



UNION PACIFIC CORPORATION

August 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 pandemics, epidemics or the outbreak of other contagious diseases, such as coronavirus and its variants (COVID), and the Russia-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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Fast Facts

 **32,534** ROUTE MILES
IN 23 STATES WITH 7 BORDER
CROSSINGS

 **8.2 MILLION****
ANNUAL CARLOADS

 **7,338** LOCOMOTIVES

 **56,379** RAIL CARS

 **33,179** EMPLOYEES

 **30,000****
RAILROAD CROSSINGS

 **16,700**** BRIDGES

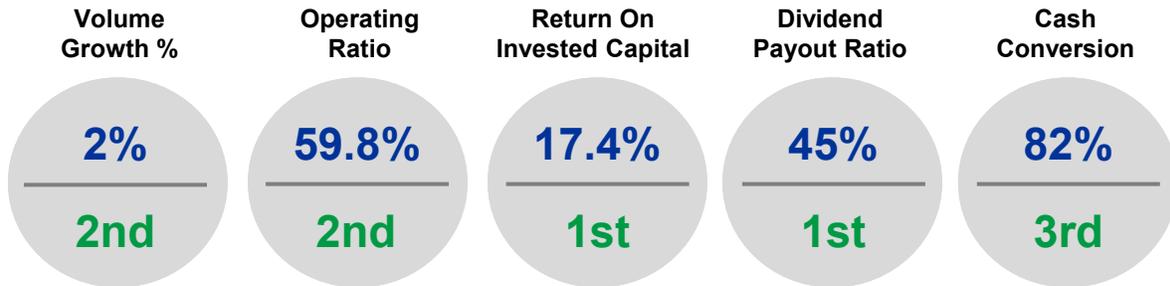
* As of December 31, 2022 ** Figures are rounded



SHAREHOLDERS

Leveraging Premier Franchise to Deliver Strong Results

2022 Results & Industry Rank*



Train Length 9,329
Flat vs. 2021
(Max on Route)

Record Fuel
Consumption Rate
-1% vs. 2021

4 *Adjusted for non-recurring items and real estate gains



BUILDING AMERICA

Union Pacific's Strategy

Safety &
Service
Reliability

Rebuild &
Engage



Right Business,
Right Price

Invest Wisely;
Drive Efficiency

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SERVE – OPERATIONS OVERVIEW

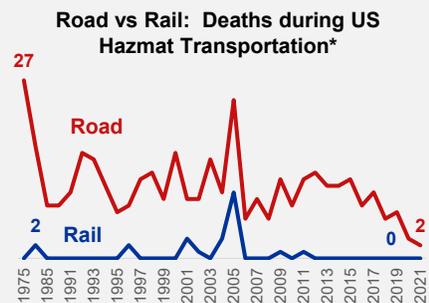
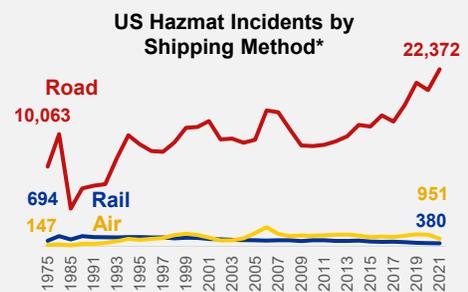
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Rail – Safest Freight Transportation

- 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

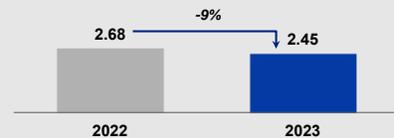
March Toward Zero Safety Incidents

- Rail is the safest way to move freight over land
- Derailment prevention initiatives are fundamental to safe train operations at Union Pacific
 - State-of-the-art technology
 - Operating Practices Command Center
 - More than 7,000 wayside detection devices
- In March, the industry announced a set of key steps in our drive towards zero accidents
 - Wayside Detectors – Spacing, Thresholds and Shared Trending Analysis
 - First Responder Training



June Year to Date UP Derailment Performance

(Reportable Derailment Incidents Per Million Train Miles)



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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 Impact Detectors
- Wheel Profile Detectors
- Machine Vision Systems



Five Key Railroad Resources



Line Capacity



Terminal Capacity



Locomotives



People



Freight Cars

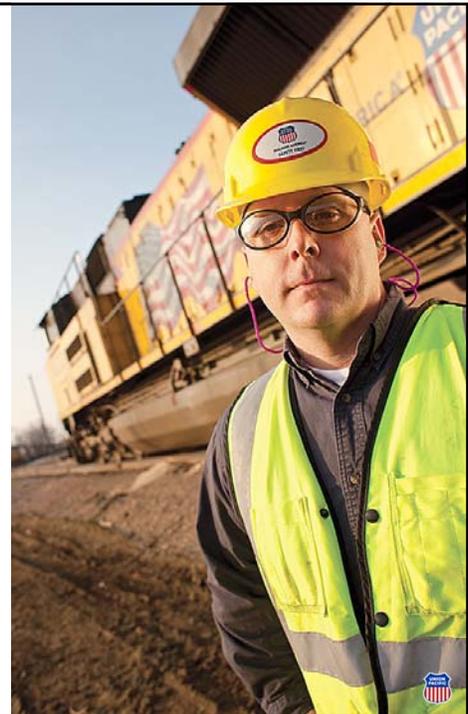


Train, Engine & Yard Employees

TE&Y Employees	2022 Full-Year	2023 YTD*
Training Graduates	~ 1,300	1,290
Training Pipeline		669

* Through July 21, 2023

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



KEY RESOURCE: PEOPLE

Union Pacific Workforce Distribution

Mechanical (~5K):

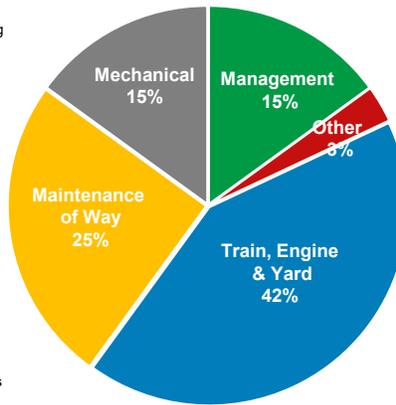


- Maintains locomotives and rolling stock
- 100% shift work
- 11 holidays
- 1-5 weeks of vacation
- Up to 3 personal leave days
- RUIA + supplemental sickness benefits for up to 52 weeks

Train, Engine, & Yard (~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



Management (~6K):



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

Other Union (~850):



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

Maintenance of Way (~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

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



Historic Agreements Drive Engagement and Productivity

1) Paid Sick Leave

- Employees receive more paid time off to take care of themselves and their families
- Improves attractiveness of jobs

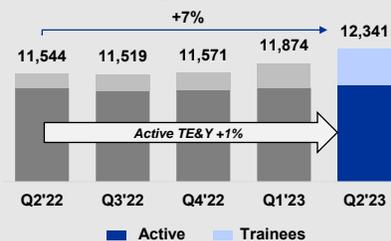
2) SMART-TD Crew Consist

- Provides expedited path for brakemen to become conductors and engineers
- Offsets short-term hiring demands and redeploys brakemen

3) Train, Engine, & Yard (TE&Y) Work-Rest

- Enhances employee quality of life with more predictable schedules
- More predictable, available workforce increases efficiency while supporting consistent and reliable service

Train, Engine, & Yard FTEs*



Estimated Impact When Fully Implemented

Agreement	FTEs*
Paid Sick Leave	↑
SMART TD Crew Consist	↓
TE&Y Work-Rest	↑
Total FTE Net Increase	400 - 600

*Full Time Equivalent



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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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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



Engineering Automation & Technology

Wood Tie Unloading



Semi Autonomous Track Inspections



Tie Plate Distribution



Enhancing the Driver Experience – Intermodal Excellence



**Improving
Ramp Signage**

**New Gate
Technology**

UPGO

**Driver
Maps**

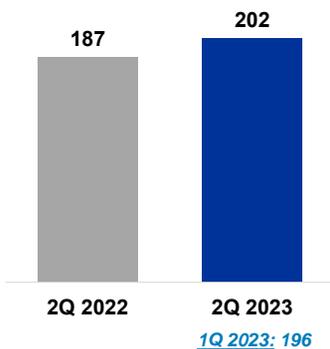
**Digital
Tutorials**

18

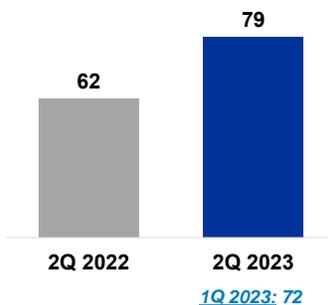


Key Performance Metrics

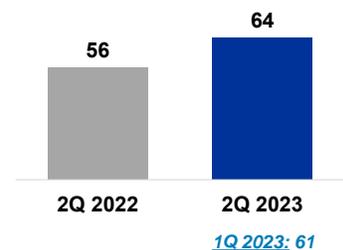
FREIGHT CAR VELOCITY
(Daily Miles per Car)



**INTERMODAL TRIP PLAN
COMPLIANCE**
(% of Boxes On Time)



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



Quarterly Drivers

Better Crew Supply

**Improved Intermodal
Ramp Execution**

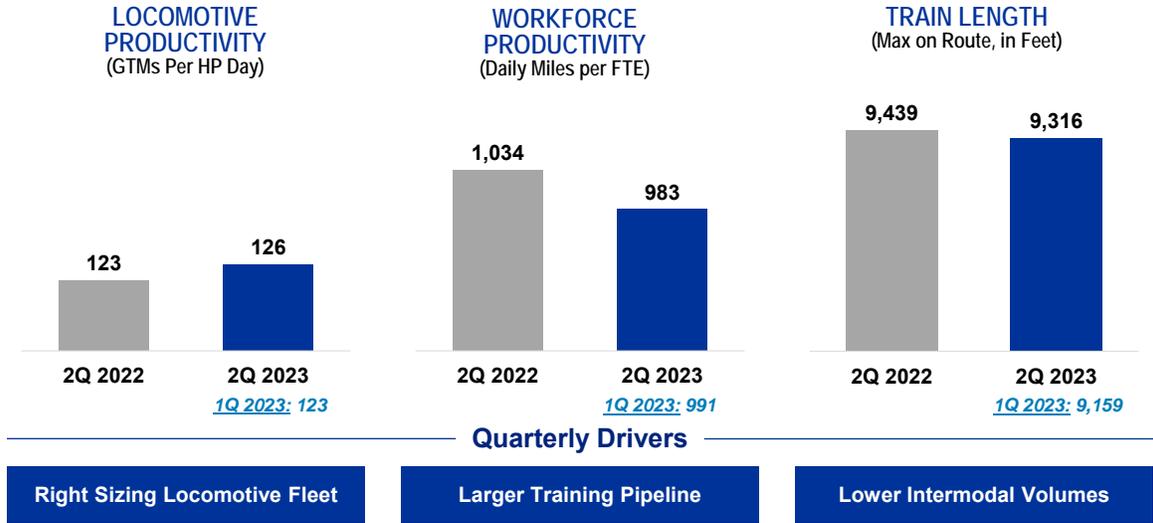
More Fluid Network

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SERVE – OPERATIONS OVERVIEW

Key Efficiency Metrics



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GROW – BUSINESS TEAM REVIEW

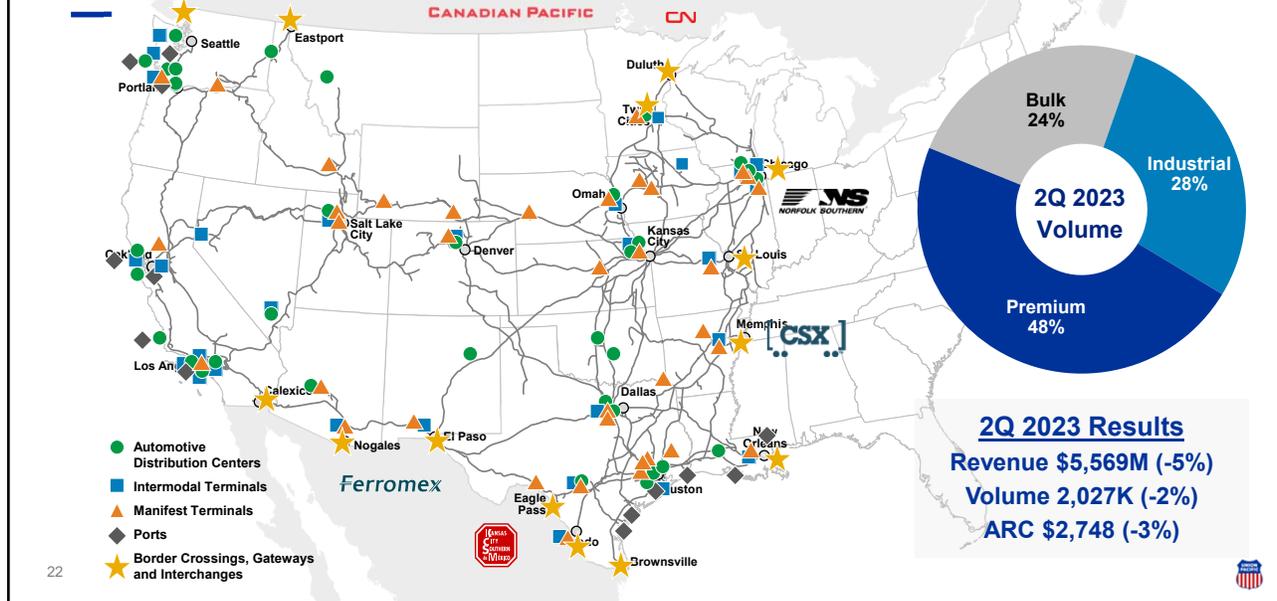
SERVE GROW TOGETHER WIN

VALUES
 Passion for Performance
 High Ethical Standards
 Work as a Team

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Premier North American Rail Franchise

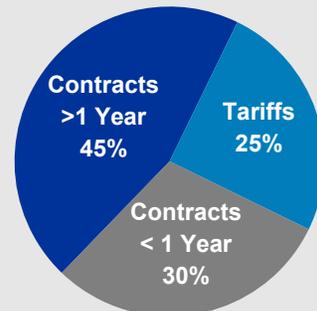


Pricing Fundamentals

- 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



Economic Indicators

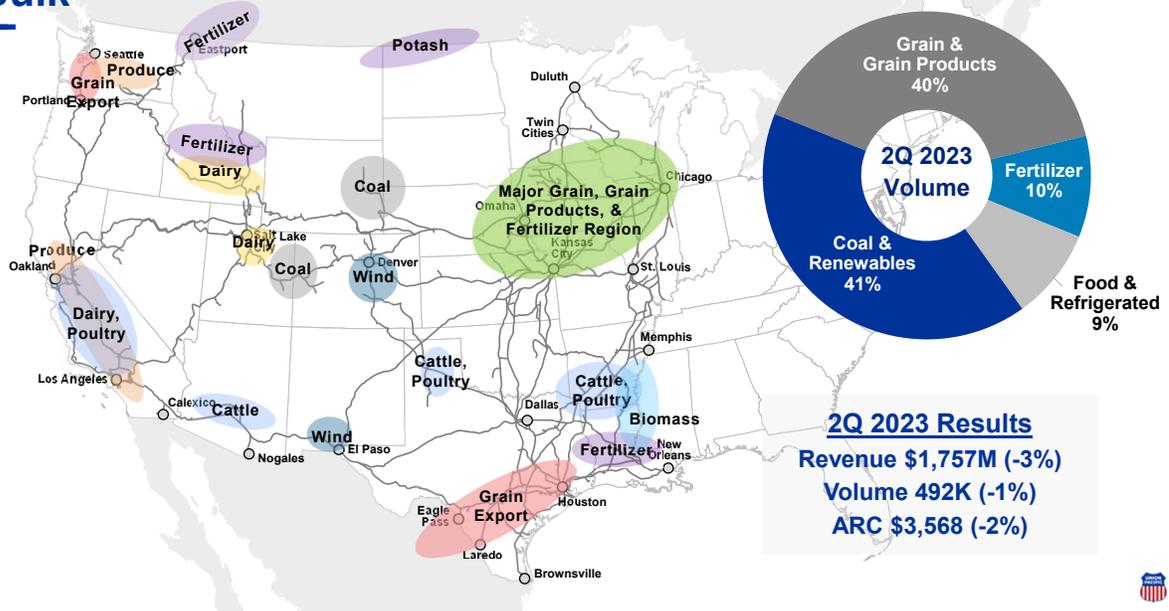


	Industrial Production	GDP	Housing Starts (MM)	Light Vehicle Sales (MM)	Imports of Goods	Exports of Goods
2022	3.4%	2.1%	1.55	13.8	8.1%	7.1%
2023	0.1%	1.8%	1.41	15.3	(1.4%)	2.7%
2024	(0.3%)	1.2%	1.35	15.7	3.6%	4.4%

24 Source: IHS Markit U.S. Economic Outlook, July 2023



Bulk



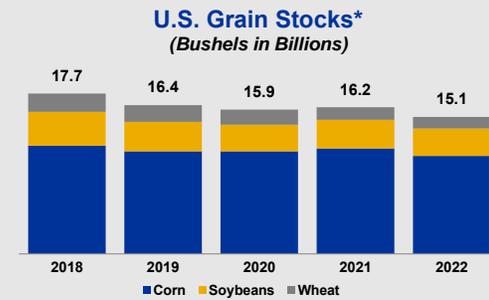
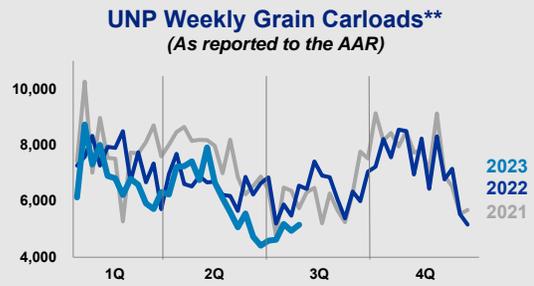
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BULK
Grain

Volume Drivers & Outlook

- **Feed Demand:** Global protein consumption will increase driven by a growing population and higher standards of living
- **Exports:** Export demand is expected to decrease according to the USDA
- **UP Network:** Advantages through efficient access from the Midwest to key domestic markets and export terminals

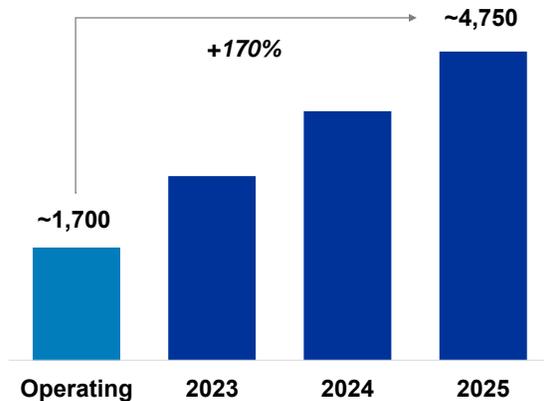


*Source: Quarterly Grain Stocks Report Issued by USDA - September
**Through August 5, 2023

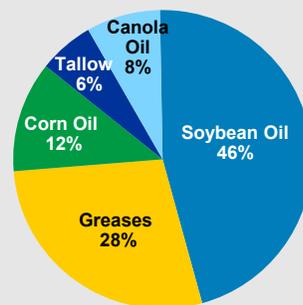


BULK
Renewable Diesel

Existing and Announced Renewable Diesel Production By Planned Production Gallons



Feedstock Inputs to Biomass Diesel Industry



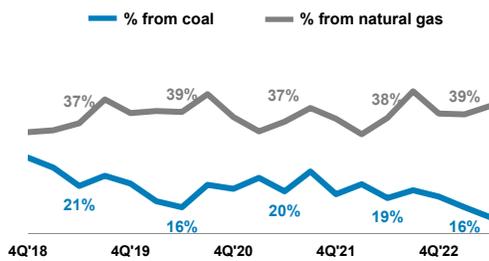
BULK
Coal

Volume Drivers

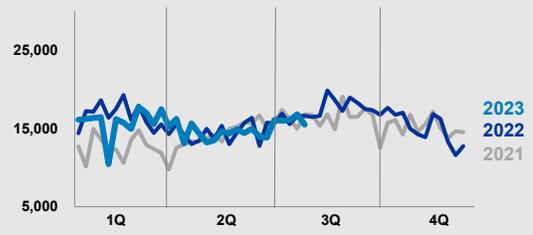
- Weather impacts
- Natural gas prices
- Coal inventory levels



Electricity Generation Market Share**



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



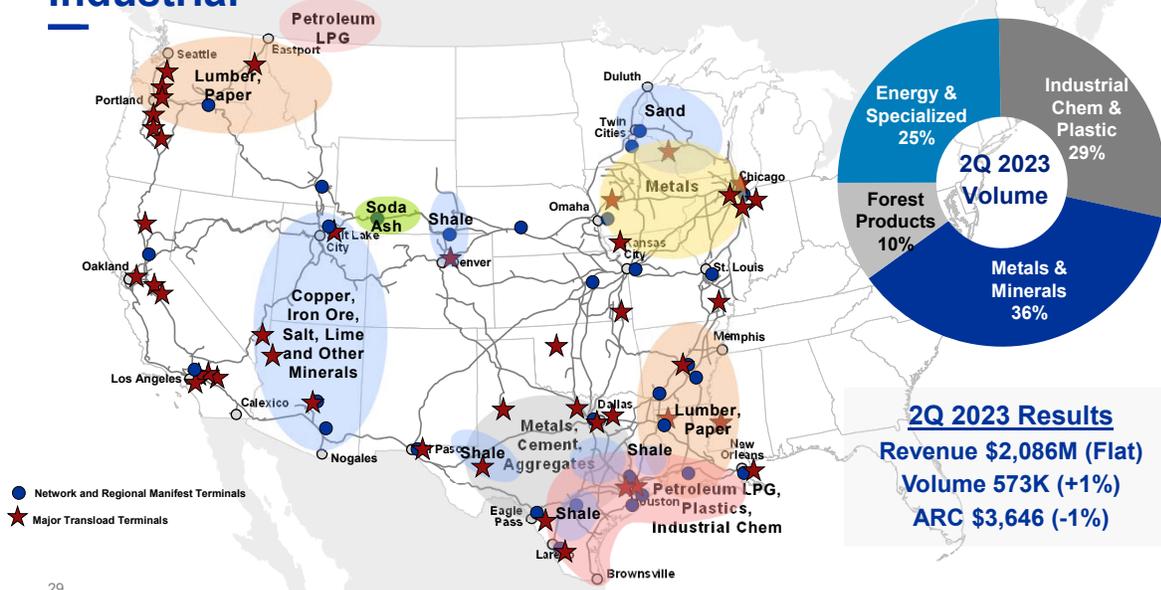
*Through August 5, 2023

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GROW – BUSINESS TEAM REVIEW

Industrial

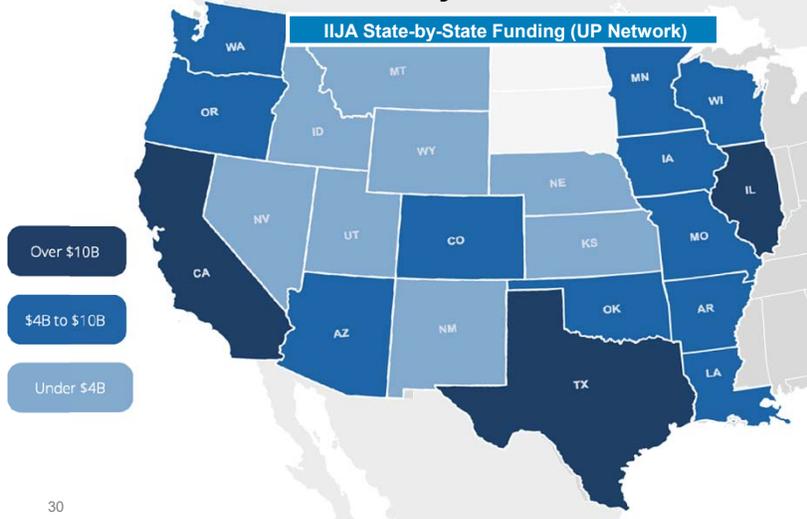


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UP Well-Positioned to Support Growth from Infrastructure Investment & Jobs Act

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:

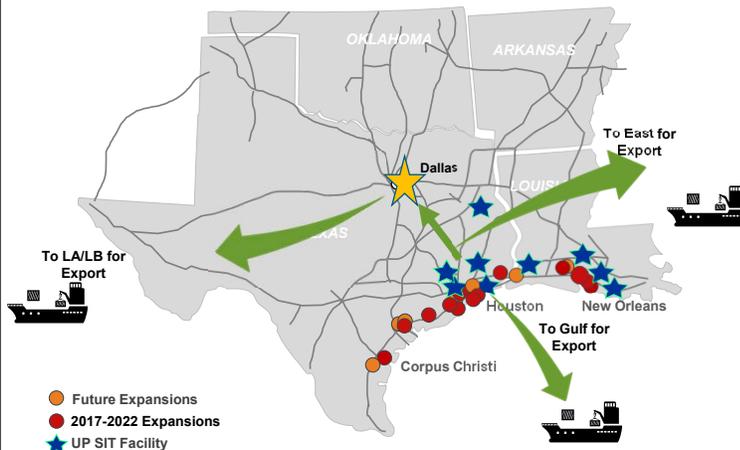
- Cement, Rock, Fly Ash
- Unit Train Service
- Key Rock Origins primarily TX, OK, AR



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INDUSTRIAL

Strong Franchise to Support Plastics Growth



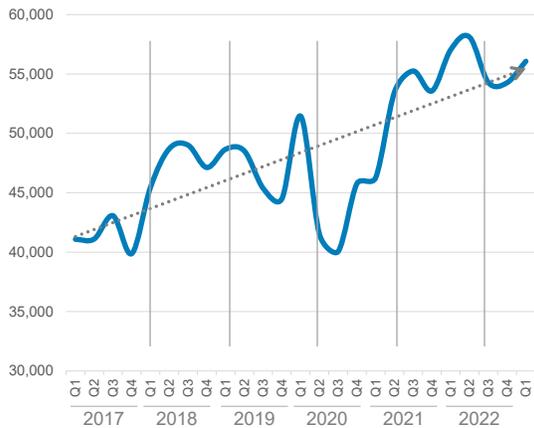
- \$220 billion completed and planned petrochemical investment in Gulf
- Industry leader in plastics rail transportation
 - Comprehensive product offerings & service excellence
 - Expansive Storage in Transit (SIT)
 - Dallas to Dock service solution for export optionality
 - Team dedicated to supporting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



31 *Source: American Chemistry Council, 2022

INDUSTRIAL
Metals

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



*Quarterly results shown as based on AAR weekly reported carloading data through 1Q 2023 (Week 13)

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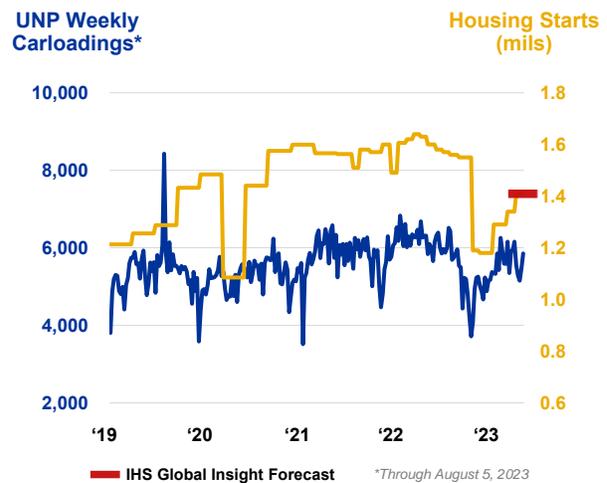
- UP metals markets positioned for growth
- New, efficient production locating on UP
- Growth from pipeline projects driven by high energy prices
- Investing in freight cars to support growth



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

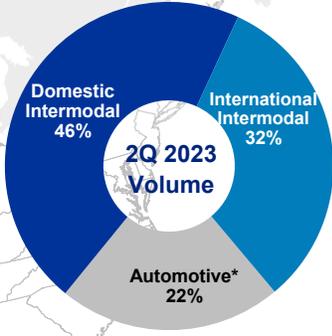
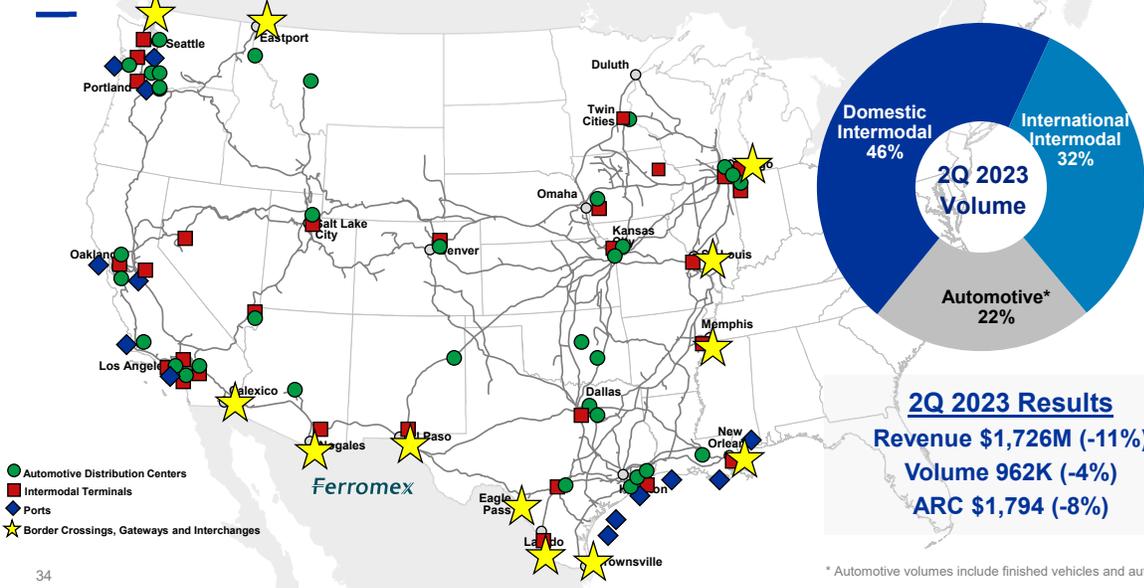


— IHS Global Insight Forecast *Through August 5, 2023

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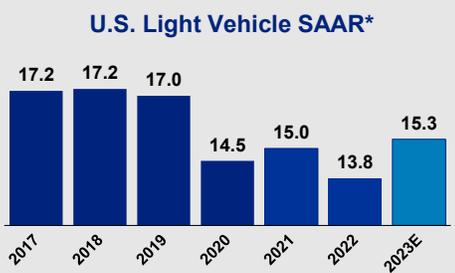
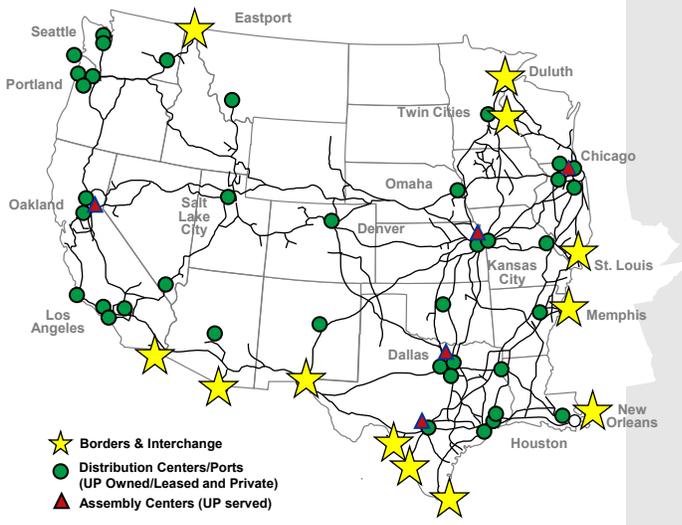
Premium



2Q 2023 Results
 Revenue \$1,726M (-11%)
 Volume 962K (-4%)
 ARC \$1,794 (-8%)

* Automotive volumes include finished vehicles and auto parts.

PREMIUM Finished Vehicles



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



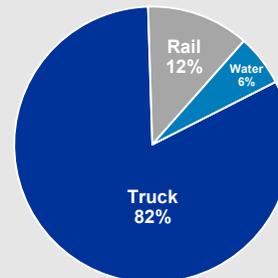
PREMIUM

Highway Conversion

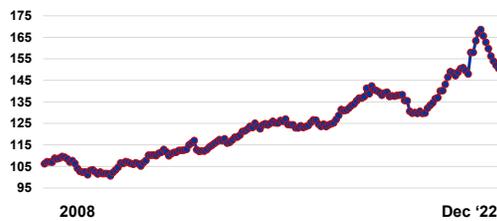
- Highway conversion opportunities exist in all business groups
- High insurance costs
- Drug & alcohol testing
- Truck capacity
- Loup



Transportation Mode
(By Tonnage)



Cass Truckload Linehaul Index



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Falcon Premium Intermodal Service

- **Seamless intermodal service solution between Canada-US-Mexico**
 - Offered by Union Pacific, Canadian National & Grupo Mexico
- **Designed to provide unparalleled speed to market and reliability**
 - Benefit from the most direct route between Canada to Mexico
 - New schedules will improve delivery to market by an additional day
- **Offers shippers opportunity to maximize lading weights in Canada and Mexico through a pure all-rail service**
 - Limits drayage
 - Reduces greenhouse gas emissions

The fastest service between Canada, the U.S. Midwest, and Mexico



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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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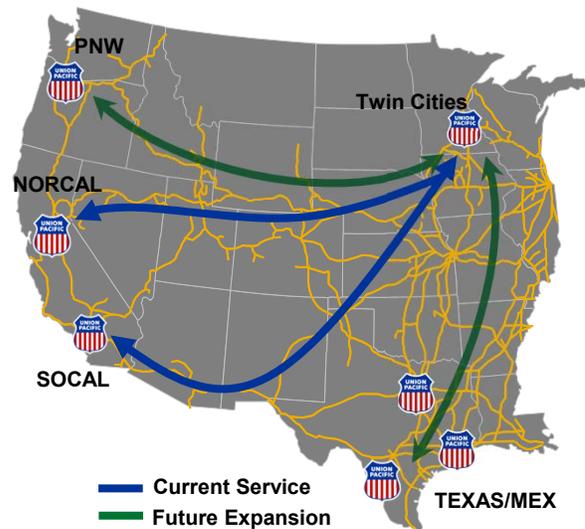


PREMIUM

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



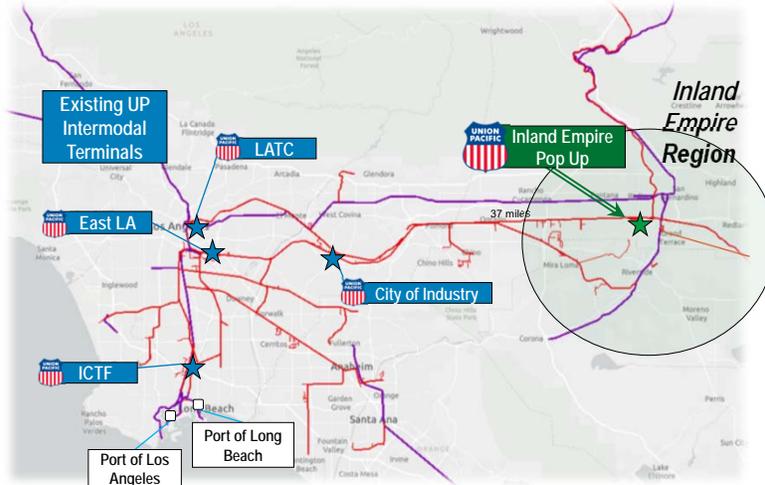
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PREMIUM

Inland Empire Intermodal Terminal

Expanding Our Footprint to Capture New Markets

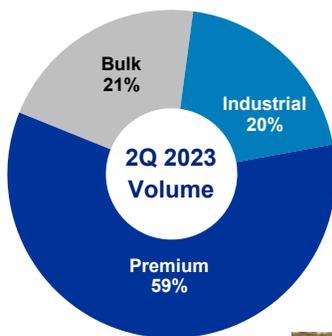


- Inland Empire is the fastest growth region in California
 - 2 million imports (in cargo capacity units) trucked annually to Inland Empire
 - Estimated ~15 million truckloads of long and short haul freight
- Increased our footprint in 2022 and expanding in future years
- Initial service offering to/from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

40

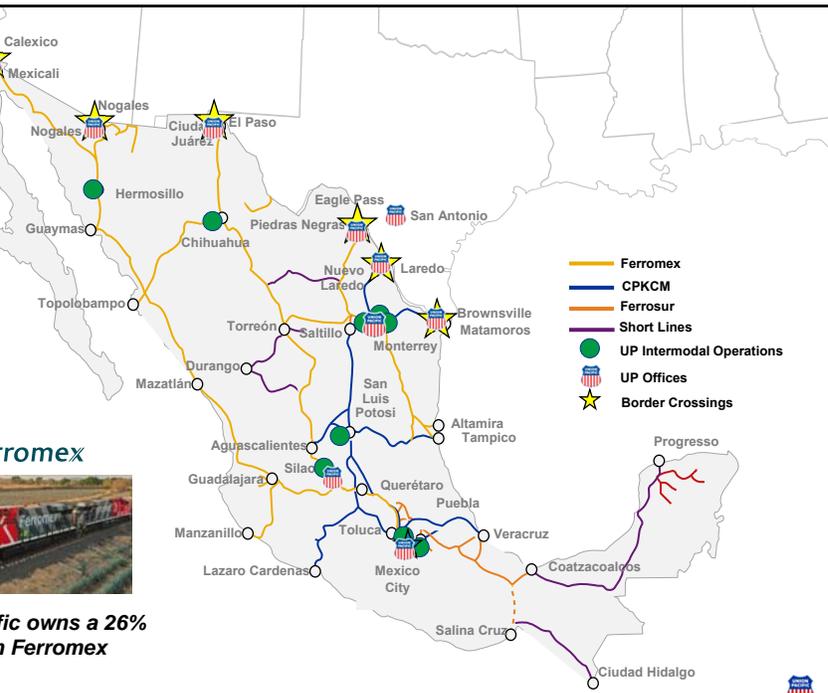


Mexico



Union Pacific owns a 26% stake in Ferromex

Ferromex

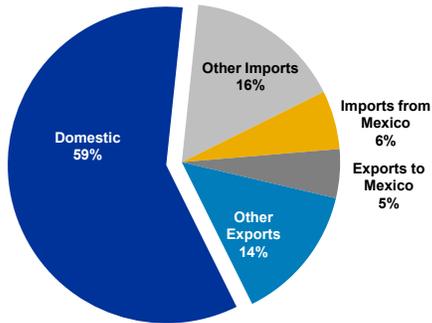


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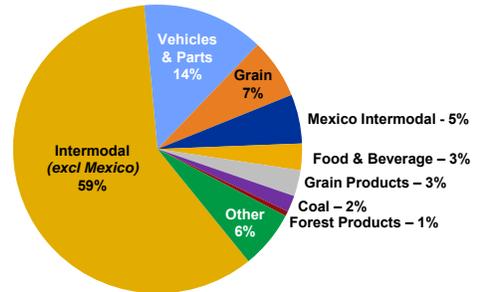


International Trade

2022 Freight Volumes



International Volumes



Diverse Franchise
Creates Opportunity

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

Demand for
Grain & Food



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



Union Pacific's Customer Experience Journey Map

Advancing our Customer Experience through effortless interactions to attract more business to rail



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GROW – BUSINESS TEAM REVIEW

Loup – Providing Total Supply Chain Logistics



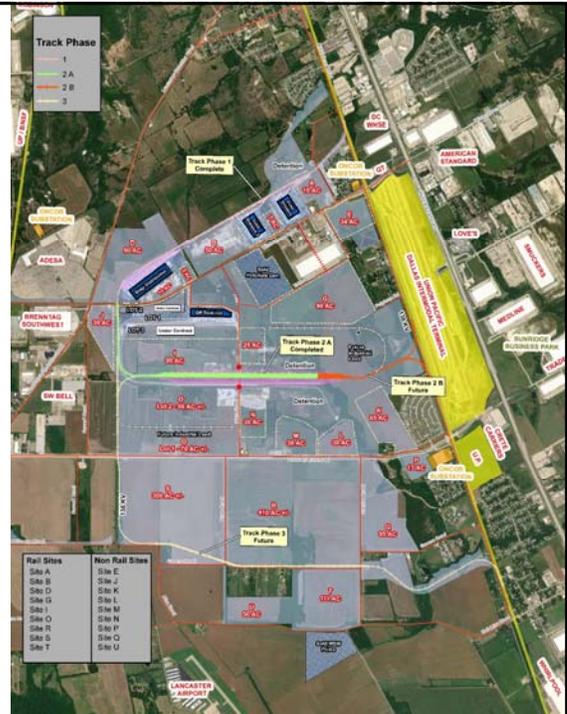
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Prime Pointe Industrial Park

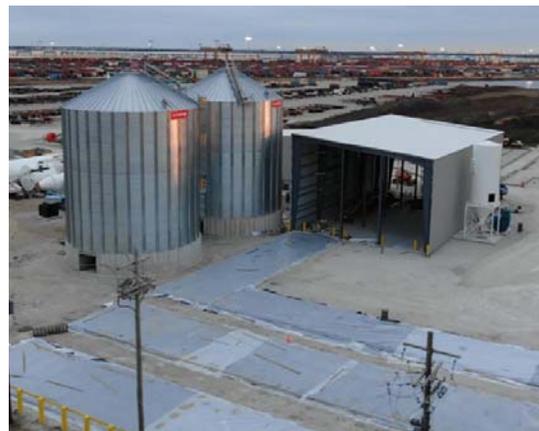
Hutchins, TX (12 miles south of Dallas)

- 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



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



Second Half 2023 Volume Outlook

Bulk



- Coal
- ↔ Grain
- + Biofuels

Industrial



- Industrial Production
- Forest Products
- ↔ Metals
- + Construction

Premium



- Domestic Intermodal
- ↔ International Intermodal
- + Automotive

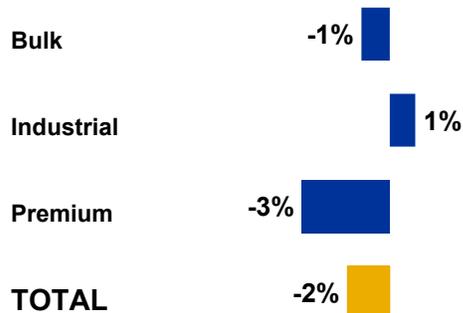
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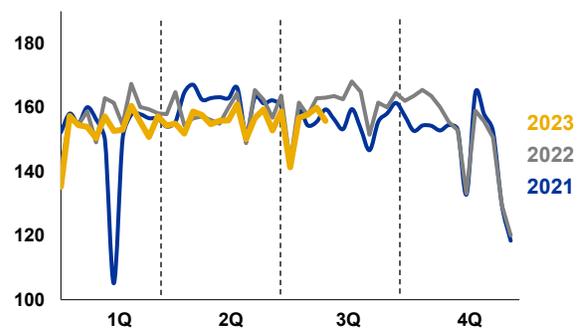
GROW – BUSINESS TEAM REVIEW

Second Quarter 2023 Volume To Date

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



7-Day Weekly Carloadings
(000s)



49

* Volume through August 4, 2023





WIN – FINANCIAL REVIEW

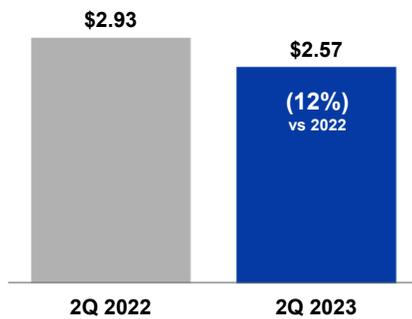
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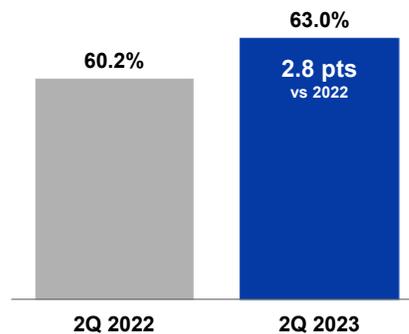
WIN – FINANCIAL REVIEW

Second Quarter 2023 Results

Earnings Per Share



Operating Ratio



Key Themes

Soft Demand Environment

Inflationary Pressures

One-Time Ratification Bonus

51



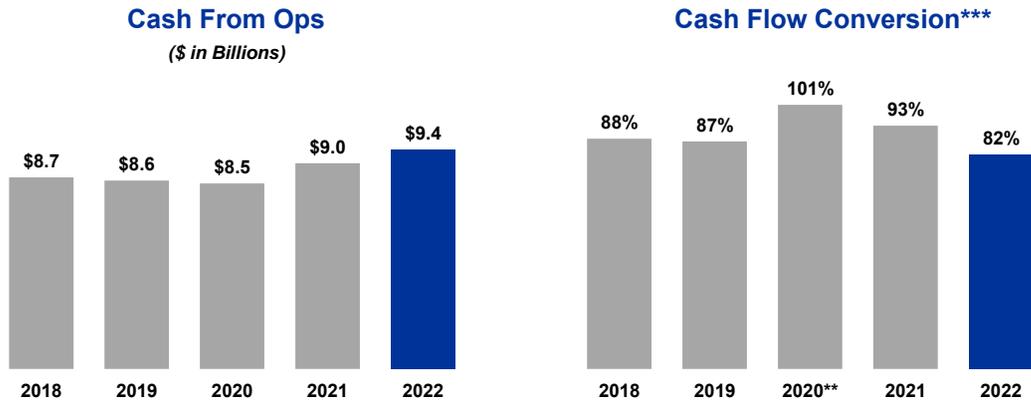
Expanding Margins and Driving Returns



52 * 2020 Adjusted to exclude the Brazos non-cash impairment charge.
 ** See Union Pacific website under Investors for a reconciliation to GAAP.



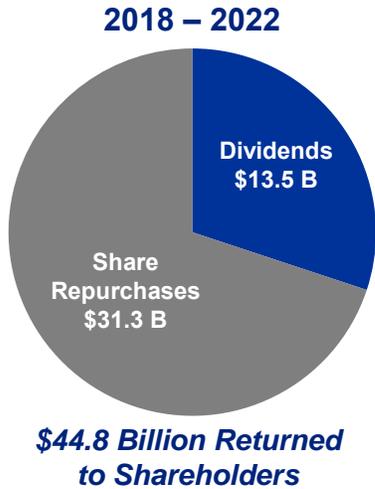
Strong Cash Generation



53 * 2020 Adjusted to exclude the Brazos non-cash impairment charge.
 ** See Union Pacific website under Investors for a reconciliation to GAAP.



Rewarding Shareholders and Delivering Value

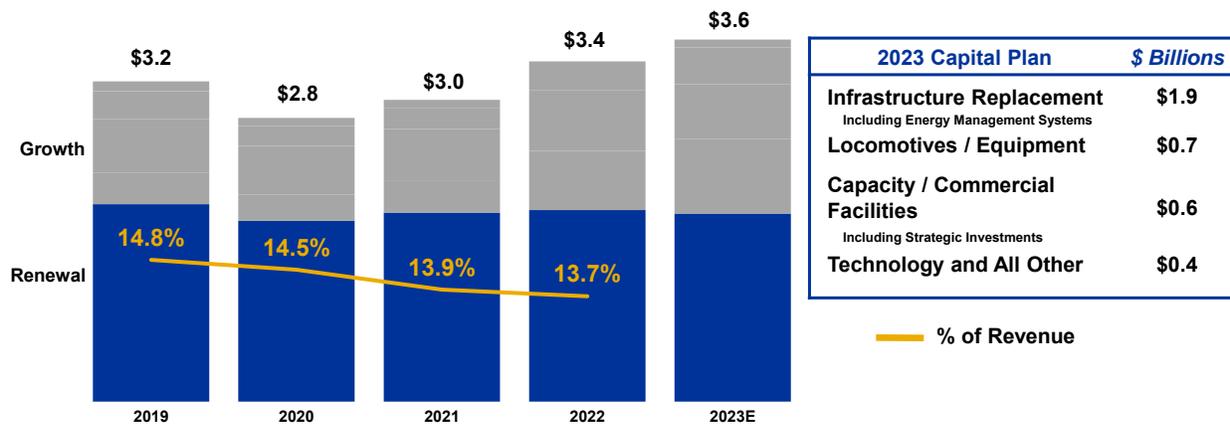


54 * 2020 Net Income adjusted to exclude the Brazos non-cash impairment charge. See Union Pacific website under Investors for a reconciliation to GAAP.



Increased Capital Plan Targets Growth Initiatives

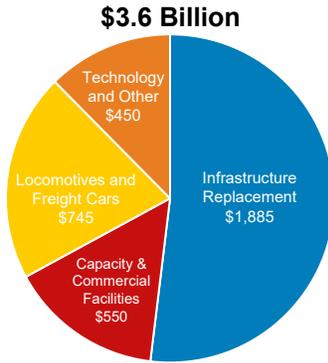
2023 Capital Plan of \$3.6 Billion



2023 Capital Spending Plan

\$ in Millions

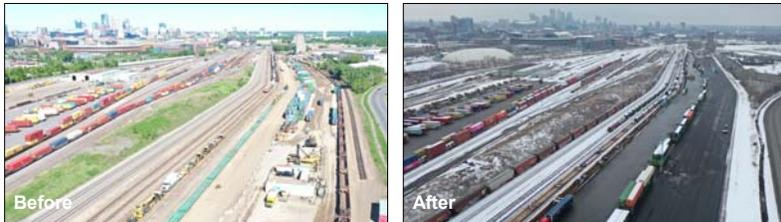
Repurposing for Growth: Turning Brown to Green



Global II



Twin Cities Intermodal Terminal

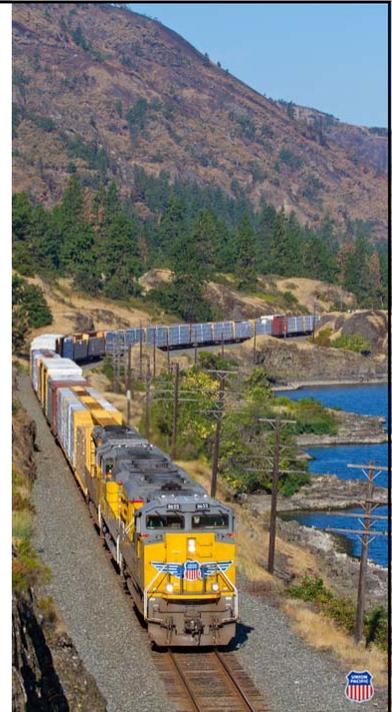


56



2023 Outlook Pressured by Challenging Demand and Cost Environment

- Consumer-Related Volumes Likely Drive Full Year Volume Expectations Below Industrial Production
- Pricing Dollars in Excess of Inflation Dollars
- Forecasting \$50 to \$70 million in Labor Expense from New Agreements in Second Half of 2023
- **2023 Capital Allocation:**
 - Capital Plan of \$3.6 Billion
 - Maintain Dividend of \$1.30 per Quarter
 - No Further 2023 Share Repurchases Planned



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TOGETHER – SUSTAINABILITY

58



TOGETHER: SUSTAINABILITY

Sustainability Awards and Recognition

50 Best Companies for Latinas to Work For in the U.S.
LATINA Style 2022

WOMANS BEST OF THE BEST 2022
HISPANIC BEST OF THE BEST 2022
Black & Journal BEST OF THE BEST 2022

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

ragan

vault
TOP RANKED

WOMENS CHOICE AWARD
2022
BEST COMPANIES TO WORK FOR
WOMEN
DIVERSITY
MILLENNIALS

TEAM IDEAL AWARD
2021 Recipient

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

Mansfield Rule
Boosting Diversity in Leadership

TOP 50 INSPIRING WORKPLACES
NOAA | 2022

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. IBER
Top Companies for Women Technologists
PARTICIPANT 2022

Training
APEX AWARDS
2022 WINNER

HIRE Vets.gov
Vets Medallion Program

BEST FOR VETS EMPLOYERS
2022 MILITARY TIMES

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

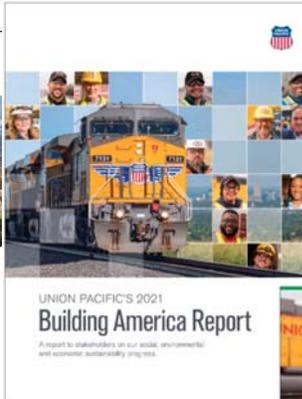
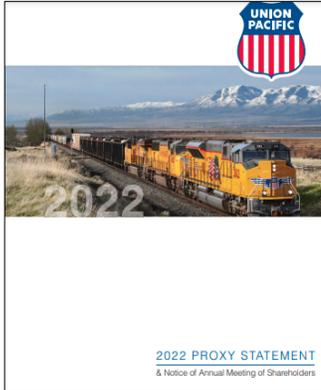
FORTUNE
THE WORLD'S MOST ADMIRABLE COMPANIES 2022

JUST capital
Dow Jones Sustainability Indexes

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TOGETHER: SUSTAINABILITY

Industry Leading Disclosure

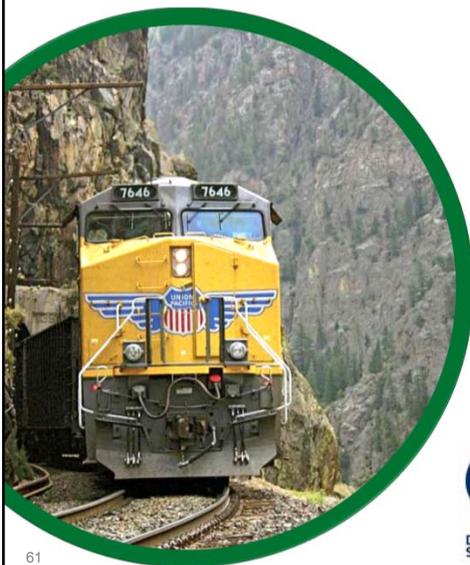


Political Action Report Coming in Early 2023

60

TOGETHER: SUSTAINABILITY

Building a Sustainable Future 2030



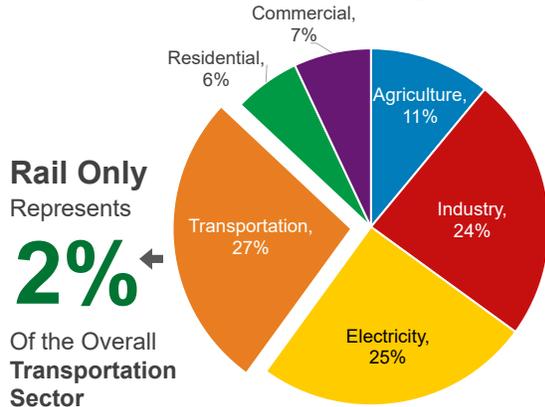
-  Building Responsible Foundations
-  Investing in Our Workforce
-  Driving Sustainable Solutions
-  Championing Environmental Stewardship
-  Strengthening Our Communities



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TOGETHER: SUSTAINABILITY
Supply Chain Emissions

2020 U.S. GHG Emissions by Sector



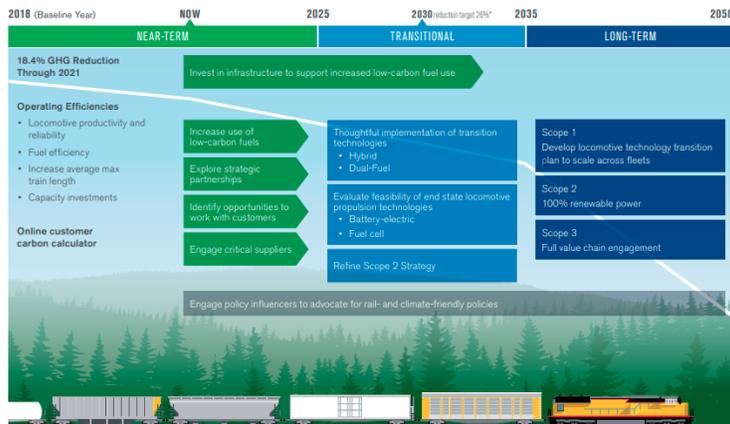
62 Source: EPA's fast facts on Transportation Greenhouse Gas Emissions

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

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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

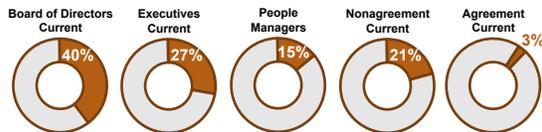
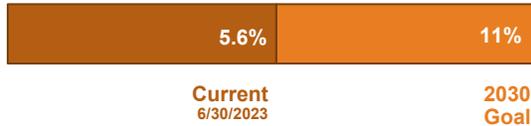
- Partnering with ZTR to build hybrid-electric locomotives
- Prototype expected in late 2023, with 5 additional units in 2024



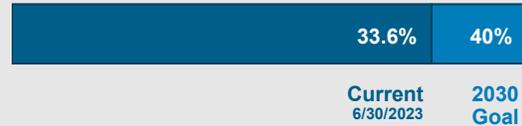
Diversity & Inclusion



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



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



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

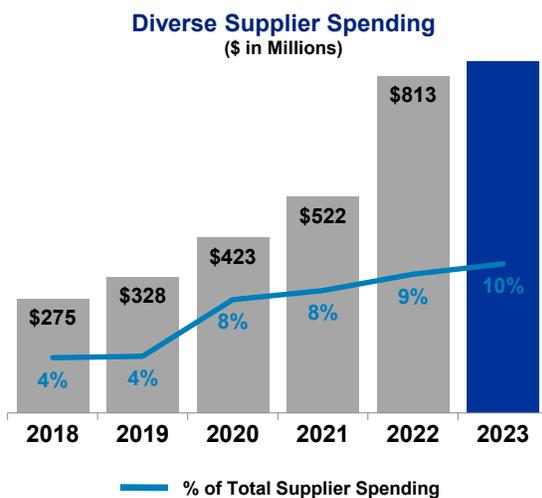


66 *Up to a maximum of \$5,250 per calendar year



TOGETHER: SUSTAINABILITY

Growing Diverse Supplier Spending



SUPPLIER SPOTLIGHT
Black-owned Business

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

ERP began partnering with Excel Rail Management in 2021 to augment existing supply and distribution of rail car parts for various car types across a network of 100-plus brokers.

Eric Green, General Manager of rail car parts for stations
Eric and Jan Carter, Owners

SUPPLIER SPOTLIGHT
Latino American Business

SurvWest
SURVWEST
www.survwest.com

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

Matthew Barr, President and CEO

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COMMUNITIES

Strengthening Our Communities

Investments Where We Work and Live



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Board Composition and Governance Highlights



- Commitment to Board Refreshment
- Average Board Tenure of 6.7 Years
- Active Lead Independent Director
- Board Strategic Oversight and Review of Enterprise Risk Management
- Four Fully Independent Board Committees

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