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 and use innovation to enhance 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 indicators 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 2018, which was filed with the SEC on February 8, 2019. 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.
First Quarter 2019 Results

Earnings Per Share
First Quarter

- 2018: $1.68
- 2019: $1.93 (+15%)

Operating Ratio
First Quarter

- 2018: 64.6
- 2019: 63.6 (-1.0 pts.)
Commodity Group Mapping

<table>
<thead>
<tr>
<th>Agricultural Products</th>
<th>Energy</th>
<th>Industrial</th>
<th>Premium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grain</td>
<td>PRB Coal</td>
<td>Construction</td>
<td>Dom Intermodal</td>
</tr>
<tr>
<td>Grain Products</td>
<td>Other Coal</td>
<td>Industrial Chem</td>
<td>Int’l Intermodal</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>Frac Sand</td>
<td>Plastics</td>
<td>Finished Vehicles</td>
</tr>
<tr>
<td>Fertilizer</td>
<td>Petroleum &amp; LPG</td>
<td>Forest Products</td>
<td>Auto Parts</td>
</tr>
<tr>
<td></td>
<td>Renewables</td>
<td>Specialized</td>
<td></td>
</tr>
</tbody>
</table>

2019 Business Trends

2019 Second Quarter Volumes* (vs 2018)

- Energy: -7%
- Premium: -5%
- Agricultural: +1%
- Industrial: +2%
- TOTAL: -3%

7-Day Monthly Carloadings (000s)

* Through June 2, 2019
7-Day Volume Trends
Through May 31, 2019

Agricultural Products

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>18,000</td>
<td>20,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Dec</td>
<td>20,000</td>
<td>22,000</td>
<td>24,000</td>
</tr>
</tbody>
</table>

2019 down 3%

Energy

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>10,000</td>
<td>20,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Dec</td>
<td>20,000</td>
<td>30,000</td>
<td>40,000</td>
</tr>
</tbody>
</table>

2019 down 11%

- Grain Inventories
- Export Market Fundamentals
- Food & Refrigerated Shipment Demand
- Natural Gas Prices
- Inventory Management
- Weather & Economy
- Frac Sand Demand
- Crude Oil Prices & Spreads

7-Day Volume Trends (cont)
Through May 31, 2019

Industrial

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>25,000</td>
<td>30,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Dec</td>
<td>30,000</td>
<td>35,000</td>
<td>40,000</td>
</tr>
</tbody>
</table>

2019 up 4%

Premium

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>70,000</td>
<td>80,000</td>
<td>90,000</td>
</tr>
<tr>
<td>Dec</td>
<td>80,000</td>
<td>90,000</td>
<td>100,000</td>
</tr>
</tbody>
</table>

2019 Flat

- Construction-Related Materials
- Housing Activity
- U.S. Dollar Impact
- Plastics Demand
- Base Chemicals Remain Solid
- North American Production & Sales
- Over-the-Road Parts Conversions
- Intermodal Market Fundamentals
- Transpacific Market Challenges
Strength of a Unique Franchise

2018 Revenue

$21.4 B

2018 Volume Mix

Premium 49%
Energy 18%
Agricultural 13%
Industrial 20%

Border Crossings, Gateways and Interchanges
Automotive Distribution Centers
Intermodal Terminals
Manifest Terminals
Ports
**U.S. Economy**

**Industrial Production**

**International Trade Dynamics**

<table>
<thead>
<tr>
<th>Year</th>
<th>Housing Starts (millions)</th>
<th>Light Vehicle Sales (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1.18</td>
<td>17.5</td>
</tr>
<tr>
<td>2017</td>
<td>1.21</td>
<td>17.2</td>
</tr>
<tr>
<td>2018</td>
<td>1.25</td>
<td>17.2</td>
</tr>
<tr>
<td>2019</td>
<td>1.23</td>
<td>16.8</td>
</tr>
<tr>
<td>2020</td>
<td>1.28</td>
<td>16.6</td>
</tr>
</tbody>
</table>

**Source:** Global Insight

- New and Expanded Facilities
- Access to Prime Locations
- Regional Experts
- Connecting Customers to the Network

---

**Maximizing the Franchise**
**International Trade**

- Diverse Franchise Creates Opportunity
- Off-shoring/Near-shoring of U.S. Manufacturing
- Demand for Grain and Food
- Low Natural Gas Prices Favor U.S. Plastics Production
- Impacts from a Strong U.S. Dollar
  - Negative: Steel, Grain, Coal
  - Positive: International Intermodal

**2018 Freight Volumes**

- Domestic 60%
- Other Exports 12%
- Other Imports 17%
- Exports to Mexico 9%
- Imports from Mexico 6%

**International Volumes (3.5M carloads)**

- Vehicles & Parts 16%
- Intermodal (excl Mexico) 53%
- Other – 7%
- Metals – 1%
- Forest Products – 2%
- Fertilizer – 2%
- Food & Beverage – 2%
- Grain Products – 2%
- Coal – 3%
- Grain – 4%
- Mexico Intermodal – 6%

**Agricultural Products**

- 2018 Revenue
- $4.5 B

**2018 Volume Mix**

- Grain Products 28%
- Food & Beverage 18%
- Grain 36%
Agricultural Products

- Grain Inventory Management
- Export Market Fundamentals
- Food & Beverage Shipment Demand

UNP Weekly Grain Carloads*
(As reported to the AAR)

U.S. Grain Stocks**
(Bushels in Billions)

*Through June 1, 2019

**Source: USDA; As of March 1st

Industrial
2018 Revenue
$5.7 B

2018 Volume Mix
- Construction: 23%
- Forest Products: 14%
- Industrial Chemicals: 18%
- Metals: 11%
- Plastics: 16%
- Soda Ash: 7%
- Specialized: 11%

Network and Regional Manifest Terminals
Major Transload Terminals
Gulf Coast Infrastructure

Copper, Iron Ore, Salt, Lime and Other Minerals
Soda Ash
Lumber, Paper
Pipe, Cement, Aggregates
Steel

Lumber, Paper

Housing Trends

- Housing Market still well Below Historical Averages
- UP Lumber, Stone & Glass Business Correlates with Housing Starts
- Housing also Drives Appliances, Roofing, Rebar, Aggregates, and Cement Demand

Housing related Shipments Represent ~ 5-10% of Current UP Volumes

Chemical Opportunities
North America Announced Expansions

2015 – 2020
- Ind. Chemicals - 14
- Fertilizer - 13
- Plastics - 21

IHS Global Insight forecast
Chemical Export Opportunities

- North American Production Will Exceed Domestic Demand
- Surplus U.S. Production Targeted for Export
- UP Uniquely Positioned to Handle Expansion Related Growth

[Map showing likely export flow to Asia, Europe, and South America]

Energy
2018 Revenue
$4.6 B

- Petroleum, LPG & Renewables: 16%
- Sand*: 16%
- PRB Coal**: 54%
- Other Coal / Coke: 16%

* Sand includes Barites
** PRB includes SPRB and NPRB
Energy - Coal Trends

UNP Weekly Coal Carloads*
(As reported to the AAR)

- Weather Impacts Demand
- Natural Gas Prices
- Coal Inventory Levels

Electricity Generation Market Share**

<table>
<thead>
<tr>
<th>1Q'07</th>
<th>1Q'09</th>
<th>1Q'11</th>
<th>1Q'13</th>
<th>1Q'15</th>
<th>1Q'17</th>
<th>1Q'19</th>
</tr>
</thead>
<tbody>
<tr>
<td>% from coal</td>
<td>% from natural gas</td>
<td>% from coal</td>
<td>% from natural gas</td>
<td>% from coal</td>
<td>% from natural gas</td>
<td>% from coal</td>
</tr>
<tr>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>18%</td>
<td>20%</td>
<td>21%</td>
<td>22%</td>
<td>23%</td>
<td>24%</td>
<td>25%</td>
</tr>
<tr>
<td>34%</td>
<td>34%</td>
<td>34%</td>
<td>34%</td>
<td>34%</td>
<td>34%</td>
<td>34%</td>
</tr>
<tr>
<td>1Q'19</td>
<td>1Q'17</td>
<td>1Q'15</td>
<td>1Q'13</td>
<td>1Q'11</td>
<td>1Q'09</td>
<td>1Q'07</td>
</tr>
</tbody>
</table>

Shale-Related Volumes
2.9% of 2019 First Quarter Total Volume

<table>
<thead>
<tr>
<th>2019 First Quarter</th>
<th>Volume (000s)</th>
<th>% Incre (vs 2018)</th>
<th>% of Total UP Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frac Sand**</td>
<td>38</td>
<td>(45%)</td>
<td>1.8%</td>
</tr>
<tr>
<td>Crude</td>
<td>14</td>
<td>84%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Pipe</td>
<td>8</td>
<td>25%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Total Shale</td>
<td>61</td>
<td>(27%)</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

- Frac Sand Drivers
  - Energy Prices
  - Rig Counts
  - Enhanced Fracking Technology
  - White / Brown Sand Mix

*Through June 1, 2019

**U.S. Energy Information Administration (EIA)
Highway Conversion Growth Opportunities

- Highway Conversion Opportunities in All Business Groups
- ELD Impact
- Truck Capacity
- LOUP
- Highway Congestion

Source: Cass Information Systems, Index uses January 2005 as its base month, U.S. DOT Bureau of Transportation Statistics
Extending Our Reach Beyond the Ramp

International Intermodal

• Transpacific Market Challenges
• Retail Inventories
• West Coast Port Advantages

2019 Volume Outlook

**Agricultural Products**
- Biofuels
- Food and Beverage
- Grain

**Energy**
- Petroleum Products
  - Sand
  - Coal Headwinds

**Industrial**
- Plastics
- Industrial Production

**Premium**
- Light Truck / SUV Sales
- International
- Trade & Economy

Mexico

2018 Revenue

$2.5 B

**Volume Mix**
- Ag. Products 17%
- Energy 7%
- Premium 64%
- Industrial 12%
Operating Overview

Safety

**Employee**
(Reportable Personal Injury Incidents Per 200,000 Employee-Hours)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q15</td>
<td>0.85</td>
<td>0.75</td>
<td>0.89</td>
<td>0.74</td>
<td>0.90</td>
</tr>
<tr>
<td>1Q19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

First Qtr Record

+22%

**Rail Equipment**
(Reportable Derailment Incidents Per Million Train Miles)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q15</td>
<td>2.95</td>
<td>2.86</td>
<td>3.18</td>
<td>2.76</td>
<td>4.26</td>
</tr>
<tr>
<td>1Q19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

+54%

**Public**
(Crossing Accidents Per Million Train Miles)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q15</td>
<td>1.88</td>
<td>2.37</td>
<td>2.21</td>
<td>3.05</td>
<td>2.55</td>
</tr>
<tr>
<td>1Q19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

-16%

• Continued Focus on Safety

• Goal of Zero Incidents
Unified Plan 2020
Precision Scheduled Railroading Tenets

- Shifting the focus of operations from moving trains to moving cars
- Minimizing car dwell, car classification events and locomotive requirements
- Utilizing general-purpose trains by blending train services
- Balancing train movements to improve the utilization of crews and rail assets

Unified Plan 2020 Update
Terminal Rationalization & Network Changes

System Train Length
(Max on route, in feet)

~550 ft
+8%
Unified Plan 2020
Key Performance Indicators

**Freight Car Terminal Dwell**
(As reported to the AAR, in Hours)

<table>
<thead>
<tr>
<th></th>
<th>1Q18</th>
<th>1Q19</th>
<th>April ’18</th>
<th>April ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freight Car Terminal Dwell</td>
<td>33.0</td>
<td>30.0</td>
<td>30.0</td>
<td>26.2</td>
</tr>
</tbody>
</table>

- Year-over-Year Improvement
- Continued Focus on Asset Utilization and Minimizing Car Classifications

**Freight Car Velocity***
(Daily Miles per Car)

<table>
<thead>
<tr>
<th></th>
<th>1Q18</th>
<th>1Q19</th>
<th>April ’18</th>
<th>April ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freight Car Velocity*</td>
<td>173</td>
<td>185</td>
<td>186</td>
<td>193</td>
</tr>
</tbody>
</table>

- Calculation revised to remove certain cars placed in hold status as a result of customer or interchanging carrier actions. Prior periods have been adjusted to reflect the change.

**Train Speed**
(As reported to the AAR, in MPH)

<table>
<thead>
<tr>
<th></th>
<th>1Q18</th>
<th>1Q19</th>
<th>April ’18</th>
<th>April ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train Speed</td>
<td>24.8</td>
<td>25.0</td>
<td>23.3</td>
<td>23.1</td>
</tr>
</tbody>
</table>

**Locomotive Productivity**
(GTMs per Horsepower Day)

<table>
<thead>
<tr>
<th></th>
<th>1Q18</th>
<th>1Q19</th>
<th>April ’18</th>
<th>April ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locomotive Productivity</td>
<td>105</td>
<td>101</td>
<td>111</td>
<td>122</td>
</tr>
</tbody>
</table>

**Workforce Productivity**
(Daily Car Miles per FTE)

<table>
<thead>
<tr>
<th></th>
<th>1Q18</th>
<th>1Q19</th>
<th>April ’18</th>
<th>April ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Productivity</td>
<td>826</td>
<td>812</td>
<td>829</td>
<td>864</td>
</tr>
</tbody>
</table>

**Car Trip Plan Compliance**
(% Cars On Time)

<table>
<thead>
<tr>
<th></th>
<th>1Q18</th>
<th>1Q19</th>
<th>April ’18</th>
<th>April ’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car Trip Plan Compliance</td>
<td>60</td>
<td>64</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

- ~2,350 Stored Locomotives as of May 31st
- First Quarter 2019 Total Employees Down 4%
- Rebounding from Weather Challenges
Positive Train Control (PTC) Status Overview

- Approximately $2.8 Billion Invested through December 2018
- Total Estimated Investment ~ $2.9 Billion
- Field Testing since October 2013
- Installed on 100% of Required Rail Lines
- Implemented on 76% of Required Rail Lines
- Continue Implementing, Testing and Refining PTC in 2019 & 2020
Financial Performance
Expanding Margins and Driving Returns

Operating Ratio
- 2004: 87.5%
- 2014: 63.5%
- 2018: 62.7%

EPS
- 2004: $0.71
- 2014: $5.75
- 2018: $7.91

ROIC**
- 2004: 5.3%
- 2014: 16.2%
- 2018: 15.1%

Growing Cash Flow and Shareholder Returns

Cash from Ops
- 2004: $2.3B
- 2014: $7.4B
- 2018: $8.7B

Dividends
- (Declared)
- 2004: $0.30
- 2014: $1.91
- 2018: $2.48

Share Repurchases
- (Cumulative)
- 2004: $0
- 2014: $13B
- 2018: $31B

Market Cap
- 2004: $10B
- 2014: $105B
- 2019: $119B

* 2004 adjusted for asbestos pre-tax charge of $247.4 million.
** See Union Pacific website under Investors for a reconciliation to GAAP.
Pricing Fundamentals

- Value is the Key to Future Price Improvement
- Balanced Portfolio Provides Flexibility for Repricing as Value Grows
- Solid Core Pricing

Productivity Update

First Quarter Results:
~$120 Million of Productivity

- Operational Challenges Resulted in a $60 Million Headwind
- Net Productivity of approximately $60 Million for the Quarter
- Full Year Productivity Still Expected to be at least $500 Million

Initiatives & 1Q19 Results ($ in millions)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network and Train Operations</td>
<td>$5</td>
<td>Unified Plan 2020, Starts, partially offset by weather</td>
</tr>
<tr>
<td>Equipment (Locomotive and Car)</td>
<td>$45</td>
<td>Mechanical productivity, fleet size, car hire, lease savings</td>
</tr>
<tr>
<td>Other</td>
<td>$10</td>
<td>Support, Supply, Engineering, Joint Facilities, partially offset by incidents and weather</td>
</tr>
<tr>
<td>1Q19 Net Productivity</td>
<td>$60</td>
<td></td>
</tr>
</tbody>
</table>
**Capital Program**

**Capital Spending & Returns**

- **Return-Focused Capital Program**
- **Productivity Through G55+0 Initiatives**
- **Capex Less than 15% of Revenue Longer-Term**

* Adjusted to exclude the impact of Corporate Tax Reform.
** See Union Pacific website under Investors for a reconciliation to GAAP.

---

**Strengthening the Franchise**

*Replacement, Growth & Productivity, and PTC*

**2019 Capital Plan: ~$3.2 Billion**

- **Safe & Resilient Infrastructure**
- **Equipment Acquisitions**
  - Locomotive Modernizations
  - Targeted Freight Car Acquisitions
- **Capacity & Commercial**
  - Targeted Opportunities
  - Intermodal Growth
- **Lower PTC Spending**

* $ in Millions
Dividends

- Dividend Payout Target of 40% to 45%
- Four Dividend Increases in the past Seven Quarters

Declared Dividend Per Share (cents)

Cumulative Share Repurchases

- Repurchased ~39% of Shares since 2007
- Share Repurchase Authorization
  - Three Years Beginning April 1, 2019
  - Up to 150 Million Shares
- $2.5 Billion Accelerated Share Repurchase Program February 2019

* Through March 31, 2019
Growing Margins

Operating Ratio (Percent)


87.5% 70.6% 63.5% 62.7% 55% 61% <60%

Project OR&0 2011 – 2014

Unified Plan 2020 & G55+0

55%

7-Day Volume (000s)

* Adjusted to exclude the impact of Corporate Tax Reform and include the retrospective adoption of ASU 2017-07

Drivers of Margin Improvement

2015 - 2017 2018 - 2020+

<table>
<thead>
<tr>
<th>Volume</th>
<th>(11%) Positive Volume Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>$1.3 B Above Inflation</td>
</tr>
<tr>
<td>Productivity</td>
<td>$1 B Achieve Through Innovation &amp; Efficiency Gains</td>
</tr>
</tbody>
</table>

- Sub-61% Operating Ratio by 2019
- Below 60% Operating Ratio by 2020
- Unified Plan 2020 & G55+0 Opportunities
- Growing Earnings & Cash Flow
Capital Structure

Adjusted Debt / EBITDA

- Increased Leverage
  - Consistent Financial Performance
  - Tax Reform
  - Free Cash Flow Growth
- 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

* at year-end  ** at March 31, 2019

What This Means for Shareholders

Return ~$20 Billion + Dividends to Shareholders

Cash to Shareholders

2018 to 2020

- ~$20 Billion of Share Repurchases Over Next 3 Years
  - ~60% Complete at March 31, 2019
  - $2.5 Billion Accelerated Share Repurchase Program February 2019

- Dividend Payout Ratio of 40% to 45%
2019 Outlook Unchanged

- Low Single Digit Volume Growth
- Continued Pricing Gains In Excess of Inflation Dollars
- Capital Expenditures of ~$3.2 Billion
- Significant Productivity Savings from G55 + 0, Including Unified Plan 2020
  - At Least $500 Million of Productivity in 2019
- Operating Ratio Guidance:
  - Sub-61% in 2019
  - Below 60% by 2020

Growing Shareholder Value

<table>
<thead>
<tr>
<th>KEY DRIVERS</th>
<th>2018 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firm Economy</td>
<td>Positive Volume Growth</td>
</tr>
<tr>
<td>Diverse Franchise Opportunities</td>
<td></td>
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<tr>
<td>Strong Value Proposition</td>
<td>Real Core Price $ Above Inflation $</td>
</tr>
<tr>
<td>Volume + Pricing + Productivity</td>
<td>Sub-61% OR by 2019, Below 60% OR by 2020</td>
</tr>
<tr>
<td>Return-Focused Capital Program</td>
<td>CapEx &lt; 15% of Revenue</td>
</tr>
<tr>
<td>Increase Cash to Shareholders</td>
<td>Share Repurchases: ~$20 Billion over 3 years</td>
</tr>
<tr>
<td>Increase Leverage</td>
<td>Dividend Payout Ratio: 40% to 45%</td>
</tr>
<tr>
<td>Strong Credit Ratings</td>
<td>Debt / EBITDA Ratio: ≤ 2.70</td>
</tr>
<tr>
<td></td>
<td>Baa1 and BBB+ or Better</td>
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</tbody>
</table>
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 and use innovation to enhance 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.

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