

A photograph of three construction professionals walking on a construction site. They are wearing hard hats and high-visibility safety vests. The woman on the right is pointing upwards. In the background, there are large yellow construction containers and a blue container with the number 553.

A CUSTOMER CENTRIC PERSPECTIVE

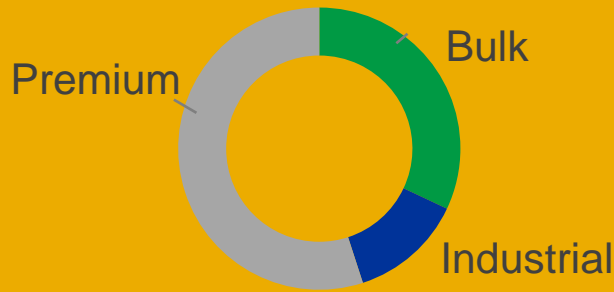
—
Kenny Rucker – Executive Vice President M&S

January 13, 2022



UP FAST FACTS

UP Business Mix



+178M
Tons of Freight Moved



For +750 Different
Commodities

Represents UP shipments for 12-months ended 9/30/21 that originated/terminated in IA, IL, IN, MI, MN, MO, NE, ND, OH, SD, WI & Canadian provinces of Manitoba and Saskatchewan.

UP Ships More Than
21,000
Unique Routes
(Origins / Destinations)



For
Midwest
Shippers

Connecting to

150+

Other Class I
Railroads
and Short Lines



Total Capital Investment

\$2.8B

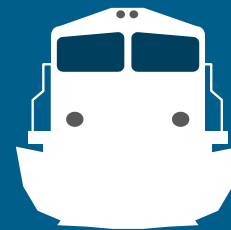
In 2020 to Support Future
Economic Growth



Approximately

20%

UP's Carloads Moved
Internationally for
Midwest Shippers



**OUR MIDWEST
SHIPPERS ARE
IMPORTANT TO
OUR BUSINESS**



Commercial Focus – It's All About the Customer



Supporting Sustainable Supply Chain Solutions



- Rail is up to 4X more fuel efficient than trucks
- UP committed to address climate change
 - Goal to reduce GHG 26% by 2030
 - 3Q 2021 quarterly record low on fuel consumption rate
 - Continue investing in sustainable technology (biodiesel and renewable fuel)
- Engaging with customers to move eco-friendly and recyclable products



In 2020, UP's customers eliminated **~21.9M** metric tons of GHG emissions by moving rail vs. truck

Carbon Emissions Estimator

Origin City, State:

Destination City, State:

Commodity:

Number of Truckloads:

Expanding Our Customers Reach

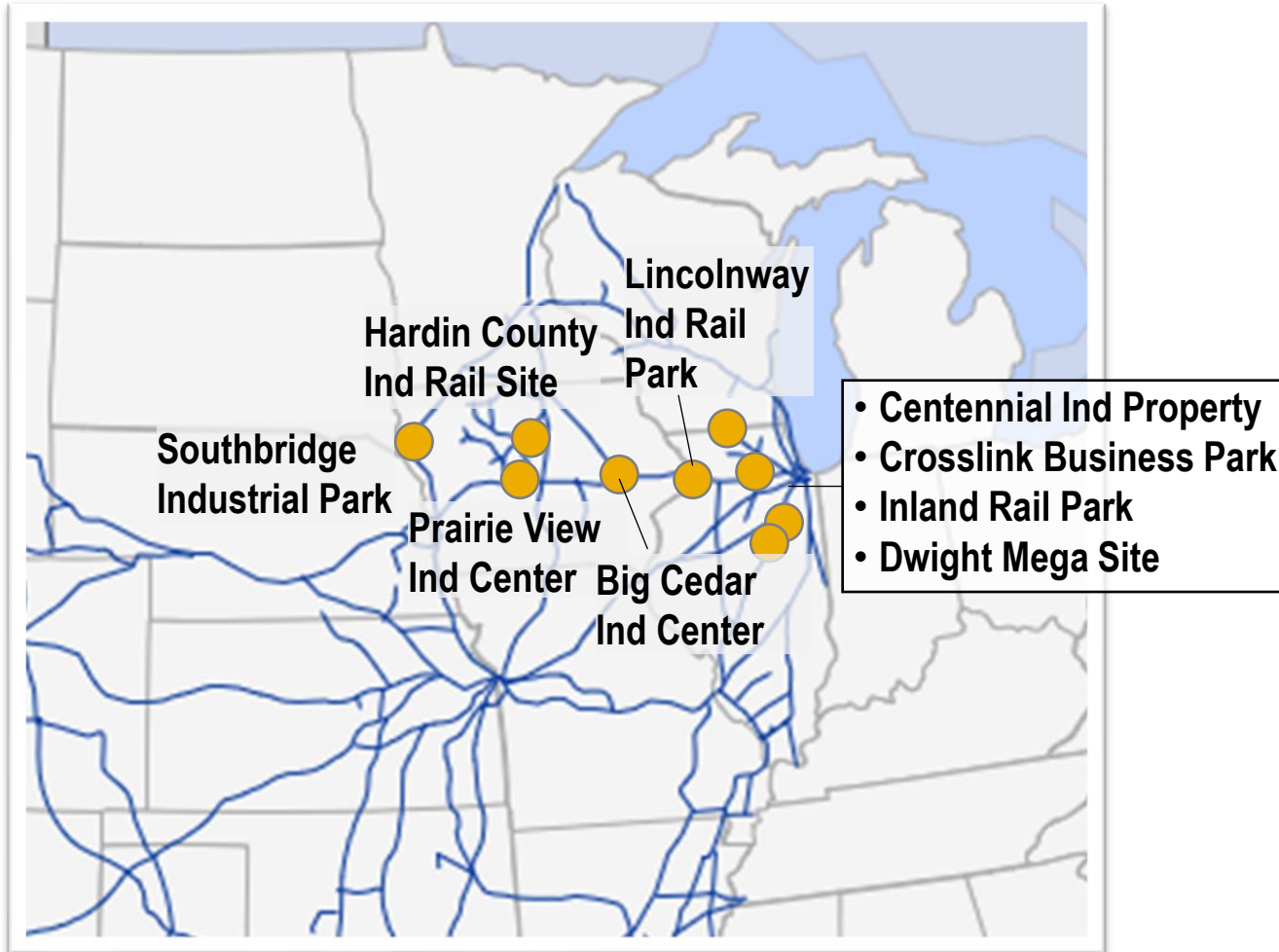


Chicago's Global 4 Grain Transload Facility



- Significant investments to support customer growth
 - Twin Cities Intermodal Terminal
 - Global 4 Grain Transload Facility and Intermodal Terminal
- Improving visibility to customer shipments
- Enhancing the driver experience at intermodal terminals

Developing Rail Solutions for Customers to Grow



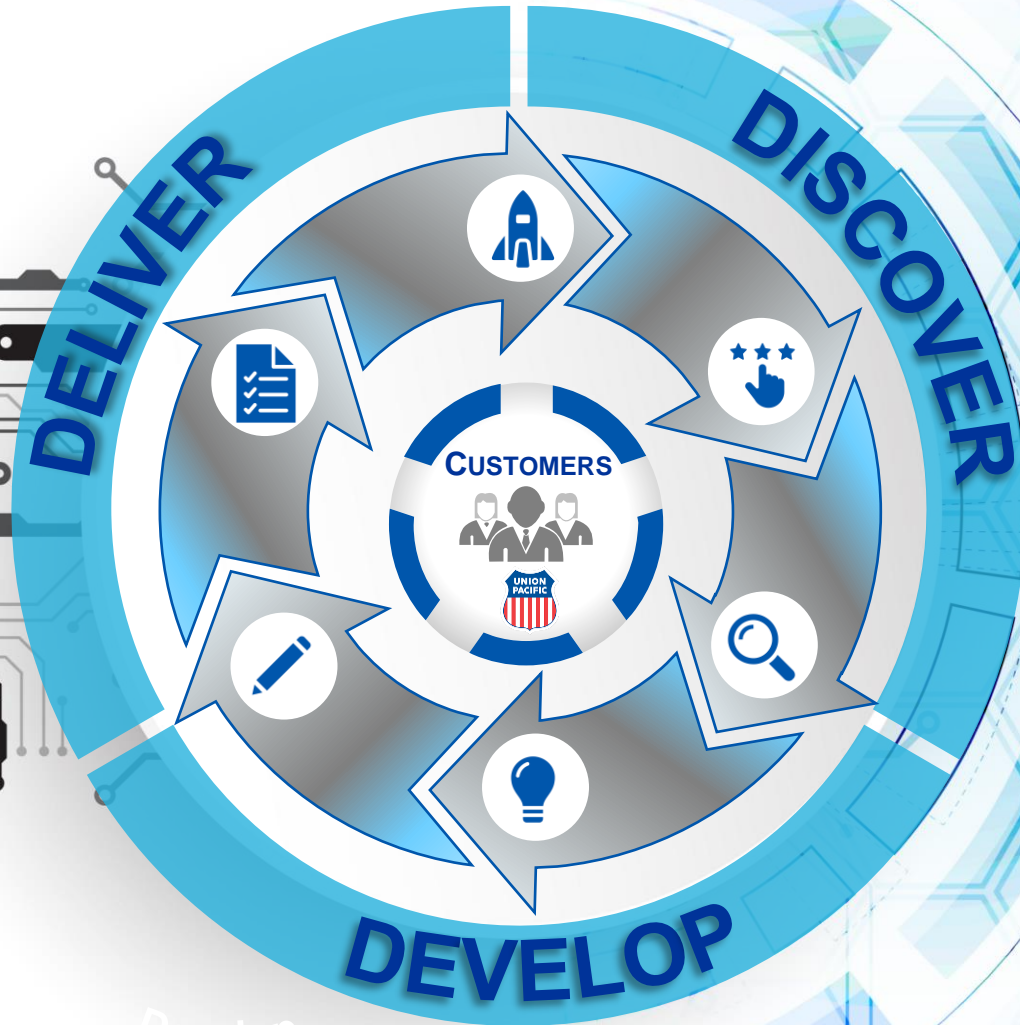
- Locating Customers on UP
 - 25+ Focus Sites (9 sites located in the Midwest)
 - AccessUP – Streamlining customer track projects
- Partnering with Loup
 - Extensive transload network (600+ facilities)
 - 15+ Railports

What Drives a Positive Customer Experience?



		SHOPPING	ESTABLISH- ING	ORDERING	SHIPPING	PAYING	ASSESSING
<div>Strategic Partnership for Growth</div> <div>Product Development Value-added Insights</div> <div>Seamless Interactions & Tools</div> <div>Data Accuracy Proactive engagement & anticipated impact Clear expectations</div> <div>Exceptional Exception Management</div> <div>Visibility / Transparency Proactive Resolution Fair accessorials</div> <div>Consistent & Reliable Service</div> <div>Available Capacity & Resources</div>		★	★				★
	Digital CX	★	★	★	★	★	★
	Culture Support			★	★	★	
				★	★		

Listening to Customers to Drive Creative Solutions



- Shifting culture to be more customer-centric
- Engaging Technology Team directly with customers
- Delivering enhancements faster and with more agility

Digitization Focused on the Customer



Intelligent Operations

*Intelligence and automation
driving sustainment*

- Automated Processes
- Intelligent Planning
- Predictive Maintenance



Customer Obsession

*Customer experience, market intelligence,
& supply chain integration for growth*

- Growth Ready Integrated “Plug and Play” Systems & Platforms
- Modern Tools to Drive Productivity & Collaboration
- End to End Visibility

Forging Ahead in 2022

- Working Collaboratively Together and Investing to Grow
- Improving the Customer Experience Through Focus on Company-wide Customer Centricity
- Driving Creative Solutions by Focusing on Customers' Journey



REAL TALK

Q&A

