



UNION PACIFIC CORPORATION

February 2023



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 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 the outbreak of pandemic or contagious disease, such as COVID, and the Russian-Ukraine conflict. 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 2022, which was filed with the SEC on February 10, 2023. 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.



BUILDING AMERICA

Union Pacific Investor PitchBook

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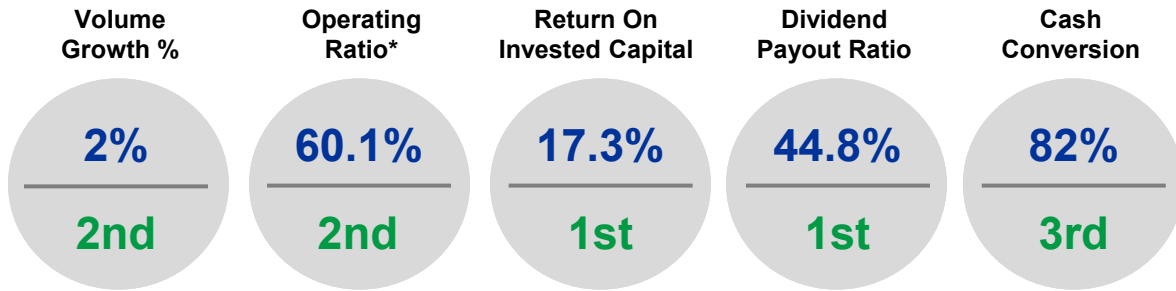
2022 Fast Facts:

Operating Revenue	\$ 24.9 B
Employees	33,179
Comp & Benefits	\$ 4.6 B
Customers	~10,000
Locomotives	7,338
Route Miles	32,534
Bridges	16,400
Tunnels	290

BUILDING AMERICA

Leveraging Premier Franchise to Deliver Strong Results

2022 Results & Industry Rank



<p>Train Length 9,329 Flat vs. 2021 (Max on Route)</p>	<p>Record Fuel Consumption Rate -1% vs. 2021</p>	<p>Employee Personal Injury Industry Leading -18% vs. 2021</p>
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4 *Excludes Real Estate Gains & One-Time Items



BUILDING AMERICA

Union Pacific's Strategy

Safety & Service Reliability

Rebuild & Engage



Right Business, Right Price

Invest Wisely; Drive Efficiency



SERVE – OPERATIONS OVERVIEW

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SERVE – OPERATIONS OVERVIEW

Safety – World Class Safety Performance Goal

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

Year	Rate
2018	0.82
2019	0.90
2020	0.90
2021	0.98
2022	0.80

Good ↓

Derailments
(Reportable Derailment Incidents Per Million Train Miles)

Year	Rate
2018	2.44
2019	3.07
2020	2.66
2021	2.66
2022	2.88

Good ↓

Public
(Crossing Accidents Per Million Train Miles)

Year	Rate
2018	2.69
2019	2.72
2020	3.04
2021	3.51
2022	3.58

Good ↓

- Enhance Safety Programs
- Risk Identification and Mitigation
- Using Technology

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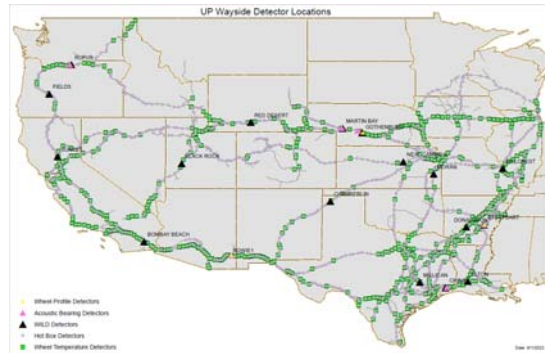
Derailment Prevention to Keep Safe, Reliable Service

- Approximately 7,000 wayside detection devices monitor the condition of freight cars & locomotives in real time
 - More than 16 million data points generated every day
 - Consist of electronic sensors installed along the tracks used to measure strain, temperature, acoustic signature and dimensions
 - Measured components include brakes, wheels, trucks and braking systems



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UP Wayside Detector Locations



Types of Wayside Detectors:

- Hot Box Detectors
- Wheel Temperature Detectors
- Acoustic Bearing Detectors
- Wheel Profile Detectors
- Wheel Impact Detectors
- Wheel Temperature Detectors
- Wheel Profile Detectors
- Machine Vision Systems



SERVE – OPERATIONS OVERVIEW

Five Key Railroad Resources



Line Capacity



Terminal Capacity



Locomotives



People



Freight Cars

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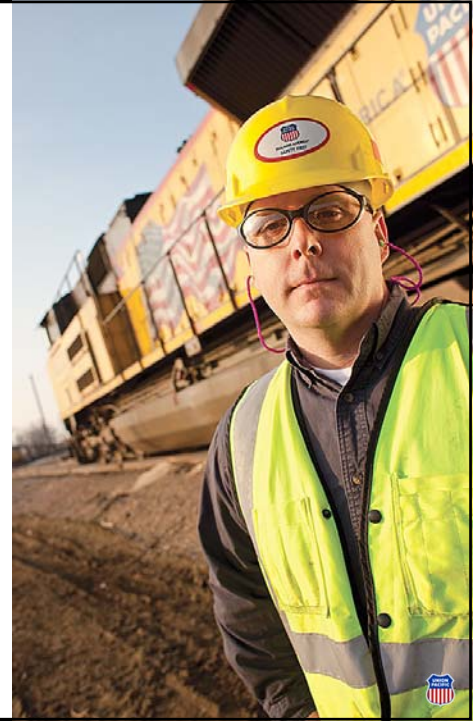
KEY RESOURCE: PEOPLE

Train, Engine & Yard Employees

TE&Y Employees	2022 Full-Year	2023 YTD*
Training Graduates	~ 1,300	~ 120
Training Pipeline		~ 640

* Through February 3, 2023

- **Aggressive Hiring Program**
 - Innovative Recruiting
 - Hiring Incentives
 - Employee Referral Program
- **Quality of Life Improvement**



KEY RESOURCE: PEOPLE

Union Pacific Workforce

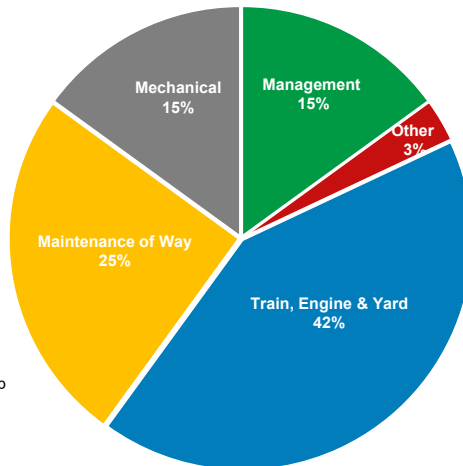
Distribution of Workforce

Mechanical Employees (~5K):

- Maintains locomotives and rolling stock
- 100% shift work
- 11 holidays
- 1-5 weeks of vacation
- Up to 4 personal leave days
- RUIA + supplemental sickness benefits for up to 52 weeks

Maintenance of Way Employees (~8K):

- Maintains track infrastructure
- 60% Traveling Jobs / 40% HQ Jobs
- 11 holidays
- 1-5 weeks of vacation
- Up to 4 personal leave days
- RUIA + supplemental sickness benefits for up to 52 weeks



Management Employees (~6K):

- 11 holidays
- 3-5 weeks of vacation
- Short-term and long-term disability

Other Union Employees (~850):

- Performs clerical and supervisory roles
- Similar union benefits
- Up to 10-15 days sick leave for clerical craft

Train, Engine, & Yard Employees (~14K):

- Operates and supports train movements
- 29% Scheduled Jobs / 71% Unscheduled Jobs
- 11 holidays – scheduled jobs
- 1-5 weeks of vacation
- Up to 12 personal leave days
- RUIA benefits for up to 26 weeks

Source: November 2022 monthly report of number of employees filed with Surface Transportation Board (EMP-UP-2022-NOV.xlsx (live.com)).



KEY RESOURCE: LOCOMOTIVES

Improving Reliability and Reducing Emissions

Union Pacific and Wabtec Agree to New Locomotive Modernization Deal

- Wabtec will modernize 600 locomotives
 - Agreement for more than \$1 Billion
- Deliveries of modernized locomotives will start in 2023 until completion in 2025
- Once modernized, each locomotive is expected to:
 - Reduce carbon emission by 350 tons per year
 - Improve fuel efficiency by 18%
 - Increase reliability by more than 80%
 - Increase haulage ability by more than 55%



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SERVE – OPERATIONS OVERVIEW

Technology-Driven Growth, Efficiency & Productivity



Mobile NX



Automated Rail Unloading



Precision Gate Technology



Automated Wheel Change Out

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SERVE – OPERATIONS OVERVIEW

Driving Productivity By Expanding Terminal Automation

- **Mobile Terminal + Mobile NX**
 - Integrated work list inventory management and switch alignment for terminal classification process
- **Handheld Clicker**
 - Peripheral for the Zebra device to improve efficiency and environmental concerns for list/route advancement
- **Smart Display Panel**
 - 55" outdoor smart display for real-time visual feedback



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SERVE – OPERATIONS OVERVIEW

Engineering Automation & Technology

Wood Tie Unloading



Semi Autonomous Track Inspections



Tie Plate Distribution



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SERVE – OPERATIONS OVERVIEW

Enhancing the Driver Experience – Intermodal Excellence



Improving Ramp Signage

New Gate Technology

UPGo

Driver Maps

Digital Tutorials

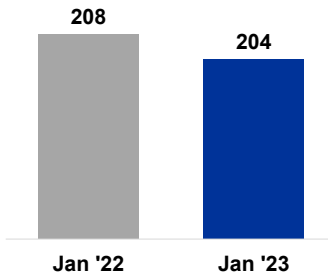
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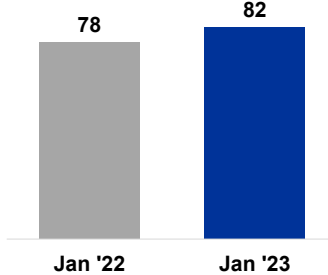
SERVE – OPERATIONS OVERVIEW

Key Performance Metrics

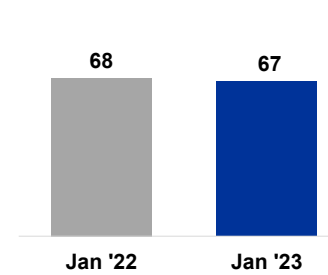
FREIGHT CAR VELOCITY
(Daily Miles per Car)



INTERMODAL TRIP PLAN COMPLIANCE
(% of Boxes On Time)



MANIFEST/AUTO TRIP PLAN COMPLIANCE
(% of Cars On Time)



Key Drivers

Network Inefficiencies and Extreme Winter Weather

Alleviating Supply Chain Congestion

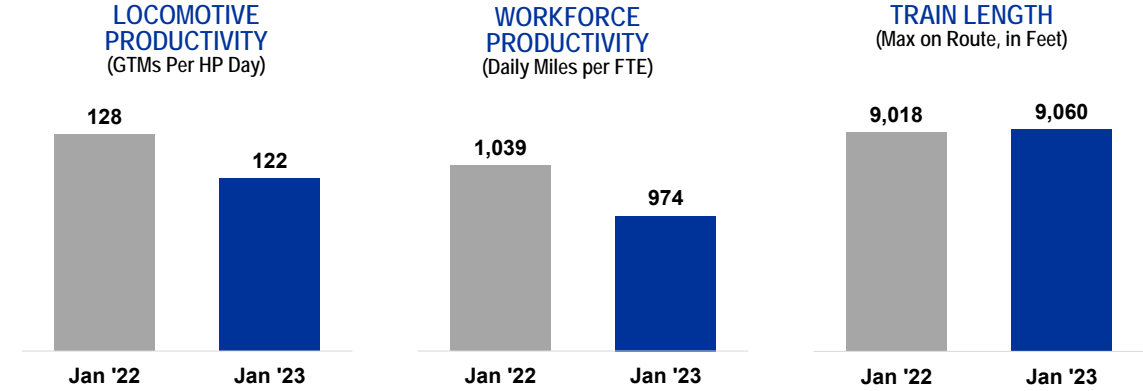
Elevated Operating Inventory

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SERVE – OPERATIONS OVERVIEW

Key Performance Metrics



Key Drivers

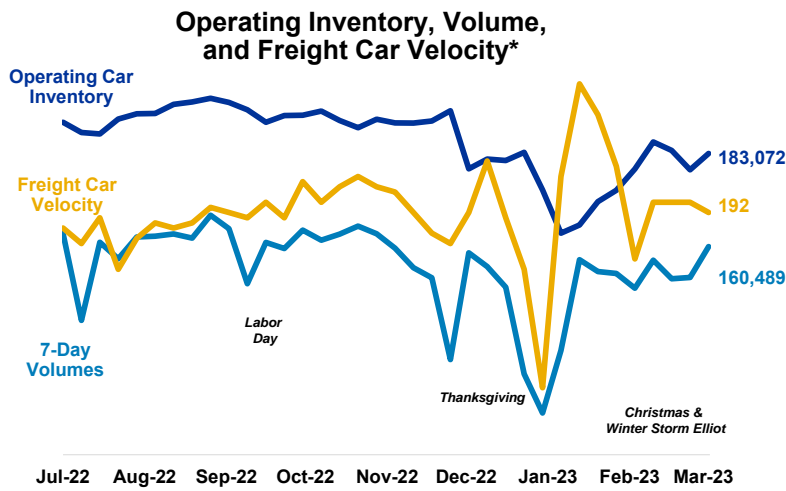
- Larger Active Locomotive Fleet
- Continued Hiring Initiatives
- Traffic Mix and Extreme Winter Weather

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SERVE – OPERATIONS REVIEW

Building Network Resiliency



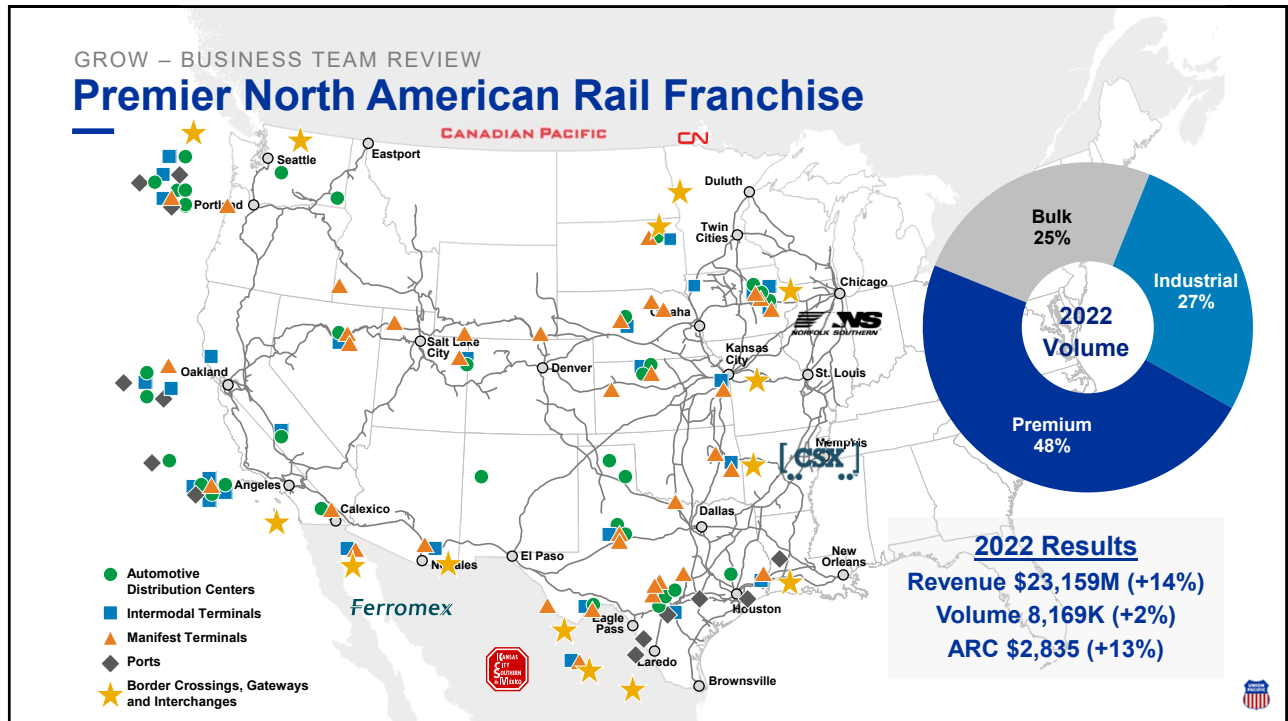
19 * As of 3/3/2023 (reported weekly). See Union Pacific website under Investors for definitions of the metrics.





GROW – BUSINESS TEAM REVIEW

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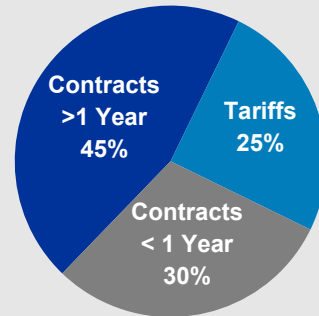


GROW – BUSINESS TEAM REVIEW
Pricing Fundamentals

- 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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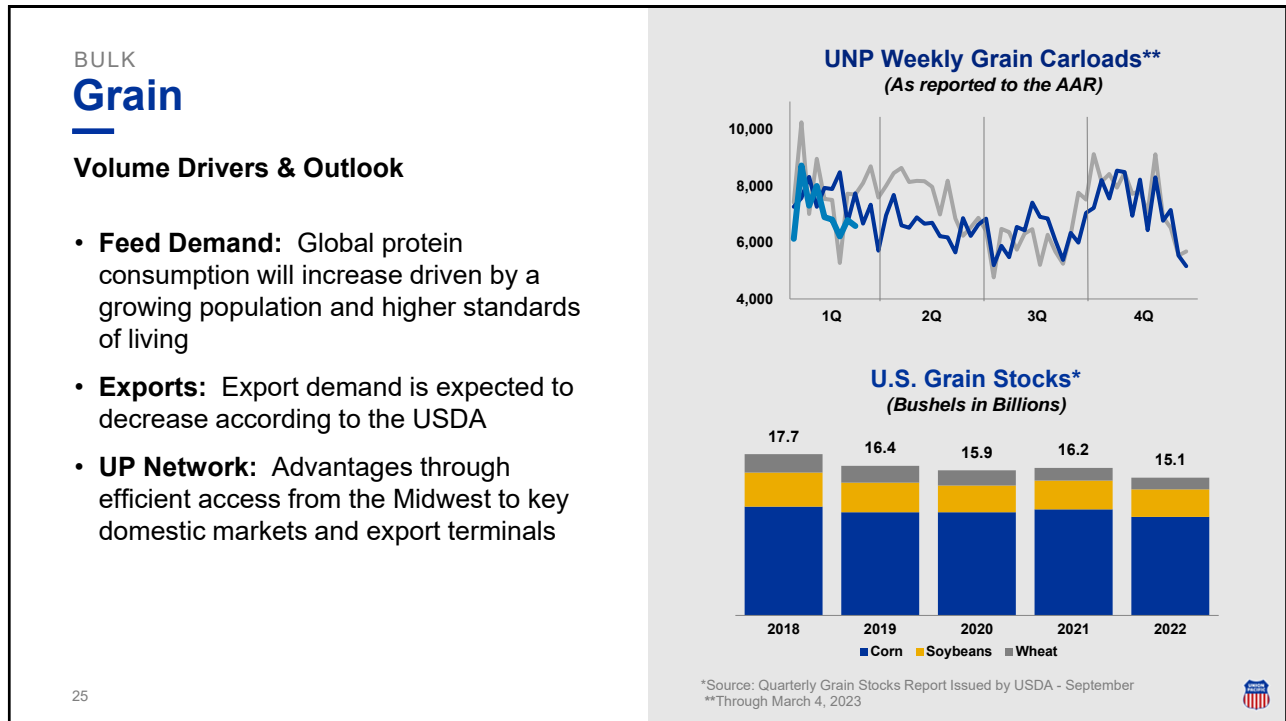
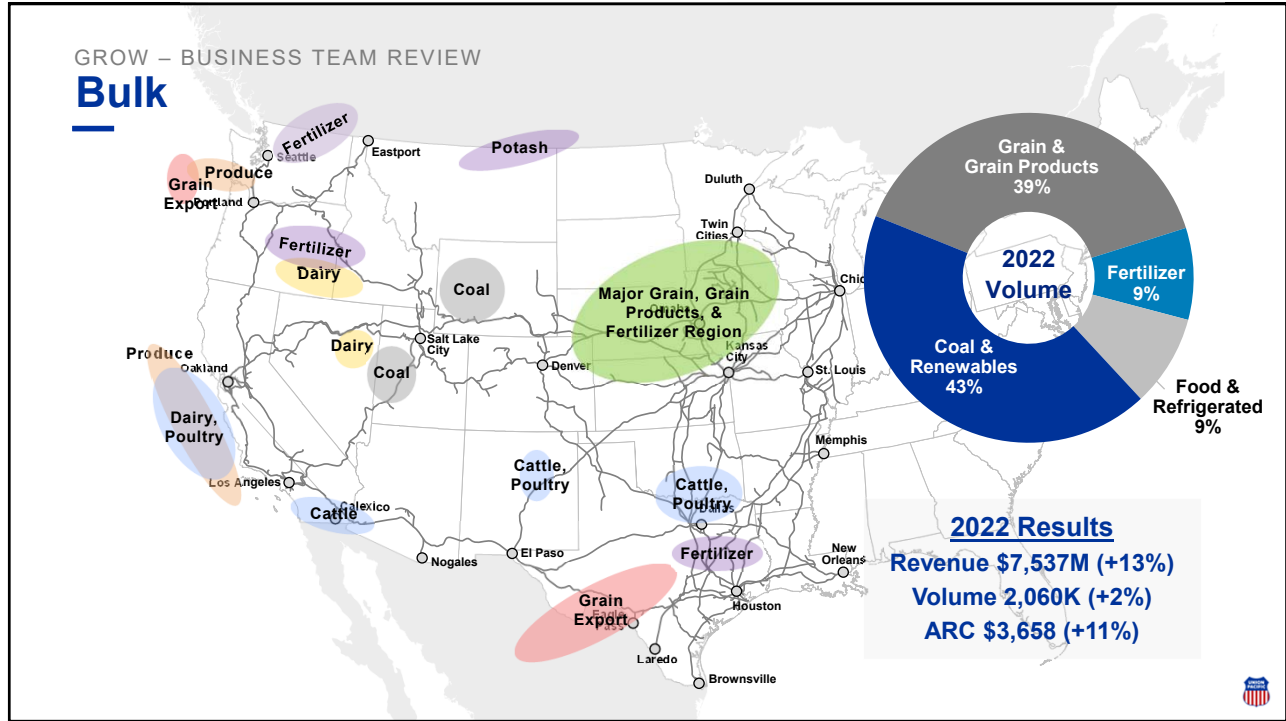
GROW – BUSINESS TEAM REVIEW
Economic Indicators



	Industrial Production	GDP	Housing Starts (MM)	Light Vehicle Sales (MM)	Imports of Goods	Exports of Goods
2022	3.9%	2.1%	1.56	13.8	8.1%	7.2%
2023	(1.7%)	0.7%	1.18	14.8	(3.0%)	3.9%
2024	0.7%	1.6	1.25	15.9	2.6%	5.8%

23 Source: IHS Markit U.S. Economic Outlook, February 2023

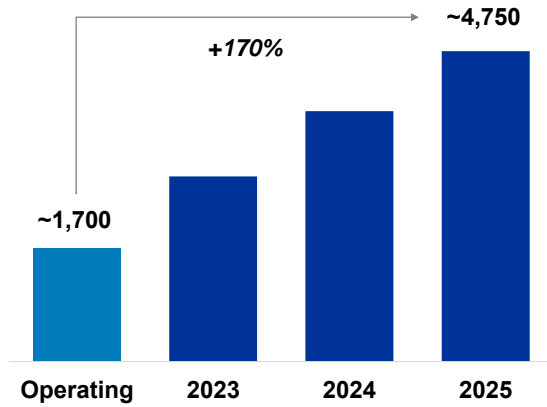




BULK

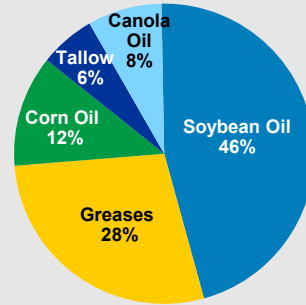
Renewable Diesel

Existing and Announced Renewable Diesel Production By Planned Production Gallons



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Feedstock Inputs to Biomass Diesel Industry



BULK

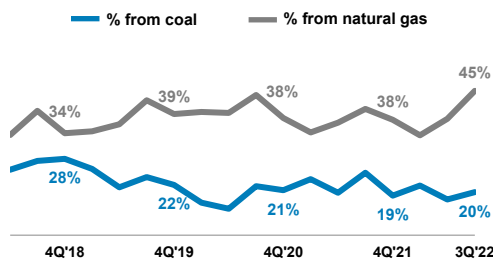
Coal

Volume Drivers

- Weather impacts
- Natural gas prices
- Coal inventory levels

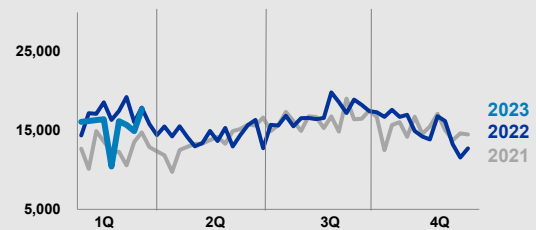


Electricity Generation Market Share**



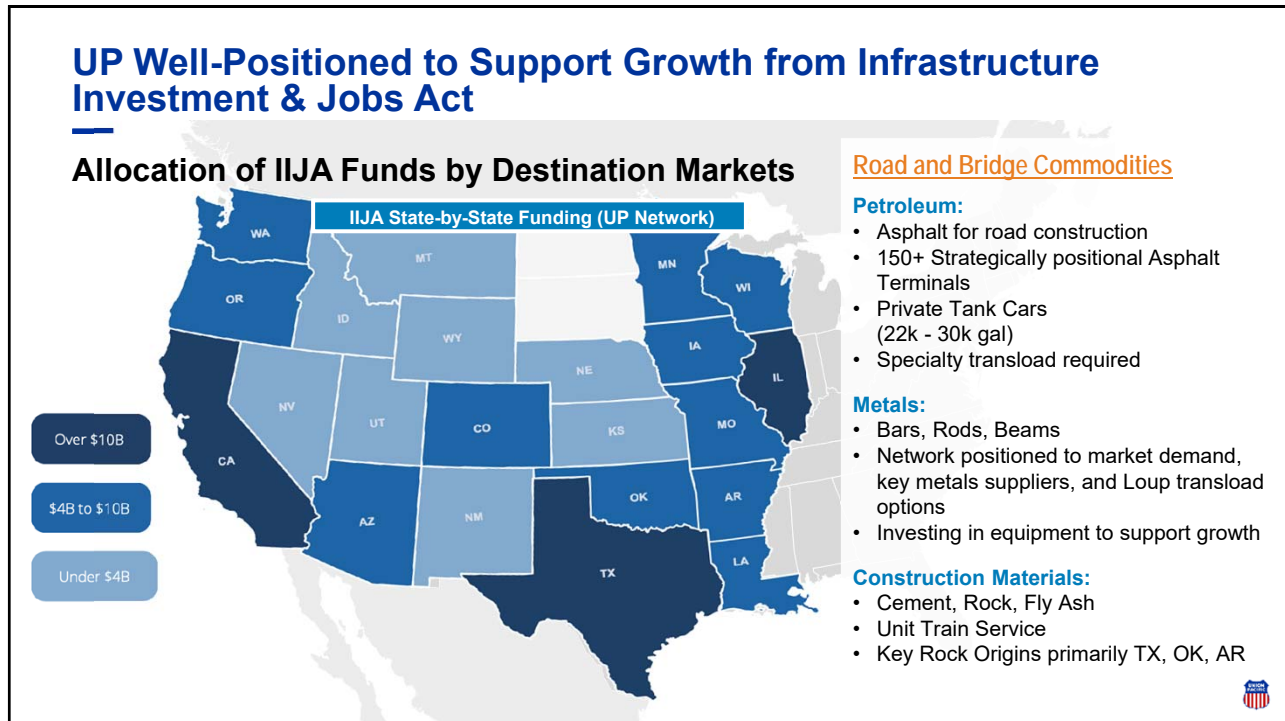
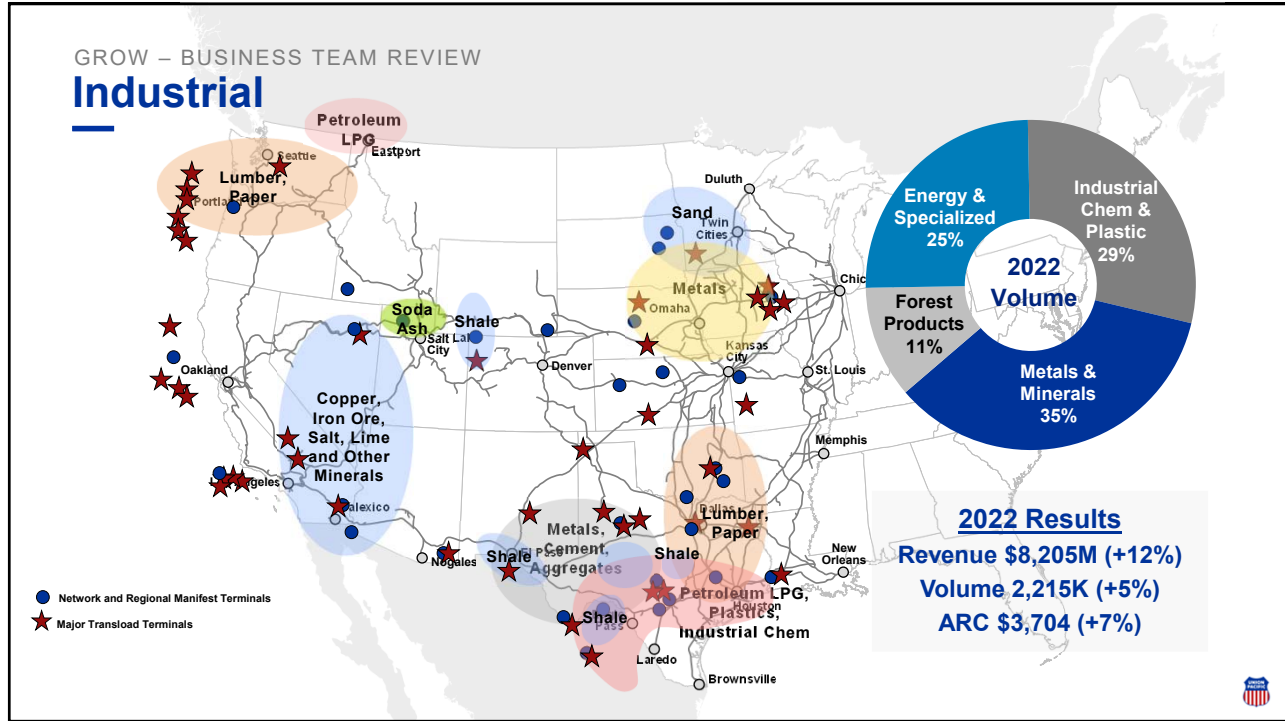
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UNP Weekly Coal Carloads*
(As reported to the AAR)



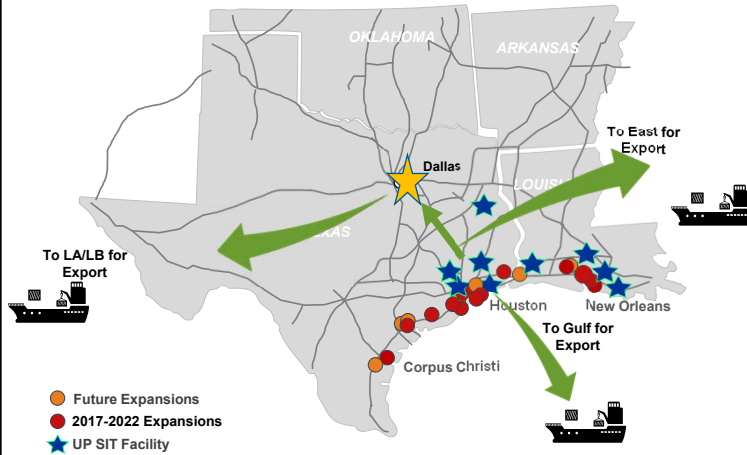
*Through March 4, 2023





INDUSTRIAL

Strong Franchise to Support Plastics Growth



- Future Expansions
- 2017-2022 Expansions
- ★ UP SIT Facility

30 *Source: American Chemistry Council, 2022

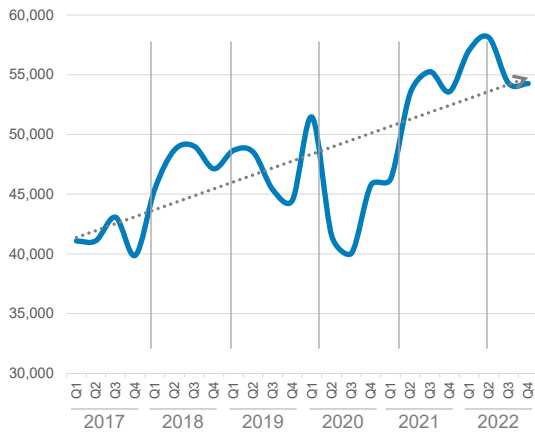
- \$220 billion completed and planned petrochemical investment in Gulf
- Industry leader in plastics rail transportation
 - Comprehensive product offerings & service excellence
 - Expansive Storage in Transit (SIT)
 - Dallas to Dock service solution for export optionality
 - Team dedicated to supporting plastics sustainability



INDUSTRIAL

Metals

UNP Metallic Ores & Metals Carloads* (As reported to the AAR)



*Quarterly results shown as based on AAR weekly reported carloading data through 4Q 2022 (Week 52)



- UP metals markets positioned for growth
- New, efficient production locating on UP
- Growth from pipeline projects driven by high energy prices
- Investing in freight cars to support growth

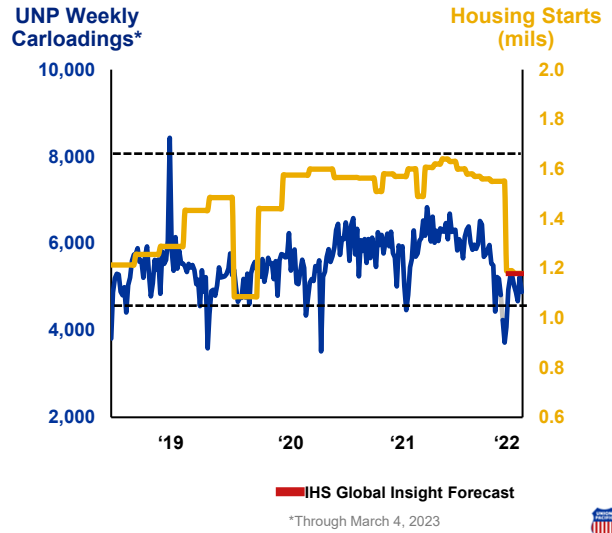


INDUSTRIAL

Housing Trends

- UP lumber, stone & glass business correlates with housing starts
- Housing also drives appliances, roofing, rebar, aggregates, and cement demand
- Housing related shipments represent ~5 % of current UP volumes

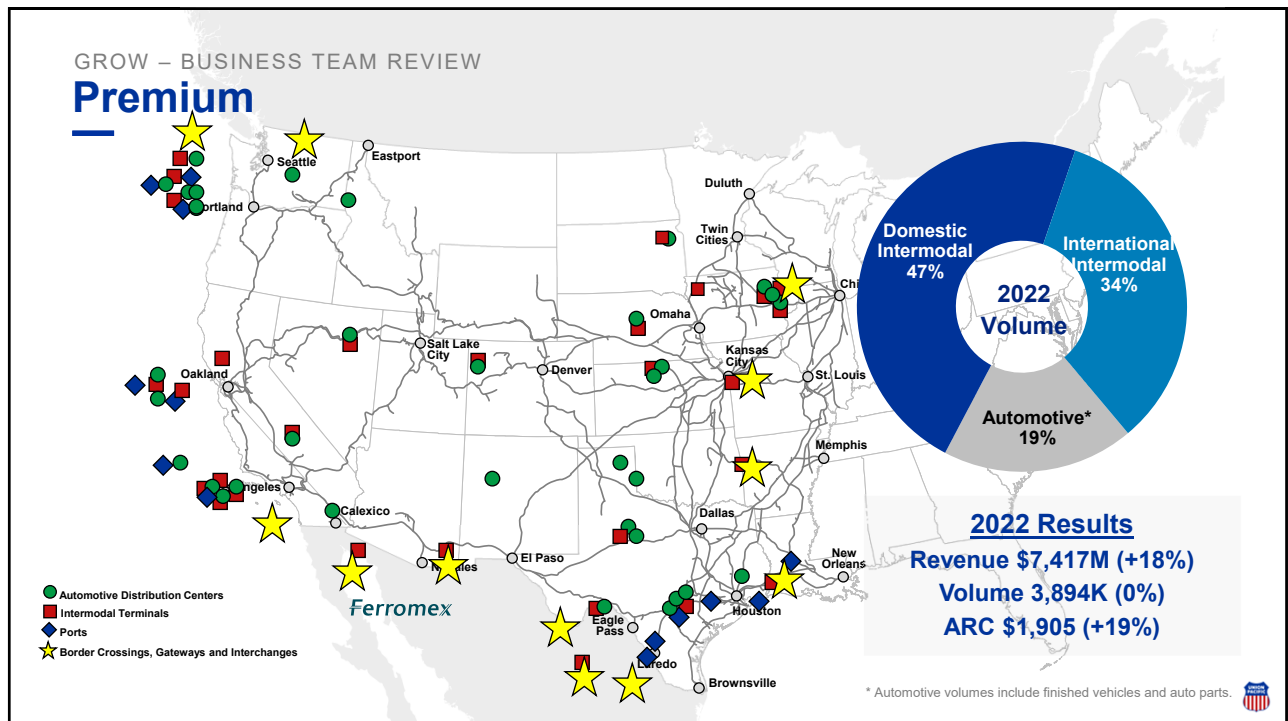
Lumber, Stone & Glass



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GROW – BUSINESS TEAM REVIEW

Premium



PREMIUM Finished Vehicles

- ★ Borders & Interchange
- Distribution Centers/Ports (UP Owned/Leased and Private)
- ▲ Assembly Centers (UP served)

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U.S. Light Vehicle SAAR*

Year	SAAR
2017	17.2
2018	17.2
2019	17.0
2020	14.5
2021	15.0
2022	13.8
2023E	14.8

*Source: IHS Markit U.S. Economic Outlook, February 2023

PREMIUM Highway Conversion

- Highway conversion opportunities exist in all business groups
- High insurance costs
- Drug & alcohol testing
- Truck capacity
- Loup

Cass Truckload Linehaul Index

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Transportation Mode (By Tonnage)

Mode	Percentage
Truck	82%
Rail	12%
Water	6%

PREMIUM

Growing with Intent

A Tale of Two Opportunities



Twin Cities Intermodal Terminal
Twin Cities, Minnesota



Inland Empire Intermodal Terminal
Colton, California

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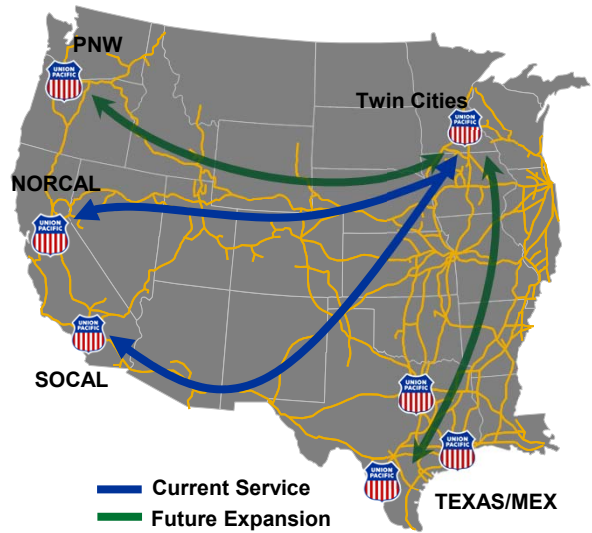


PREMIUM

Twin Cities Intermodal Terminal

Expanding Market Reach for Growth

- Opened pop-up Twin Cities Intermodal Terminal in January 2021
- Located in heart of the Twin Cities metropolitan area
- Gives customers in the Twin Cities metro efficient access to Union Pacific's intermodal network
- Capable of 100,000 annual lifts



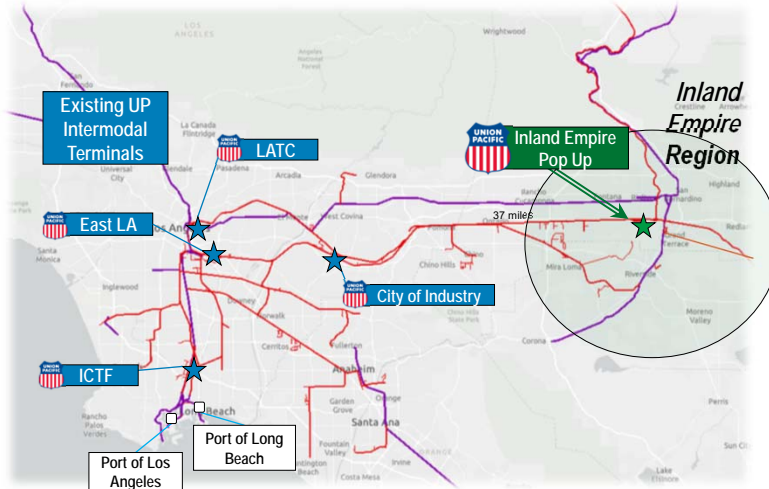
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PREMIUM

Inland Empire Intermodal Terminal

Expanding Our Footprint to Capture New Markets

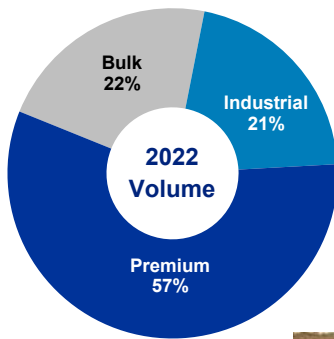


- Inland Empire is the fastest growth region in California
 - 2 million imports (in cargo capacity units) trucked annually to Inland Empire
 - Estimated ~15 million truckloads of long and short haul freight
- Increased our footprint in 2022 and expanding in future years
- Initial service offering to/from Chicago
- Additional markets to be added throughout the full build

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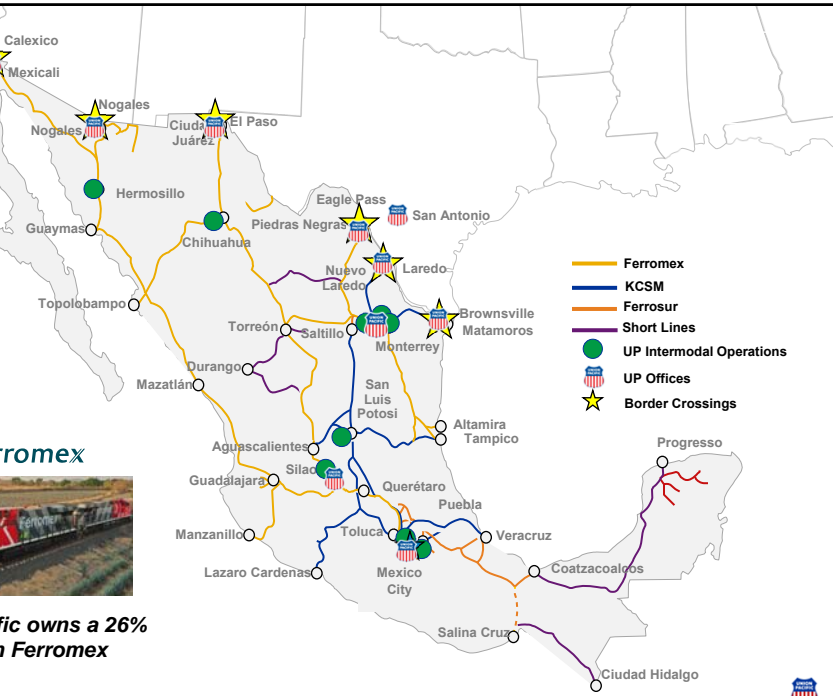


Mexico



Union Pacific owns a 26% stake in Ferromex

Ferromex



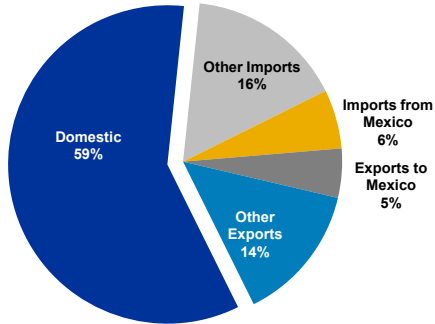
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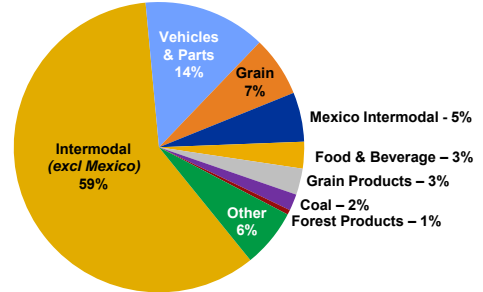
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International Trade

2022 Freight Volumes



International Volumes



Diverse Franchise Creates Opportunity

Off-Shoring/Near-Shoring of U.S. Manufacturing

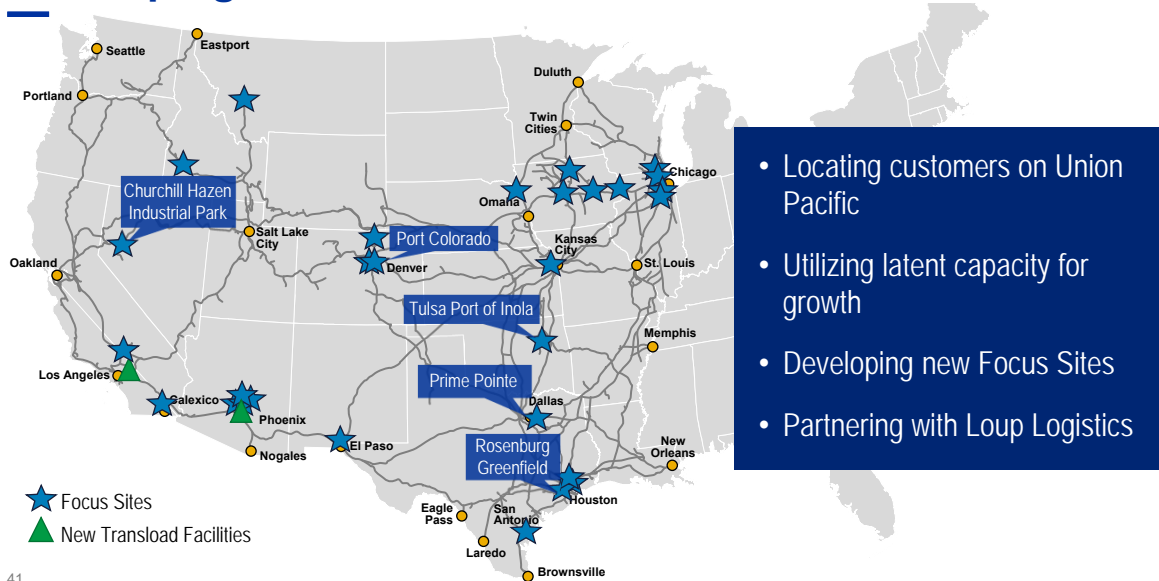
Demand for Grain & Food

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EXPANDING OUR NETWORK REACH

Developing Rail Solutions for Customers to Grow



- Locating customers on Union Pacific
- Utilizing latent capacity for growth
- Developing new Focus Sites
- Partnering with Loup Logistics


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GROW – BUSINESS TEAM REVIEW

Loup – Providing Total Supply Chain Logistics





Wholesale Intermodal
Door-to-Door Service



Retail Auto Parts
Just-In-Time Performance



Carload Traditional Rail



Carrier Relations
Execution Capacity

VALUE ADDED SERVICES

EQUIPMENT AND CAPACITY SOLUTIONS

INVENTORY MANAGEMENT

NETWORK OPTIMIZATION

VISIBILITY

MILITARY SERVICES

WAREHOUSING

TRANSLOADING

DRAYAGE SOURCING

CROSTOWN SERVICES

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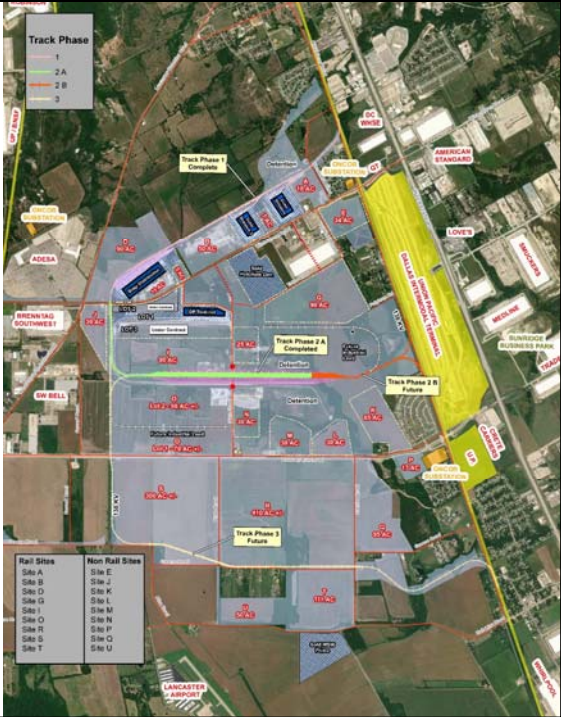


GROW – BUSINESS TEAM REVIEW

Prime Pointe Industrial Park

Hutchins, TX (12 miles south of Dallas)

- 3,000-acre site for premier rail service
- Close proximity to Interstates 45, 20, 30 and 35
- Adjacent to UP's Dallas Intermodal Terminal
- Rail-served sites for manufacturing and distribution along with refrigerated/cold storage
- Shovel ready sites increasing customers speed to market



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GROW – BUSINESS TEAM REVIEW

Global IV Grain Transload

- Union Pacific grain facility operated by JCT, 50/50 joint venture between Consolidated Grain and Barge and Gavilon Grain
- Competitive Joliet area transload with on site containerization
- Converting empty containers to loaded westbound exports from Chicago
- Aligns international service product to be more competitive



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GROW – BUSINESS TEAM REVIEW

2023 Volume Outlook

Bulk



- Grain
- + Coal
- + Biofuels

Industrial



- Industrial Production
- Forest Products
- + Metals

Premium



- + Domestic Intermodal
- ↔ International Intermodal
- + Automotive

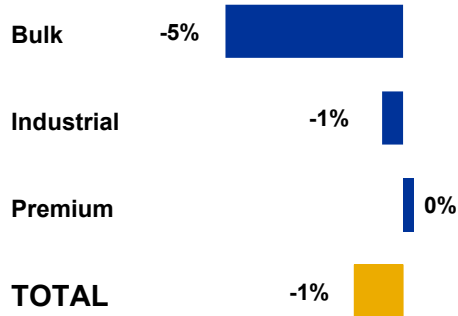
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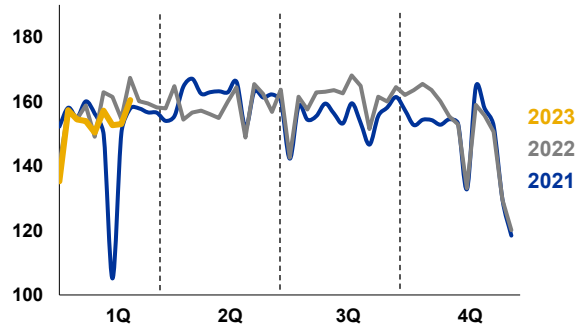
GROW – BUSINESS TEAM REVIEW

First Quarter 2023 Volume To Date

First Quarter Volume To Date*
(Year Over Year Change)



7-Day Weekly Carloadings
(000s)



46

* Volume through March 4, 2023



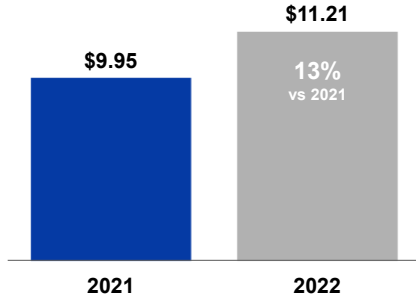
WIN – FINANCIAL REVIEW

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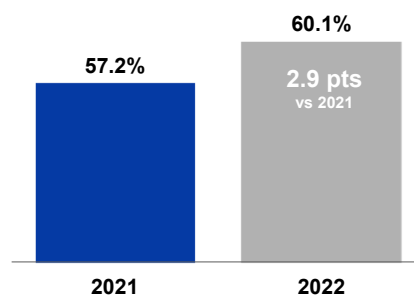
WIN – FINANCIAL REVIEW

2022 Financial Results

Earnings Per Share



Operating Ratio



Key Themes

- Volume Growth and Solid Pricing
- Higher Fuel Price and Surcharges
- Inflationary Pressures and Network Inefficiencies

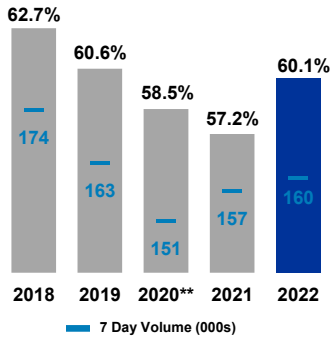
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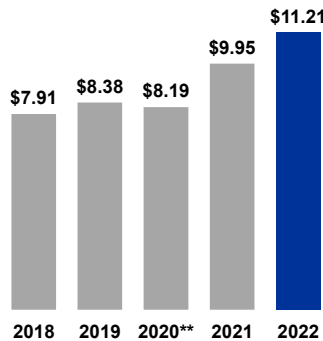
WIN – FINANCIAL REVIEW

Expanding Margins and Driving Returns

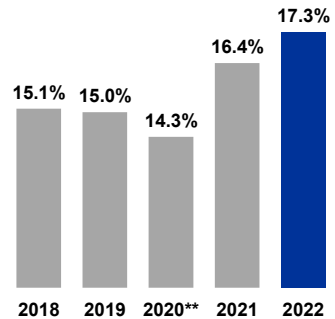
Operating Ratio (Percent)



Earnings Per Share



ROIC***



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

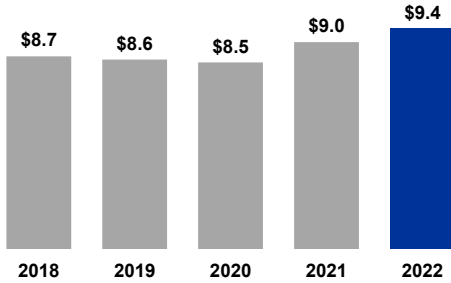
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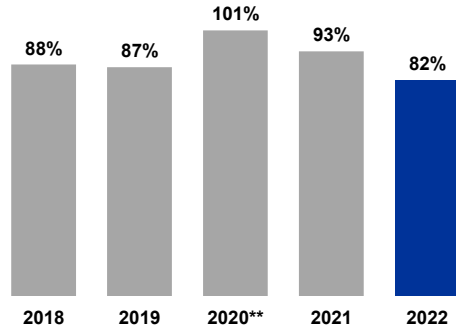
WIN – FINANCIAL REVIEW

Strong Cash Generation

Cash From Ops
(\$ in Billions)



Cash Flow Conversion***



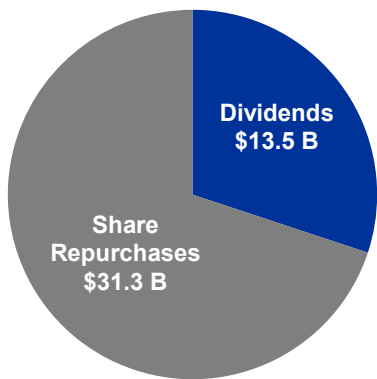
50 * 2020 Adjusted to exclude the Brazos non-cash impairment charge.
** See Union Pacific website under Investors for a reconciliation to GAAP.



WIN – FINANCIAL REVIEW

Rewarding Shareholders and Delivering Value

2018 – 2022



\$44.8 Billion Returned to Shareholders

66%
Annual Dividend per Share Increase



130 Mil Shares Repurchased
17% Reduction in Avg. Share Balance



Returned 145% of Net Income* to Shareholders



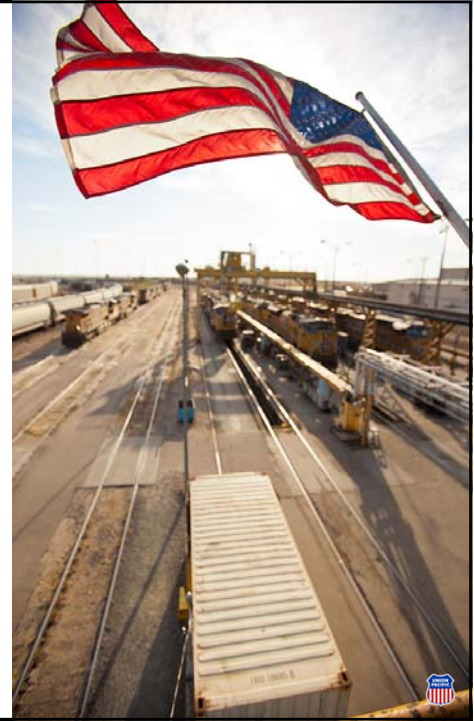
* 2020 Net Income adjusted to exclude the Brazos non-cash impairment charge. See Union Pacific website under Investors for a reconciliation to GAAP.



WIN – FINANCIAL REVIEW

2023 Guidance

- **Full Year Carloads to Exceed Industrial Production**
 - Current Industrial Production Forecast: -0.5%
- **Full Year Operating Ratio Improvement**
- **Pricing Dollars in Excess of Inflation Dollars**
- **Capital Allocation:**
 - Capital Spending Less than 15% of Revenue
 - Capital Plan of \$3.6 Billion
 - Long Term Dividend Payout Target of ~45% of Earnings
 - Excess Cash to Share Repurchases

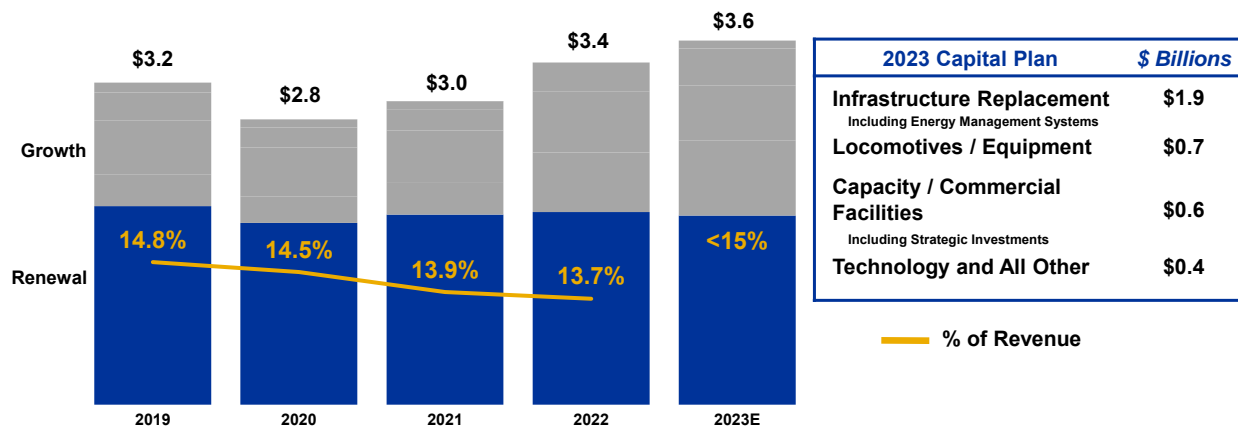


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WIN – FINANCIAL REVIEW

Increased Capital Plan Targets Growth Initiatives

2023 Capital Plan of \$3.6 Billion



2023 Capital Plan		\$ Billions
Infrastructure Replacement	Including Energy Management Systems	\$1.9
Locomotives / Equipment		\$0.7
Capacity / Commercial Facilities	Including Strategic Investments	\$0.6
Technology and All Other		\$0.4

— % of Revenue

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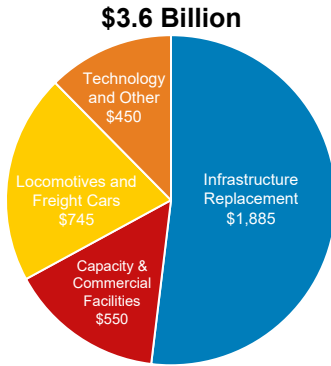


WIN – FINANCIAL REVIEW

2023 Capital Spending Plan

\$ in Millions

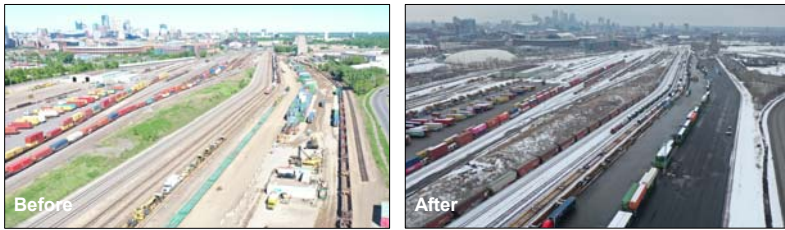
Repurposing for Growth: Turning Brown to Green



Global II



Twin Cities Intermodal Terminal



TOGETHER – SUSTAINABILITY

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TOGETHER: SUSTAINABILITY

Sustainability Awards and Recognition

THE 50 BEST COMPANIES FOR LATINA TO WORK FOR IN THE U.S.
LATINA Style 2022

BEST OF THE BEST 2022
WOMAN'S Professional WOMAN'S magazine

BEST OF THE BEST 2022
HISPANIC NETWORK

BEST OF THE BEST 2022
Black3Journal

BEST PLACES TO WORK
2021 for LGBTQ Equality
100% CORPORATE EQUALITY INDEX

ragan

TOP 50 INSPIRING WORKPLACES
NOAM | 2022

vault
TOP RANKED

WOMEN'S CHOICE AWARD
2022
BEST COMPANIES TO WORK FOR
WOMEN
DIVERSITY
MILLENNIALS

DEI BEST PLACE TO WORK FOR DISABILITY INCLUSION 2022
90% DISABILITY EQUALITY INDEX

Mansfield Rule
Boosting Diversity in Leadership

50 OUT FRONT
Diversity MBAs 50 Out Front: Best Places to Work

Industry Mover
S&P Global ESG Score 2022

REFINITIV
TOP 100 COMPANY 2021
Diversity and Inclusion Index

DiversityInc
2021 TOP 50 COMPANIES FOR DIVERSITY
NOTEWORTHY

ANITA B. BEYER
Top Companies for Women Technologists
PARTICIPANT 2022

Training APEX AWARDS
2022 WINNER

HIRE Vets.gov
HIRE Vets Medallion Program

2022 MILITARY TIMES BEST FOR VETS EMPLOYERS

50 OUT FRONT
Diversity MBAs 50 Out Front: Best Places to Work

Sustainability Yearbook Member
S&P Global ESG Score 2022

INHERSIGHT
Best Transportation Companies #1 Best • October 2022

Best Transportation/Trucking/Railroad Companies
#1 Best • October 2022

VETS Indexes
4 STAR EMPLOYER 2021

FORTUNE
THE WORLD'S MOST ADMIRABLE COMPANIES 2022

JUST capital

Dow Jones Sustainability Indexes

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TOGETHER: SUSTAINABILITY

Industry Leading Disclosure

UNION PACIFIC

2022

2022 PROXY STATEMENT
& Notice of Annual Meeting of Shareholders

UNION PACIFIC'S 2021 Building America Report
A report to stakeholders on our social, environmental, and economic sustainability progress.

WE ARE ONE

UNION PACIFIC
2021 HUMAN CAPITAL REPORT

UNION PACIFIC RAILROAD
2022 Climate Action Plan


Political Action Report Coming in Early 2023

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TOGETHER: SUSTAINABILITY

Building a Sustainable Future 2030



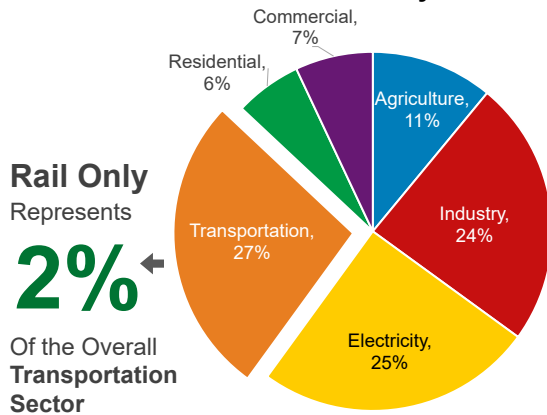
-  Building Responsible Foundations
-  Investing in Our Workforce
-  Driving Sustainable Solutions
-  Championing Environmental Stewardship
-  Strengthening Our Communities



TOGETHER: SUSTAINABILITY

Supply Chain Emissions

2020 U.S. GHG Emissions by Sector



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

UP CUSTOMERS

AVOIDED

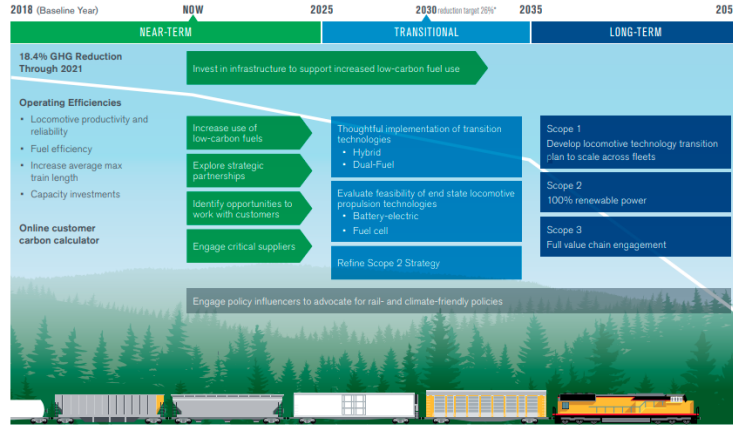
23.4M

METRIC TONS OF GHG EMISSIONS IN 2022



TOGETHER: SUSTAINABILITY
Climate Action Strategy

Reduce emissions via near-term, transitional and long-term strategies



*SBTI has approved our short-term target to reduce absolute Scope 1 and 2 GHG emissions and GHG emissions on a well-to-wheel basis from locomotive operations 26% by 2030.



UNION PACIFIC RAILROAD
2022 Climate Action Plan



TOGETHER: SUSTAINABILITY
Driving Toward Greater Sustainability for Customers



Battery-Electric Locomotives

- First units expected in 2024
- Once in service, will be world's largest carrier-owned electric fleet



Renewable Fuel Blends in Locomotives

- 26% absolute reduction target in Scope 1 and 2 GHG emissions by 2030
- Testing in California using 80% renewable diesel & 20% biodiesel blend



Hybrid-Electric Locomotives

- Partnering with ZTR to build hybrid-electric locomotives
- Prototype expected in late 2023, with 5 additional units in 2024

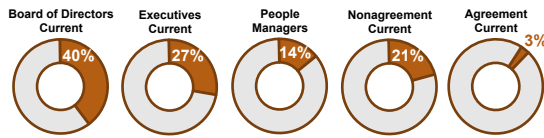
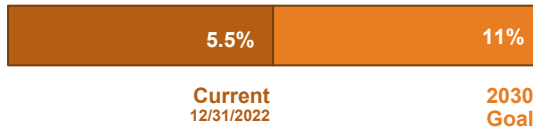


TOGETHER: SUSTAINABILITY
Diversity & Inclusion



Female = 100% Improvement
(Goal compared to 2019 at 5.5%)

People of Color = 36% Improvement
(Goal compared to 2019 at 29.4%)



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TOGETHER: SUSTAINABILITY
Expanding Educational Opportunities

- Innovative partnership with the University of Nebraska at Omaha
- Reimburse employees 100% of tuition* for classes to earn an undergraduate or graduate degree, or a certification program directly related to the employee's job



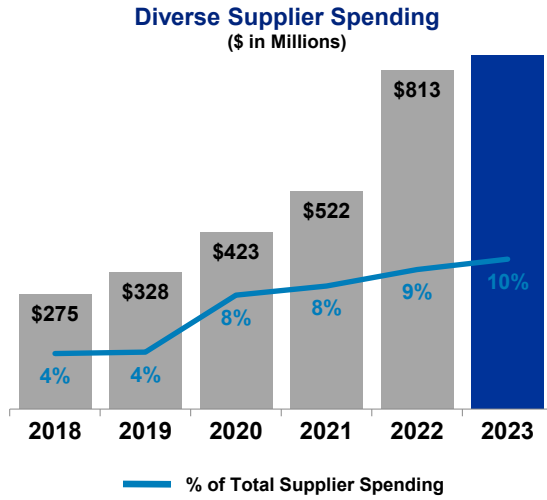
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*Up to a maximum of \$5,250 per calendar year



TOGETHER: SUSTAINABILITY

Growing Diverse Supplier Spending



SUPPLIER SPOTLIGHT
Black-owned Business

Excel Rail Management
ERM
Excel Rail Management LLC
www.excelrail.com

ERM began partnering with Union Pacific in 2021 to support sourcing, supply and distribution of rail car parts for various car types across a network of 100-plus locations.

Steve and Jen Carter
Owners

SUPPLIER SPOTLIGHT
Latino American Business

SurvWest
SURVWEST
www.survwest.com

SurvWest is Union Pacific's primary choice for surveying, mapping and subsurface utility engineering because they provide quality work while meeting a demanding schedule.

Markus East
President and CEO



TOGETHER: SUSTAINABILITY

Strengthening Our Communities

2021 Community Investment \$22.5M
2,700 Organizations Reached

Community Spaces
\$5.8M

- 200 Community buildings built or enhanced
- 1,500 Parks/greenspaces created or enhanced
- 400 Public space "clean-ups"

Workforce Development
\$4.8M

- 850,000 Career-related class/program hours delivered
- 92,000 Individuals trained in job skills
- 8,000 Job placements made

Safety
\$2.8M

- 80,000 Individuals trained in safety procedures
- 17,000 Safety-related class/program hours delivered
- 600 Emergency response equipment procured
- 22,000 Personal safety equipment distributed to citizens

Matching Gifts
\$3.1M

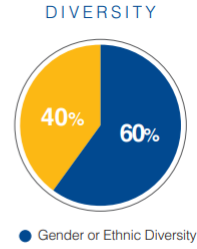
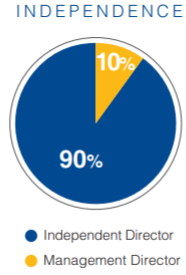
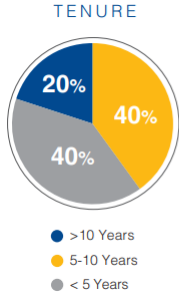
Local Community Support
\$6.0M

- 56M Individuals served
- 16M From underserved populations



TOGETHER: SUSTAINABILITY

Board Composition and Governance Highlights



- Commitment to Board Refreshment
- Average Board Tenure of 5.8 Years
- Active Lead Independent Director
- Board Strategic Oversight and Review of Enterprise Risk Management
- Four Fully Independent Board Committees

