



UNION PACIFIC CORPORATION

FIRST QUARTER 2026 EARNINGS

APRIL 23, 2026

Cautionary Information

Certain statements in this presentation are “forward-looking statements” within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause the Company’s (or, as it relates to the Transaction (as defined below), the combined company of Norfolk Southern and Union Pacific (referred to hereinafter as the combined company) actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like “may,” “will,” “could,” “would,” “should,” “expect,” “anticipate,” “believe,” “project,” “estimate,” “intend,” “plan,” “pro forma,” or any variations or other comparable terminology.

While the Company has based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond the Company’s control, including but not limited to, in addition to factors disclosed in the Company’s, as well as Norfolk Southern’s (as it relates to the proposed combination of it with the Company) respective filings with the U.S. Securities and Exchange Commission (the “SEC”): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between the Company and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the “Transaction”); the risk that potential legal proceedings may be instituted against the Company or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which the Company and Norfolk Southern operate; disruption to the parties’ businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of the Company and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of the Company’s and Norfolk Southern’s management’s attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party’s operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party’s businesses into the other’s businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of the Company’s or Norfolk Southern’s customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by the Company’s issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of the Company’s indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of the Company, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); the Company’s, Norfolk Southern’s and the combined company’s ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on the Company’s or Norfolk Southern’s network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving the Company or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern’s environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under “Risk Factors” in Norfolk Southern’s Annual Report on Form 10-K for the year ended December 31, 2025, as filed with the SEC on February 9, 2026 (available at <https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000162828026006268/nsc-20251231.htm>) and Norfolk Southern’s subsequent filings with the SEC, the Company’s most recent Annual Report on Form 10-K for the year ended December 31, 2025, as filed with the SEC on February 6, 2026 (available at <https://www.sec.gov/ix?doc=/Archives/edgar/data/100885/00010088526000037/ump-20251231.htm>) and the Company’s subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to the Company’s and Norfolk Southern’s 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. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, the Company and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.



EXECUTIVE SUMMARY FIRST QUARTER 2026

Jim Vena

Chief Executive Officer

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First Quarter 2026 Highlights

Financials	Reported	Adjusted*
Operating Income vs. 1Q'25	\$ 2.5B ▲ 4%	\$ 2.5B ▲ 5%
Operating Ratio vs. 1Q'25	60.5% ▼ (0.2)	59.9% ▼ (0.8)
Net Income vs. 1Q'25	\$ 1.7B ▲ 5%	\$ 1.7B ▲ 7%
Earnings per Share vs. 1Q'25	\$ 2.87 ▲ 6%	\$ 2.93 ▲ 9%

Executive Summary:

- Record First Quarter Operating and Financial Results
- Strong core pricing gains and productivity partially offset by inflation, rising fuel prices and merger costs
- Higher Domestic Intermodal, Coal, and Grain were more than offset by lower International Intermodal volumes
- Safety, service, and operating momentum continues as we challenge 'what's possible'

*See Union Pacific website under Investors for a reconciliation to GAAP.

SAFETY + SERVICE & OPERATIONAL EXCELLENCE

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FINANCIAL REVIEW FIRST QUARTER 2026

Jennifer Hamann

Executive Vice President & Chief Financial Officer

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First Quarter Income Statement

	2026	2025	Variance	
Freight Revenue Ex. Fuel	\$ 5,285	\$ 5,126	3	
Fuel Surcharge	608	565	8	
Freight Revenue	5,893	5,691	4	
Other Revenue	324	336	(4)	
Operating Revenue	6,217	6,027	3	
Operating Expenses	3,759	3,656	3	
Operating Income	\$ 2,548	\$ 2,371	4	%
Other Income	91	78	17	
Interest Expense	(320)	(322)	(1)	
Income Taxes	(528)	(501)	5	
Net Income	\$ 1,701	\$ 1,626	5	%
Diluted EPS	\$ 2.87	\$ 2.70	6	
Operating Ratio	60.5%	60.7%	(0.2)	pts
<i>Adjusted Diluted EPS*</i>	<i>\$ 2.93</i>	<i>\$ 2.70</i>	<i>9</i>	<i>%</i>
<i>Adjusted Operating Ratio*</i>	<i>59.9%</i>	<i>60.7%</i>	<i>(0.8)</i>	<i>pts</i>

Freight Revenue Drivers:

- + Price/Mix 3.25%
- + Fuel Surcharge 1.00%
- Volume (0.75%)

Operating Expense Drivers:

- Inflation
- Fuel Prices
- Merger-Related Costs
- + Productivity

⁶ *See Union Pacific website under Investors for a reconciliation to GAAP.



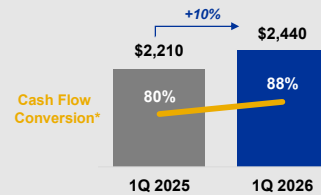
Strong Cash Generation & Balance Sheet

Reported First Quarter Results

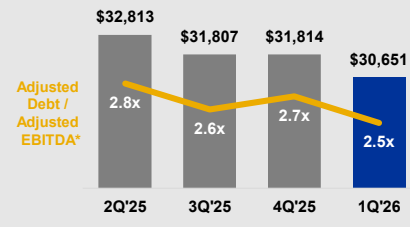
- Generated \$2.4 Billion in Cash From Operations
- Repaid \$1.2 Billion of Debt
- Invested \$0.9 Billion in Capital
- Free Cash Flow* of \$0.6 Billion
- Adjusted Debt / EBITDA* of 2.5x
 - “A” rated by Moody’s, S&P, and Fitch

7 *See Union Pacific website under Investors for a reconciliation to GAAP.

Cash From Operations (\$ in millions)



Total Debt (\$ in millions)

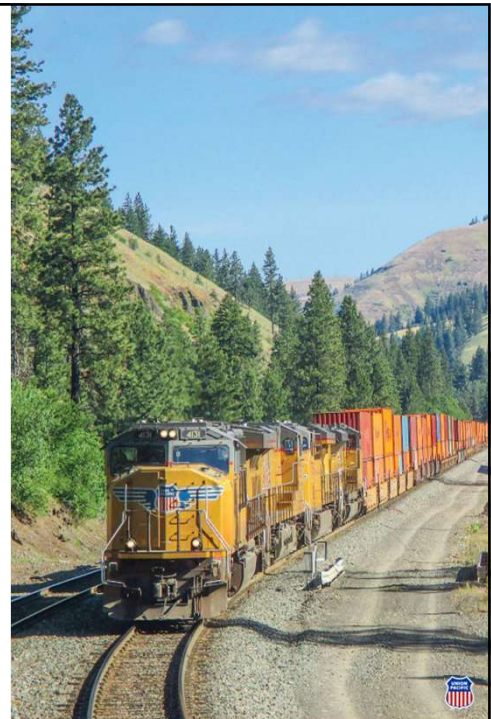


On Track With Investor Day Targets

2026 Outlook Affirmed:

- Meeting Customer Demand with Strong Service; Muted Economic Forecast
- Pricing Dollars In Excess of Inflation
- Reported EPS Growth Mid-Single Digit; Consistent with Attaining the 3-Year CAGR Target of High-Single Digit to Low-Double Digit through 2027
- Operating Ratio Improvement; Industry-Leading Operating Ratio and Return on Invested Capital
- Continued Strong Cash Generation
- Capital Allocation
 - Capital Plan of \$3.3 Billion
 - Consistent Annual Dividend Increases

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MARKETING & SALES REVIEW FIRST QUARTER 2025

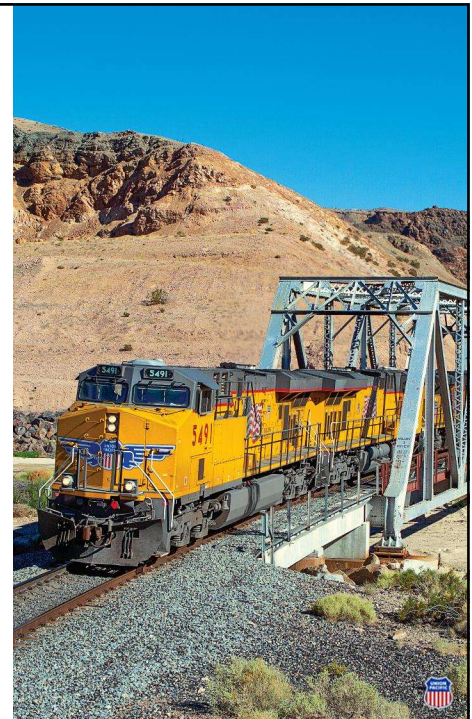
Kenny Rocker

Executive Vice President – Marketing & Sales



First Quarter Commodity Review

Commodity	Revenue (Millions)	Volume (Thousands)	ARC
Bulk <small>vs. 1Q'25</small>	\$ 2,026 ▲ 10%	548 ▲ 12%	\$ 3,700 ▼ 1%
Industrial <small>vs. 1Q'25</small>	\$ 2,191 ▲ 5%	560 ▲ 4%	\$ 3,911 ▲ 1%
Premium <small>vs. 1Q'25</small>	\$ 1,676 ▼ 5%	975 ▼ 9%	\$ 1,718 ▲ 4%
Total <small>vs. 1Q'25</small>	\$ 5,893 ▲ 4%	2,083 ▼ 1%	\$ 2,829 ▲ 4%



2026 Volume Outlook

Commodity	Business Line	Outlook
Bulk	+ Coal & Renewables	Natural Gas Prices
	+ Grain & Grain Products	Export Soybeans; Renewable Fuels Policy Clarity
Industrial	+ Construction	Southern Demand & Strong Business Development Focus
	+ Industrial Chemicals & Plastics	Winning New Business & Plant Expansions
Premium	- Intermodal	Stronger Over-the-Road Growth Partially Offsets Soft International Imports
	↔ Automotive	Softer Vehicle Sales Offset by Business Development Wins



OPERATIONS REVIEW FIRST QUARTER 2026

Eric Gehringer

Executive Vice President – Operations



FIRST QUARTER 2026

Key Performance Metrics

Freight Car
Velocity

235

▲ 9%

Intermodal Service
Performance Index

98

▲ 4 pts

Manifest Service
Performance Index

98

▲ 5 pts

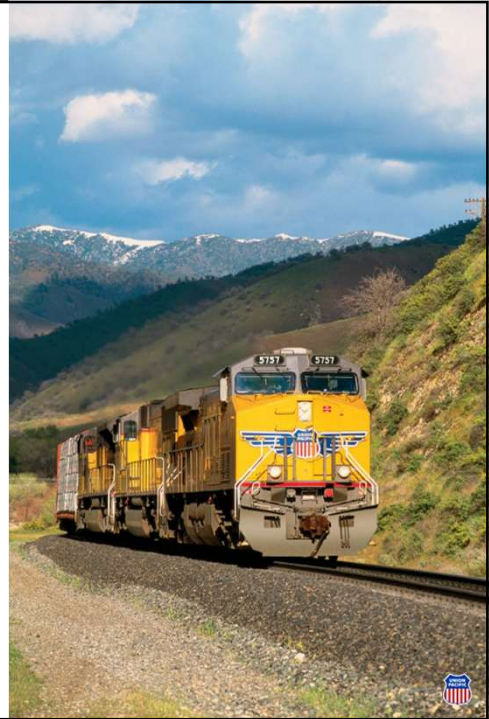
Quarterly Drivers

Record Freight
Car Terminal Dwell

Increased
Train Speed

Reduced
Car Touches

13 Year-over-year change in metrics. Intermodal and Manifest Service Performance benchmarked against best monthly performance achieved in 2025.



FIRST QUARTER 2026

Key Efficiency Metrics

Locomotive
Productivity

144

▲ 6%

Workforce
Productivity

1,163

▲ 7%

Train
Length

9,746

▲ 3%

Quarterly Drivers

Improved
Locomotive Dwell

Lower Workforce
Levels

Optimizing
Transportation Plan

14 Year-over-year change in metrics.



HOW WE WIN FIRST QUARTER 2026

Jim Vena

Chief Executive Officer

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UNION PACIFIC STRATEGY

Safety, Service & Operational Excellence = Growth



SAFETY	SERVICE	ASSET UTILIZATION	COST CONTROL	PEOPLE
Be the best at safety.	Deliver the service we sold our customers.	Drive decision-making to those closest to the work.	Spend resources wisely, with a buffer for the unexpected.	Engage our teams and stakeholders.

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UNION PACIFIC CORPORATION

QUESTION & ANSWER

APRIL 23, 2026

APPENDIX



First Quarter 2026 Operating Ratio and EPS

Favorable / (Unfavorable)

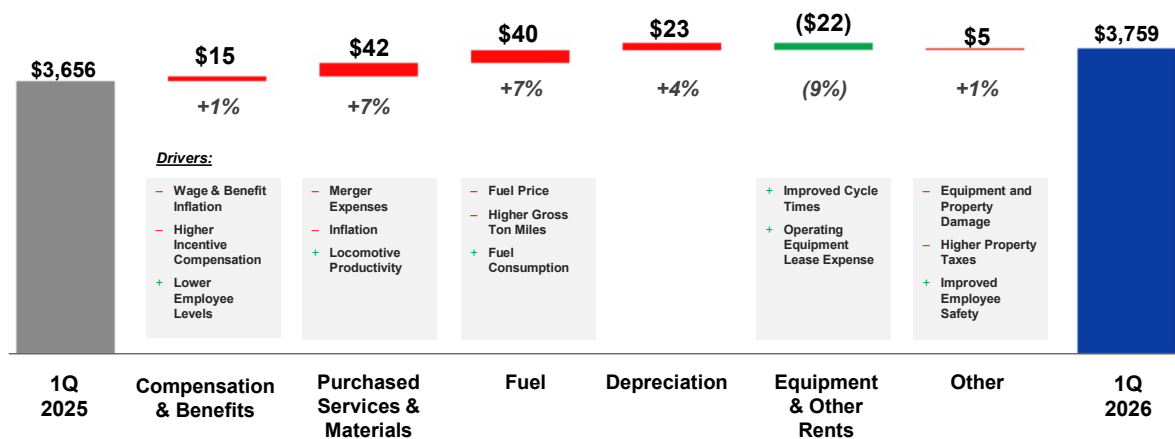
	Operating Ratio	EPS
Reported First Quarter 2025	60.7%	\$2.70
Fuel Price (net)	(0.1) pts	\$0.03
Merger Costs	(0.6) pts	(\$0.06)
Core Results	0.9 pts	\$0.20
Reported First Quarter 2026	60.5%	\$2.87

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Productivity Partially Offsets Inflation, Fuel Price & Merger Costs

First Quarter 2026 Reported Operating Expenses \$ in Millions



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2026 Full Year Financial Assumptions

- Inflation (excluding fuel): 4% vs. 2025
- Depreciation: Up 4% vs. 2025
- Merger Costs: ~\$25 Million per Quarter
- Tax Rate: ~24%

