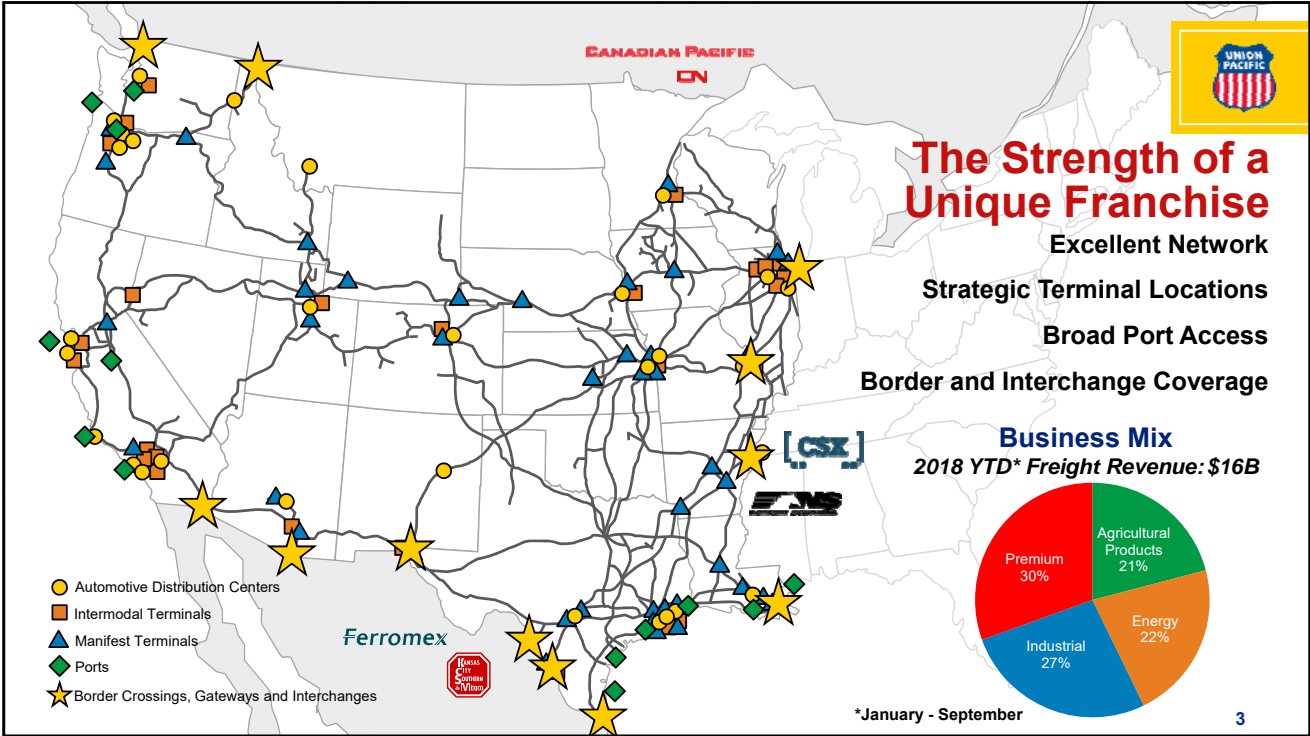
Cautionary Information



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; its ability to generate financial returns, improve resource productivity; enhancing the customer experience; implementing corporate strategies; and providing excellent service to its customers and returns to its shareholders. These statements are, or will be, forward-looking statements as defined by the Securities Act of 1933 and 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 2017, which was filed with the SEC on February 9, 2018. 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).

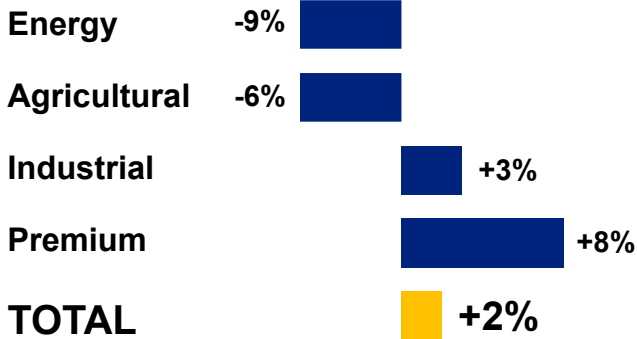
Forward-looking statements speak only as of, and are based only upon information available on, the date the statements were made. The Company assumes no obligation to update forward-looking information to reflect actual results, changes in assumptions or changes in other factors affecting forward-looking 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.



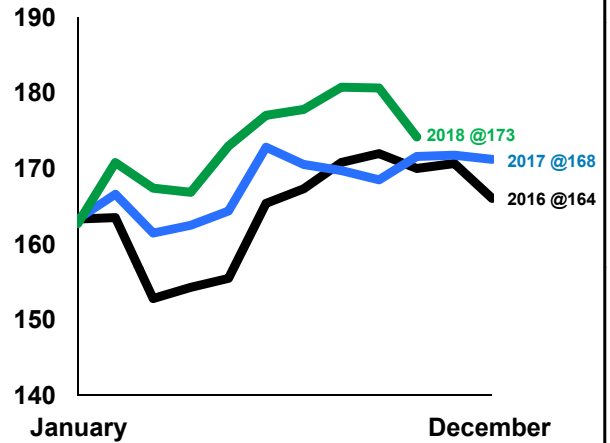
2018 Business Trends



2018 4QTD Volumes*
(vs 2017)



7-Day Monthly Carloadings
(000s)



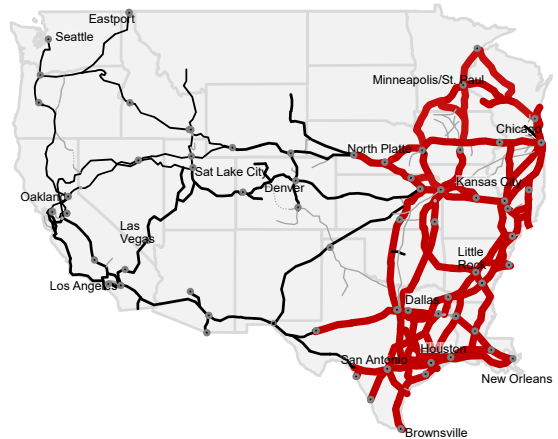
* Through November 4, 2018

Operating Update



- **Unified Plan 2020**
 - Implementation Began October 1st
- **Recent Initiatives**
 - Consolidating Regions & Service Units
 - Closing South Morrill Locomotive Shop
 - Terminal Rationalization Review
 - Functional Realignment
- **Encouraged by Early Results**

Mid-America Corridor



Financial Outlook



2018 Full Year

- Low to Mid Single Digit Volume Growth
- Price Above Inflation
- Capex Reduction of \$100 Million to ~ \$3.2 Billion
- Risk to Improved Operating Ratio Target

2019 Outlook

- Volume and Pricing Gains
- Significant Benefits from G55 + 0, Including Unified Plan 2020
 - At Least \$500 Million of Productivity in 2019
- Operating Ratio Target of 60% by 2020
- Capex Less Than 15% of Revenue