

# Creating America's First Transcontinental Railroad



Union Pacific and Norfolk Southern announced an agreement to create America's first transcontinental railroad, building on President Abraham Lincoln's vision from nearly 165 years ago. This combination will transform the U.S. supply chain, unleash the industrial strength of American manufacturing, and create new sources of economic growth and workforce opportunity that preserves union jobs.



## Linking Nearly Every Corner of North America

Connecting

50,000  
Route Miles

Across

43  
States

10

International  
Interchanges

~100  
Ports

## Delivering Benefits to All Stakeholders

### For America

- **Compete more effectively** with Canadian railroads to win back U.S. freight volume and American jobs.
- **Unlock rail options** for shippers in regions where railroad connections are less efficient, creating a more accessible, sustainable, and lower-cost supply chain for manufacturers and consumers.
- **Enable strong international trade routes** and offer greater access to U.S.-made goods.

### For Safety

- **Safety will remain the top priority.** Our focus will remain on ensuring every employee goes home safe to their families and protecting communities where we operate.
- **Improve safety through combined, proven technologies** to advance our ability to quickly assess potential mechanical and track defects to reduce incidents and injuries.

### For Service

- **Customers will benefit from seamless, single-line service across the country** that improves transit times by eliminating car touches and interchanges points.
- **Enhancing the rail experience and ease of doing business.** Customers will receive single-line rate quotes with one system to track freight, enabling real-time decisions that optimize supply chains.
- **Greater partnerships with short lines and U.S. ports.** Access to a unified rail network with a single Class I interface, new services, reduced gateway delays, and expanded reach and faster access to new markets.

### For Our Workforce

- **Protecting and expanding opportunities for employees.** Union employees will have job opportunities with the combined company. Expected rail volume growth will drive additional employment opportunities. Non-union workers will have opportunities to grow as part of a larger, combined enterprise.
- **Preserving the best-paid industrial careers in America.** Railroad employees are among the most highly compensated workers across U.S. industries.

### For Our Communities

- **Investing in safe, resilient, and vibrant communities.** Invested a combined \$300 million in philanthropic giving 2020-2025, supporting workforce development, safety initiatives, and vibrant spaces where people want to live and work.
- **Our goal is simple: zero incidents involving trains, pedestrians, drivers, or employees.** In addition to Operation Lifesaver

programs, the companies trained over 10,000 first responders in 2024.

## For Our Shareholders



- **Realizing significant shareholder value.** Union Pacific and Norfolk Southern shareholders are expected to realize \$30+ billion of potential value creation through the expected achievement of approximately \$2.75 billion in annualized synergy opportunity.



