



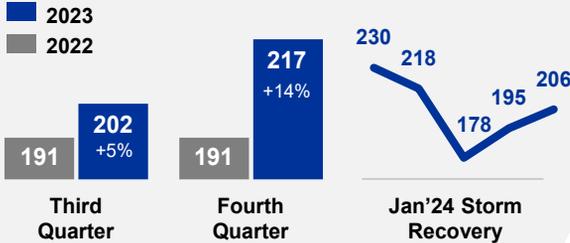
# BARCLAYS INDUSTRIAL SELECT CONFERENCE

FEBRUARY 21, 2024

## SAFETY + SERVICE & OPERATIONAL EXCELLENCE

### Freight Car Velocity

(Daily Miles per Car)



### Improving Service Levels Demonstrating Reliability

- Strong recovery from winter weather challenges – healthy, fluid network
- Intermodal & Manifest / Auto Trip Compliance up 12 pts in 4Q'23
- Focusing on critical rules that promote safe working environment

### Locomotive Productivity

(4Q'23 GTMs per HP Day)

140

▲ 14%

### Workforce Productivity

(4Q'23 Daily Car Miles per FTE)

1,051

▲ 4%

### Operational Excellence Driving Productivity & Efficiency

- ~500 locomotives stored in 2H'23
- Crew starts flat on a 3% volume increase in 4Q'23
- Train Length up 2% in 4Q'23

# 60.9%

## 4Q Operating Ratio

250 basis point sequential improvement

### Strategy Building Strong Financial Momentum

- “Controlling the Controllables”
- Productivity & price key in overcoming ongoing inflationary pressures

### Falcon / Eagle Premium



### Phoenix Expansion



### New Service Products & Investments Facilitating Growth

- Business development wins in Automotive, Petroleum and Grain Products
- New Phoenix intermodal facility opened February 2024 with new customers onboarding