



EARNINGS HIGHLIGHTS

FULL YEAR 2025 RESULTS

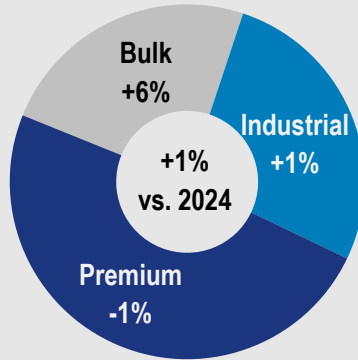
\$11.98

Earnings per Share
+8% vs. 2024

\$9.8 B

Operating Income
+1% vs. 2024

2025 Volumes



59.8%

Operating Ratio
-0.1 points vs. 2024

\$2,292 M

Free Cash Flow
-\$516 M vs. 2024
Repurchased 11.9 M shares

Key Performance Metrics

2025 vs. 2024

Freight Car Velocity

225

↑ 8%

Freight Car Terminal Dwell

20.9

↓ 8%

Locomotive Productivity

139

↑ 3%

Service Performance Index
Intermodal Manifest/Auto

99

↑ 9pts

Workforce Productivity

1,132

↑ 7%

Train Length 9,678 ft

+2% vs. 2024
(Max on Route)

Fuel Consumption Rate

-1% vs. 2024

YTD Safety Performance

Improvement in
Personal Injury & Derailments

Building a Sustainable Future 2030

Environmental, Social, and Governance

Female Representation
Goal 11%

Current 4.9% (as of 12/31/2025)

Minority Representation
Goal 40%

Current 34.2% (as of 12/31/2025)

50.4% Scope 1 and 2 absolute reduction by 2030 based on 2018 baseline