



November 29, 2018

Credit Suisse 6th Annual Industrials Conference

Rob Knight
Chief Financial Officer

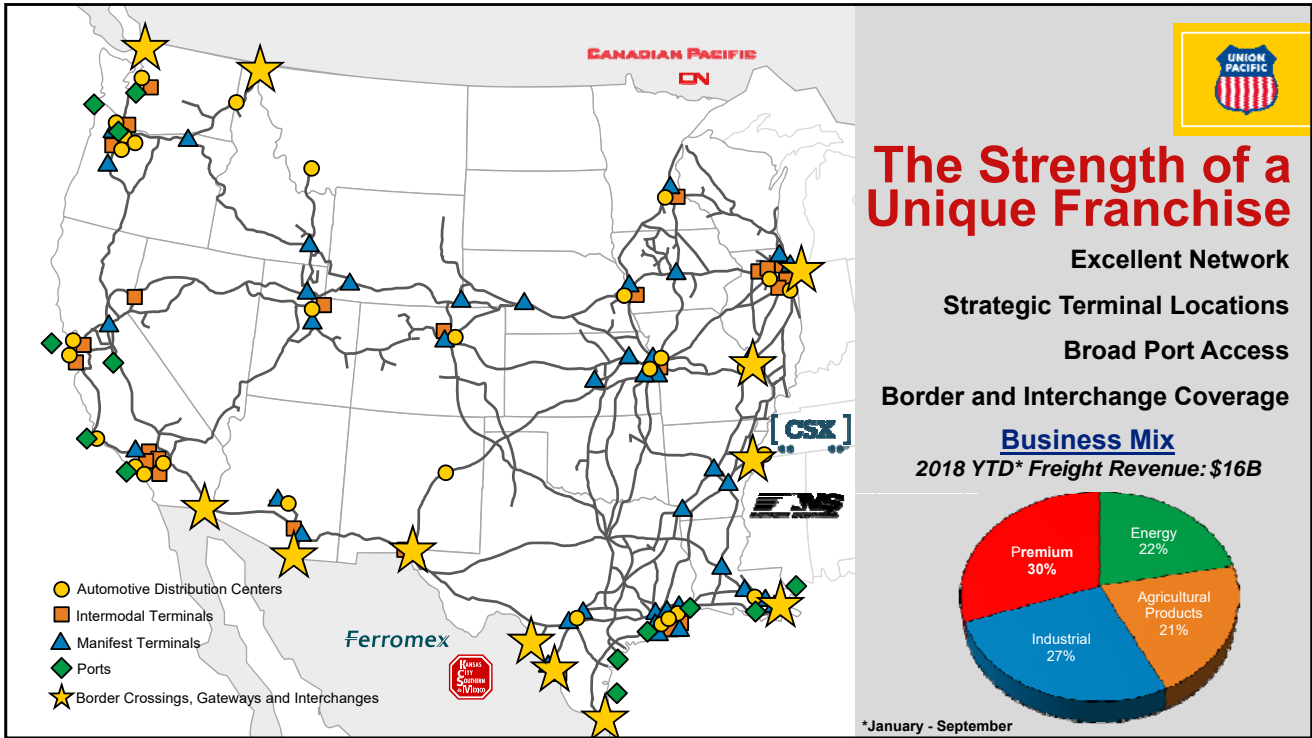
Cautionary Information



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.

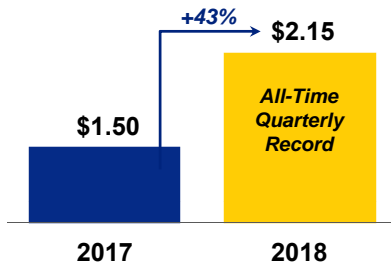
Forward-looking statements should not be read as a guarantee of future performance or results, and will not necessarily be accurate indications of the times that, or by which, such performance or results will be achieved. Forward-looking information, including expectations regarding operational and financial 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.

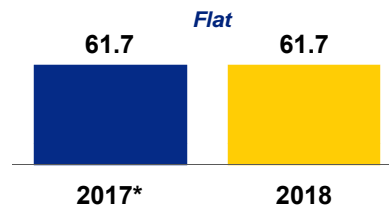


Third Quarter 2018 Results

Earnings Per Share Third Quarter



Operating Ratio Third Quarter

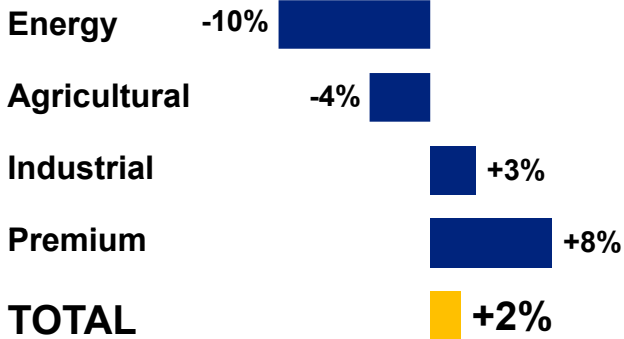


* Certain prior period amounts have been adjusted for the retrospective adoption of Accounting Standard Update 2017-07 related to the presentation of the components of net periodic pension and other postretirement benefit costs. See Union Pacific website under Investors for the adoption impact.

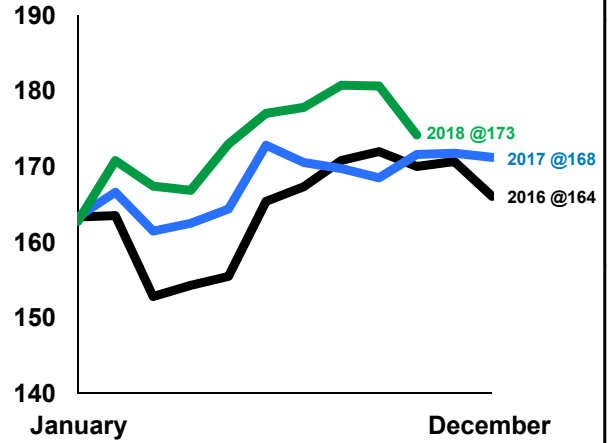
2018 Business Trends



2018 4QTD Volumes*
(vs 2017)



7-Day Monthly Carloadings
(000s)



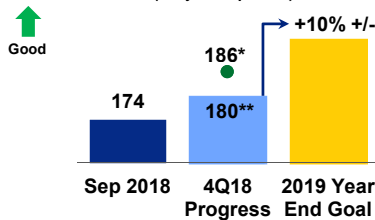
* Through November 25, 2018

Unified Plan 2020 Key Performance Indicators

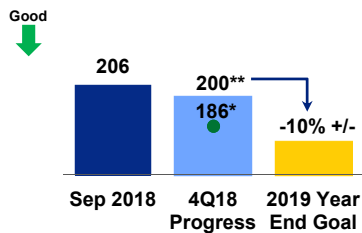
* 7-day averages, as of November 22, 2018
** 7-day averages, as of October 24, 2018



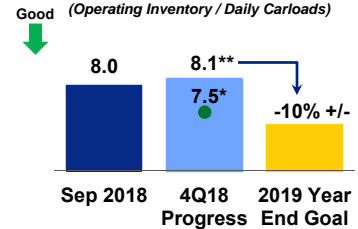
Freight Car Velocity
(Daily Miles per Car)



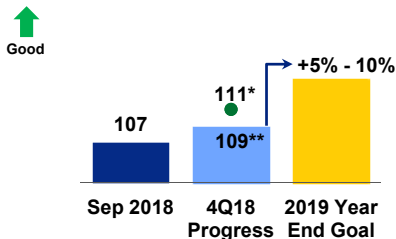
Operating Inventory



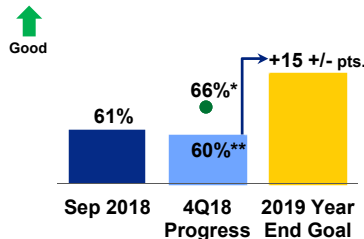
Cars per Carload
(Operating Inventory / Daily Carloads)



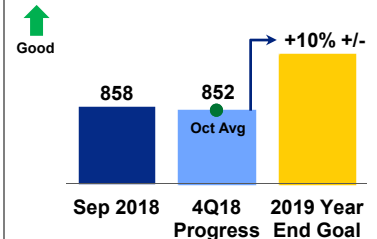
Locomotive Productivity
(GTM per Horsepower Day)



Car Trip Plan Compliance
(% Cars On Time)



Workforce Productivity
(Daily Car Miles per FTE)

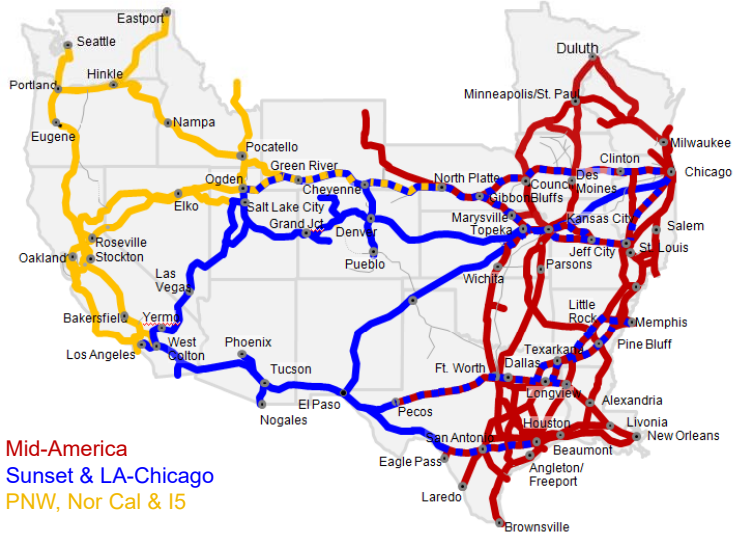


Unified Plan 2020 Update



Unified Plan 2020 Phases

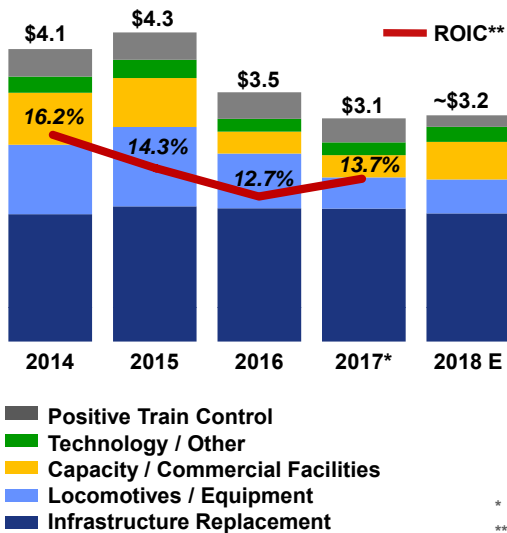
- Phase I Implementation Began October 1st
- Planning Underway for Phase 2
- Phase 3 Planning to Begin Early 2019
- Full Implementation by Mid-2019



Capital Program



Capital Spending & Returns



- Disciplined, Return-Focused Capital Program
- G55+0 Productivity Initiatives
- 2018 Capital ~\$100 Million less than previous plan

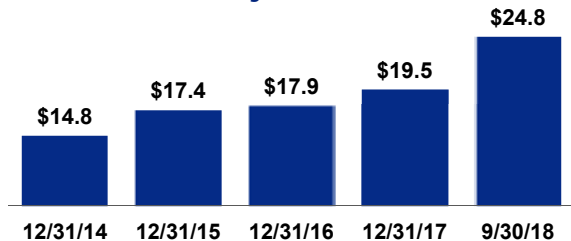
* Adjusted to exclude the impact of Corporate Tax Reform.

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

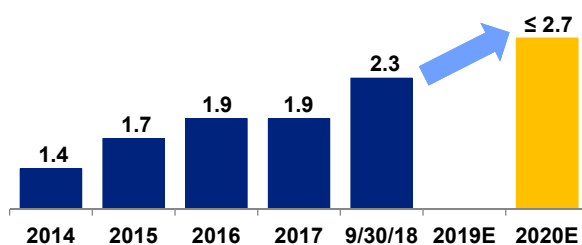
Capital Structure



Adjusted Debt*



Adjusted Debt / EBITDA ^



- Increased Leverage
- Target Debt / EBITDA ratio: up to 2.7x
- Maintain Strong Investment Grade Credit Rating
 - No Lower than Baa1 and BBB+
- Dependent on Economy and Achievement of Financial Goals

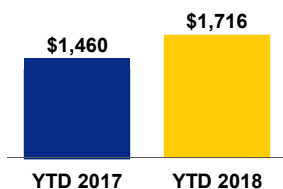
* In \$Billions. See Union Pacific website under Investors for a reconciliation to GAAP
 ^ At year-end

Delivering Value to Shareholders

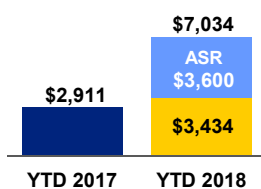
\$ In Millions



Dividends

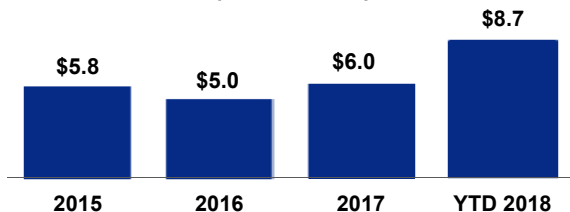


Share Repurchases



Cash Returned to Shareholders

(\$ In Billions)



Cash to Shareholders

- Dividends:
 - YTD 2018 = \$1.7 Billion
 - Three, 10% dividend increases in the past year
 - Target payout ratio of 40% to 45%
- Share Repurchases:
 - \$3.4 Billion in Open Market Purchases
 - \$3.6 Billion Accelerated Share Repurchase Program
 - ~\$20 Billion 2018 through 2020

Financial Outlook



2018 Full Year

- Low to Mid Single Digit Volume Growth
- Price Above Inflation
- Capex Reduction of \$100 Million to ~ \$3.2 Billion
- Do Not Expect Improved Operating Ratio Performance Year-over-Year

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

