



UNION PACIFIC INVESTOR PITCHBOOK

FEBRUARY 2024

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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 and demand levels, its ability to improve network performance (including those in response to increased traffic), its results of operations, and potential impacts of public health crises, including pandemics, epidemics or the outbreak of other contagious diseases, such as coronavirus and its variants (COVID), and the Russia-Ukraine and Israel-Hamas wars. These statements are, or will be, forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of 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 2023, which was filed with the SEC on February 9, 2024. 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.

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Union Pacific Investor PitchBook

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Fast Facts

32,693 ROUTE MILES IN 23 STATES
WITH 7 BORDER CROSSINGS

8.1 Million ANNUAL CARLOADS

7,154 LOCOMOTIVES

59,189 RAIL CARS

32,973 EMPLOYEES

30,000 RAILROAD CROSSINGS

16,700 BRIDGES

As of December 31, 2023



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How We Win

Safety + Service & Operational Excellence

Safety

Be the best at safety.
Have the Courage to Care,
and we will all Go Home Safe.

People

Engage our teams
and stakeholders.
Know how our teams, customers
and stakeholders work, think and
make decisions.



Service

Deliver the service we
sold our customers.
Commit to what we can do and
do it with excellence.

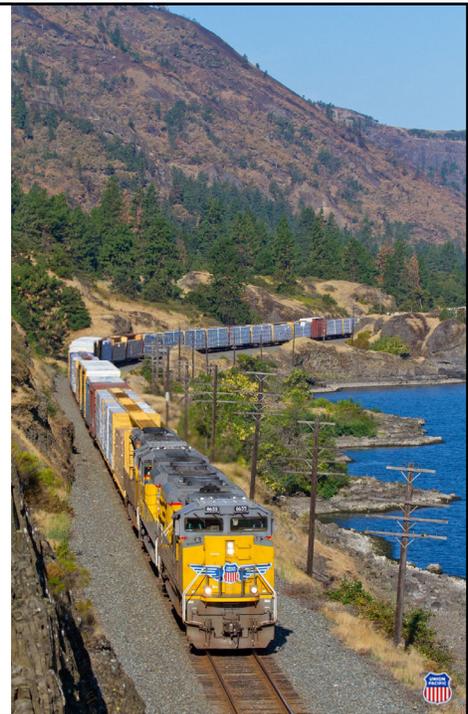
Cost Control

Be efficient and
productive.
Act like "It's Your Money." Get the
best value for the resources spent.

Asset Utilization

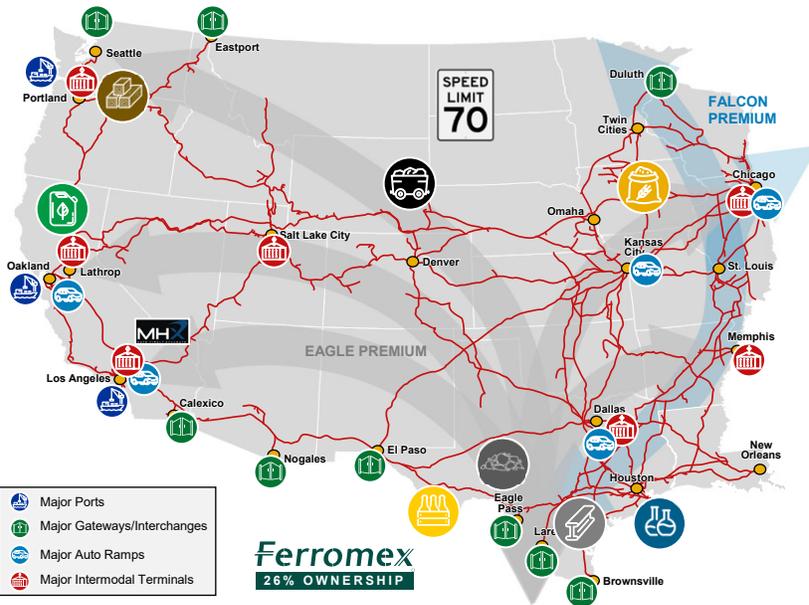
Deliver value safely
with speed.
Simplify how we work, so those
closest can get it done.

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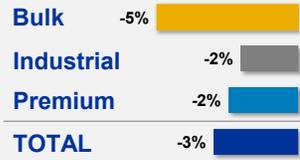


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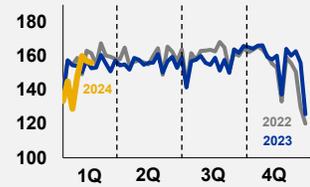
Premier North American Rail Franchise



First Quarter Volume To Date (Year Over Year Change)



7-Day Weekly Carloadings (000s)



*Through February 17, 2024



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SAFETY

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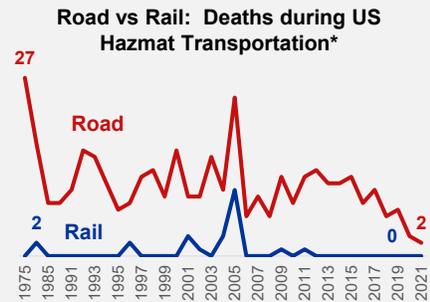
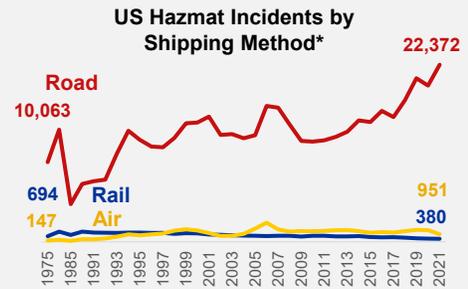


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Rail – Safest Freight Transportation

- Lower employee injury rates than most major industries - trucking, airlines, mining, even grocery stores
 - Rails have reduced employee casualty rates by 63% since 2000, and 15% since 2013
- More than 99.9% of hazmat shipments arrive safely
- 16X more fatalities in road-related hazardous materials incidents vs rail from 1975 – 2021
- Rails prioritize safety
 - Invested more than \$260K per mile of track on network improvements, or ~\$760B over the last 20 years
 - Wayside Detectors Installation, AI and Machine Learning Utilization, Automated Car & Track Inspection
 - Positive Train Control

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*Source: U.S. Bureau of Transportation Statistics

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Keeping Communities Safe

More than 7,000 wayside detection devices monitor the condition of equipment in real time.



Hot Box Detectors

measure bearing temperatures.



Wheel Impact Detectors

measure force exerted by an out-of-round wheel.



Wheel Temperature Detectors

measure the temperature of the wheel plate.



Wheel Profile Detectors

measure wheel shapes with lasers to determine wear.



Acoustic Bearing Detectors

record bearing sound signatures.



Machine Vision Systems

Analyze captured images to identify defects.

Wayside detectors generate more than 16M data points that send immediate alerts, allowing Union Pacific to stop train immediately, repair at next planned maintenance visit or repair at next location

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FOURTH QUARTER 2023

Key Performance Metrics

2023 Reportable Derailment Rates Improved

<p>Freight Car Velocity (Daily Miles per Car)</p> <p>217</p> <p>▲ 14%</p>	<p>Intermodal Trip Plan Compliance (% of Boxes on Time)</p> <p>85</p> <p>▲ 12pts</p>	<p>Manifest/Auto Trip Plan Compliance (% of Cars on Time)</p> <p>70</p> <p>▲ 12 pts</p>
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Quarterly Drivers

Increased Train Velocity

Improved Line of Road Performance

Lower Freight Car Dwell

10 Year-over-year change in metrics.

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Improving the Customer Experience

API Solutions



- Numerous customer sign-ups and active customers
- New Services: Tableau Data Connector, Create Waybill, Invoice & Route

Container GPS



- Completed on large portion of container fleet
- End-to-end container visibility including door sensors

RailPulse Pilot



- Testing sensors in live operating environment
 - GPS
 - Load / Empty
 - Open / Close
- Identifying practical use cases to test

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OPERATIONAL EXCELLENCE

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FOURTH QUARTER 2023

Key Efficiency Metrics

Locomotive Productivity
(GTM per HP Day)

140

▲ 14%

Workforce Productivity
(Daily Car Miles per FTE)

1,051

▲ 4%

Train Length
(Max on Route, in Feet)

9,413

▲ 2%

Quarterly Drivers

Storing Excess Locomotives

Improved Crew Utilization

Reduced Car Touches

13 Year-over-year change in metrics.



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Union Pacific Workforce



Train, Engine & Yard: ~15K

Operates and supports train movements



Maintenance of Way: ~7K

Maintains track infrastructure



Management: ~5K

Strategic policies, processes and practices



Mechanical: ~5K

Maintains locomotives & rolling stock

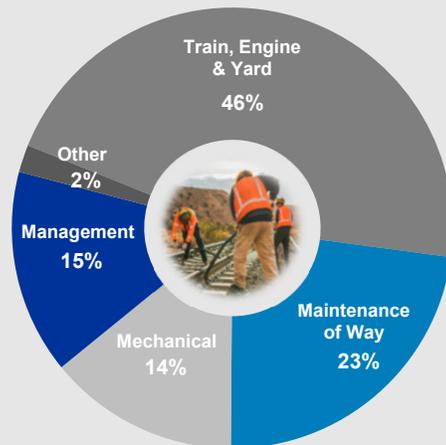


Other Union: ~800

Performs clerical and supervisory roles

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Workforce Distribution



Source: December 2023 monthly report of number of employees filed with Surface Transportation Board

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Technology Transforming Operations at Union Pacific

Integration



- Customer
- Carrier / Driver
- Contractor
- Ports
- Industry Data Sharing
- Autonomous Trucking

Automation



- Lift Equipment
- Hostlers
- Gate
- Damage Detection
- Inventory
- Driver Interaction

Implementation



- Precision Gate Technology
- UPGo
- Intermodal Vision
- Widespan Crane
- Contractor Safety Reporting
- Mobile Terminal

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GROWTH

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2024 Volume Outlook

Bulk	Industrial	Premium
 <ul style="list-style-type: none"> - Coal ↔ Grain + Fertilizer and Biofuel Feedstocks 	 <ul style="list-style-type: none"> - Construction + Petroleum + Petrochemicals 	 <ul style="list-style-type: none"> - International Intermodal ? Domestic Intermodal + Automotive

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Economic Indicators



Year	Industrial Production	GDP	Housing Starts (MM)	Light Vehicle Sales (MM)	Consumer Spending*	Natural Gas Prices
2023	0.2%	2.4%	1.41	15.4	2.0%	\$2.54
2024	0.1%	1.7%	1.39	15.8	1.8%	\$3.13

Economic environment forecasted to be muted in 2024

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* Durable & Non-Durable Goods
Source: S&P Global Market Intelligence



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Freight Focused GDP



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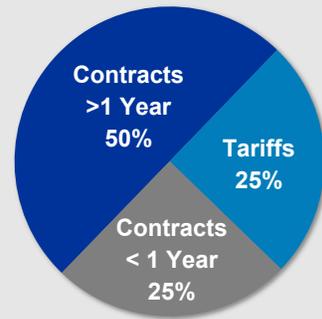
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Pricing Fundamentals

- Lower cost structure from PSR allows UP to be more competitive in the market
- Balanced portfolio provides flexibility for repricing as value grows
- Price to market and service value
 - Committed to achieving pricing dollars in excess of inflation dollars



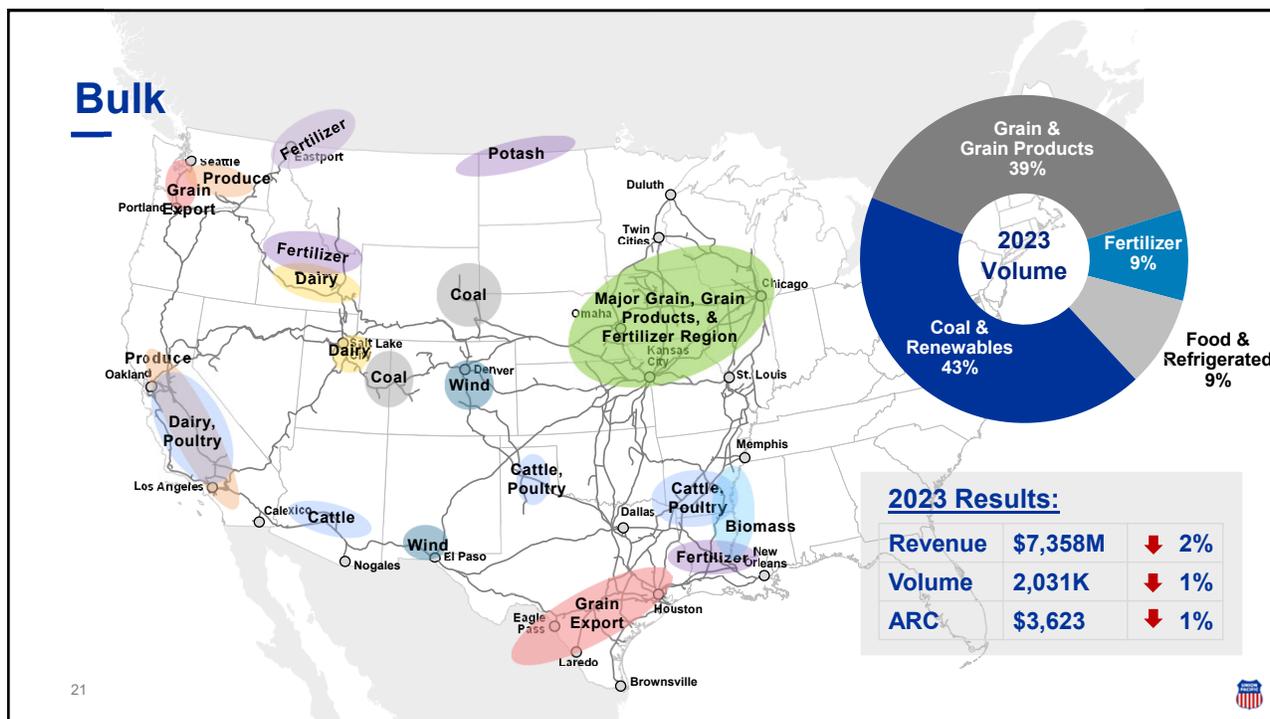
Balanced Revenue Portfolio



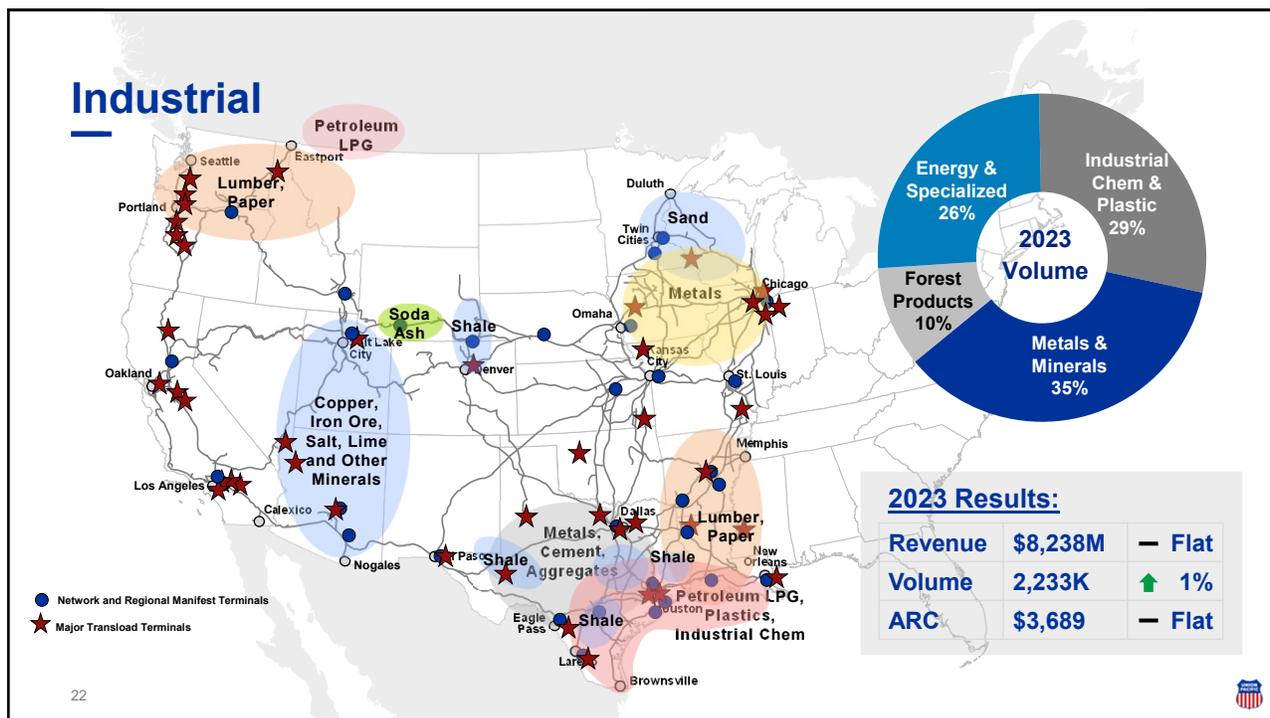
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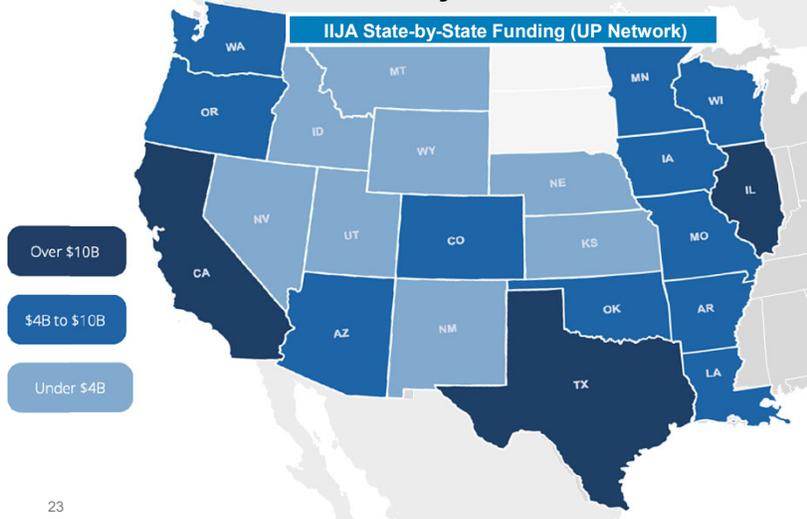
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UP Well-Positioned to Support Growth from Infrastructure Investment & Jobs Act

Allocation of IIJA Funds by Destination Markets



Road and Bridge Commodities

Petroleum:

- Asphalt for road construction
- 150+ Strategically positional Asphalt Terminals
- Private Tank Cars (22k - 30k gal)
- Specialty transload required

Metals:

- Bars, Rods, Beams
- Network positioned to market demand, key metals suppliers, and Loup transload options
- Investing in equipment to support growth

Construction Materials:

- Cement, Rock, Fly Ash
- Unit Train Service
- Key Rock Origins primarily TX, OK, AR

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Bringing Customers to UP Drives Growth



Focus Site Program

- Connecting customers to rail-served properties or sites with pre-approved rail design
- Includes large-scale development areas with accessible utilities & roads
- Opportunities for in-bound and out-bound shipments

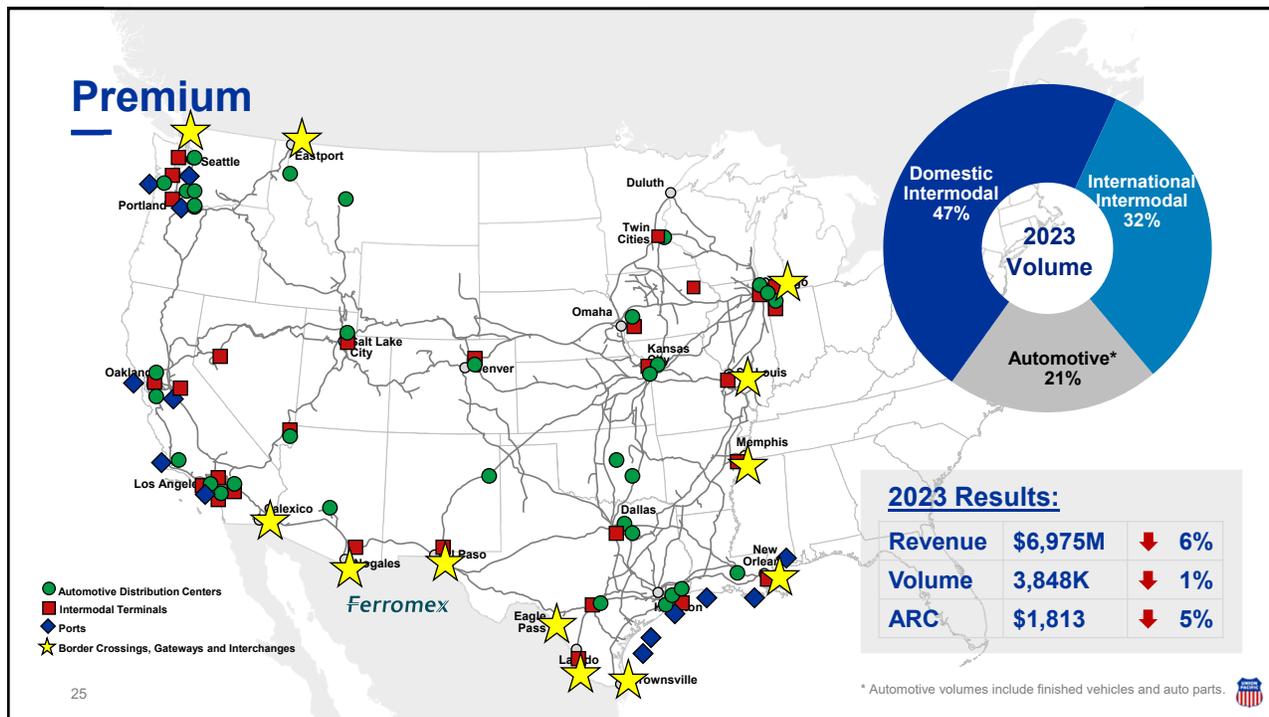
New Transload Facilities

- Links customers without rail to a rail-served facility
- Expands UP network and customer accessibility

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UP's Growing Intermodal Franchise Poised to Capture Truck Share

Investing to expand capacity & improve productivity:

- **New or Expanded Intermodal Terminals**
 - Twin Cities
 - Kansas City
 - Lathrop
 - Inland Empire
 - Phoenix
- **Wide-Span Cranes in Chicago**
- **Technology & Driver Experience**
 - Progressive Gate Technology
 - UPGo Application

... supporting continued wins in the marketplace

Opportunity to Capture Truck Share

Domestic Freight Shipments % Share by Mode*
(Weight in Thousands of Tons)

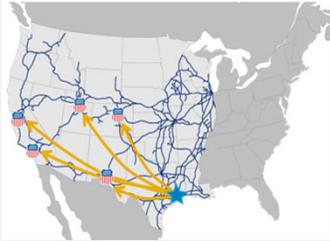
*Source: Freight Analysis Framework, version 4.5, 2019
U.S. Bureau of Transportation Statistics

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Delivering Competitive Intermodal Solutions

Port Houston On-Dock



- Provides more optionality for ocean carriers & BCOs
- On-dock operation saves time by eliminating need for dray carrier

Falcon & Eagle Premium



- Best-In-Class Mexico-US-Canada service
- Unbeatable schedule between Mexico's border and Chicago

Phoenix Pop-Up Ramp



- New intermodal ramp to support Phoenix's fast-growing markets
- February 2024 start up

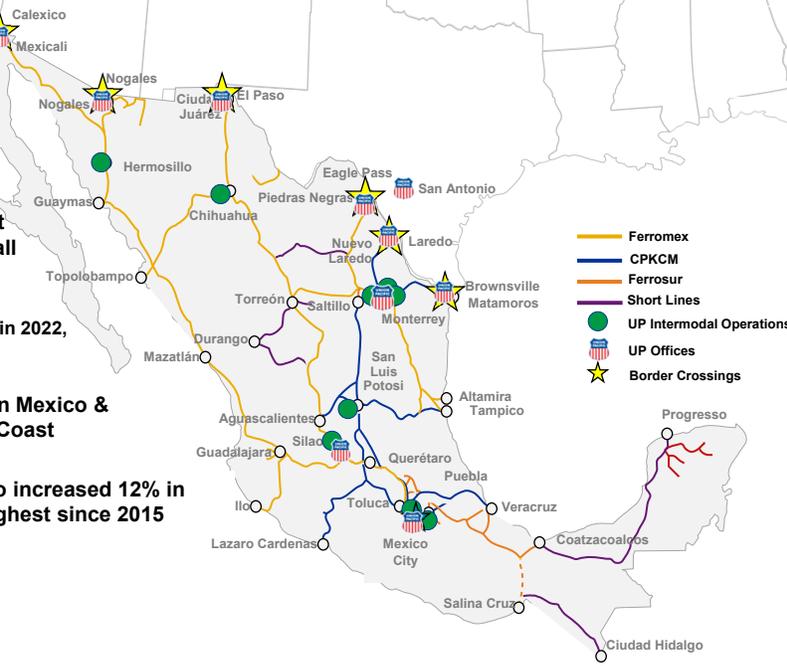
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Union Pacific - Gateway to Mexico

- Only railroad serving all six major crossings
- UP moves more intermodal product between the U.S. and Mexico than all other rail competitors combined
 - Mexico revenues totaled \$2.7 billion in 2022, up 14% compared to 2021
- UP offers most direct route between Mexico & Chicago as well as Mexico & West Coast
- Foreign direct investment in Mexico increased 12% in 2022 to just under \$35.3 billion*; highest since 2015



28 *Source: Mexico Ministry of Economy



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FINANCE REVIEW

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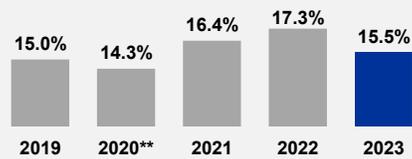
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Strong Financial Performance

Earnings Per Share



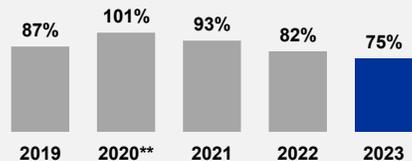
Return on Invested Capital



Cash From Operations (\$ in Billions)



Cash Flow Conversion



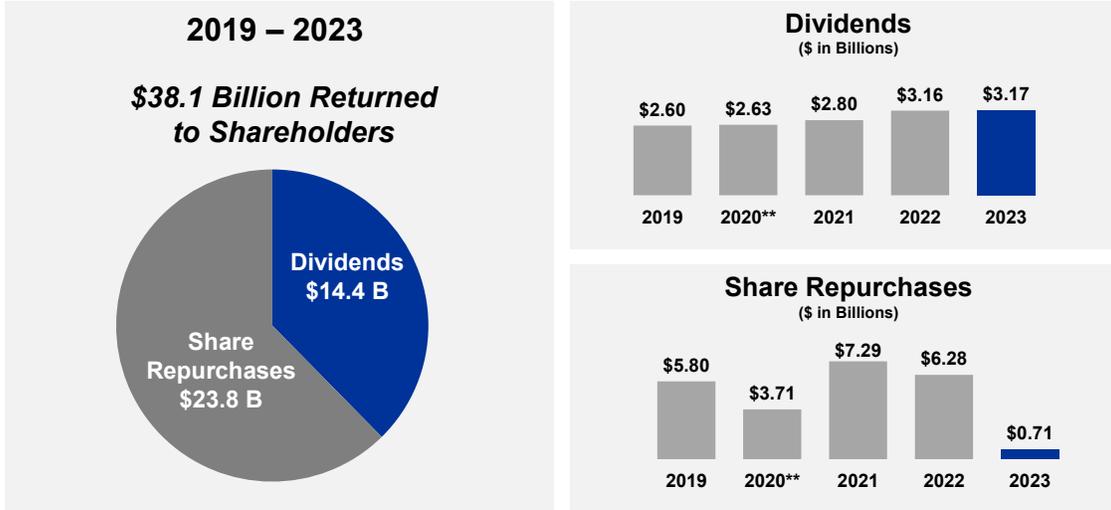
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** 2020 Net Income adjusted to exclude the Brazos non-cash impairment charge. See Union Pacific website under Investors for a reconciliation to GAAP.



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Driving Long-Term Shareholder Value



³¹ ** 2020 Net Income adjusted to exclude the Brazos non-cash impairment charge. See Union Pacific website under Investors for a reconciliation to GAAP.



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Investing in Our Franchise

Union Pacific 2024 Capital Plan of \$3.4 Billion



\$1.9 B Infrastructure Replacement

Rail, Ties, & Ballast



\$0.6 B Locomotive & Equipment

Locomotive Modernizations & Freight Cars



\$0.6 B Capacity & Commercial Facilities

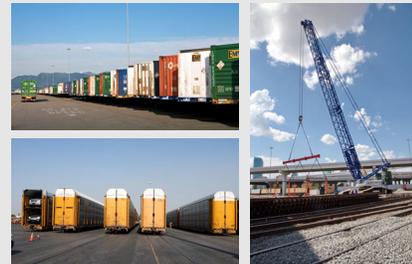
Intermodal Terminals, Siding Extensions, Industrial Leads



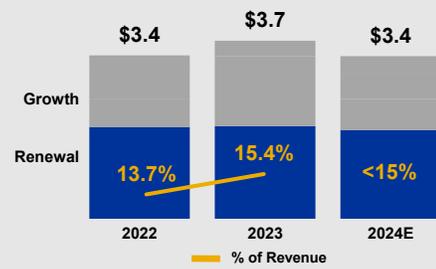
\$0.3 B Technology & Other

Tech-Enabled Operations, Physical Security Projects

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Capital Program

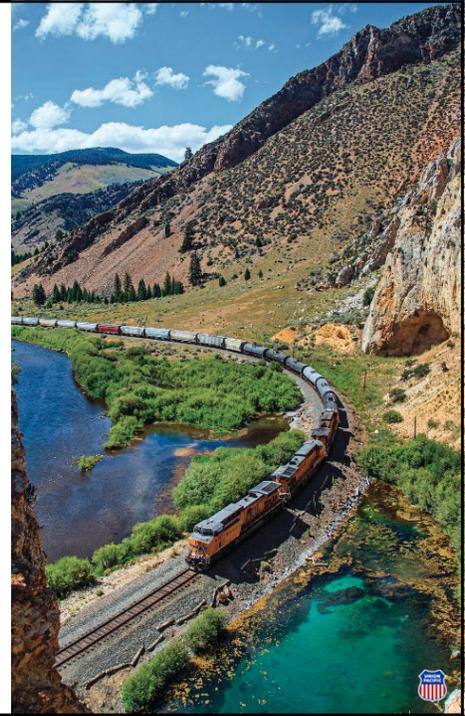


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2024 Outlook

- **Volume Outlook Muted by International Intermodal Business Loss, Lower Coal Demand, and Soft Economic Conditions**
- **Pricing Dollars in Excess of Inflation Dollars**
- **No Change to Long-Term Capital Allocation Strategy**
 - Capital Plan of \$3.4 Billion
 - No First Quarter Share Repurchases

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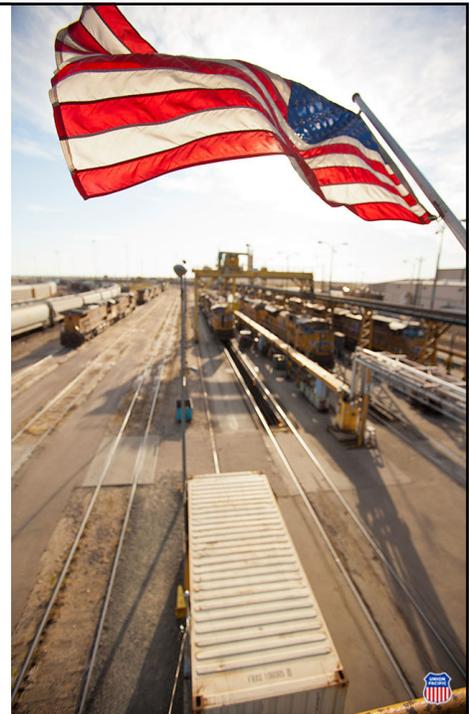


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2024 Full Year Financial Assumptions

- **Inflation (excluding fuel): ~5%**
- **Compensation & Benefits Inflation: ~5%**
- **Fuel Price: ~\$3.00 per gallon**
- **Depreciation: Up ~3.5% vs. 2023**
- **Other Expense: Flat to down vs. 2023**
- **Reported Other Income: Decline of ~\$100 million vs. 2023**
 - First Quarter 2023 included \$107 million one-time real estate transaction
- **Tax Rate: ~24%**

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UP is Green – and Getting Greener

Rail is only 2% of total U.S. GHG emissions

UP is committed to reducing absolute Scope 1 and Scope 2 GHG emissions by 26% in 2030 from 2018 base

- Largest locomotive modernization investment in rail industry
- Low-carbon fuel consumption has climbed above 4% of total diesel consumed; goal of 20% by 2030
- Partnering to build hybrid-electric locomotives
- Piloting battery-electric locomotives for yard operations
- Energy Management Systems implemented in roughly 75% of active road fleet; fully implemented by 2025

UP CUSTOMERS

AVOIDED

23.4M

METRIC TONS OF GHG EMISSIONS IN 2022

- Largest locomotive modernization investment in rail industry
- Low-carbon fuel consumption has climbed above 4% of total diesel consumed; goal of 20% by 2030
- Partnering to build hybrid-electric locomotives
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CONVERTING RAIL TO TRUCK

REDUCES

GHG EMISSIONS BY

75%

A SINGLE FREIGHT TRAIN CAN REPLACE

300 TRUCKS

ON THE HIGHWAY

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Source: EPA's fast facts on Transportation Greenhouse Gas Emissions



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Sustainability Awards and Recognition