



UNION PACIFIC CORPORATION

May 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 the outbreak of pandemic or contagious disease, such as COVID, and the Russian-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

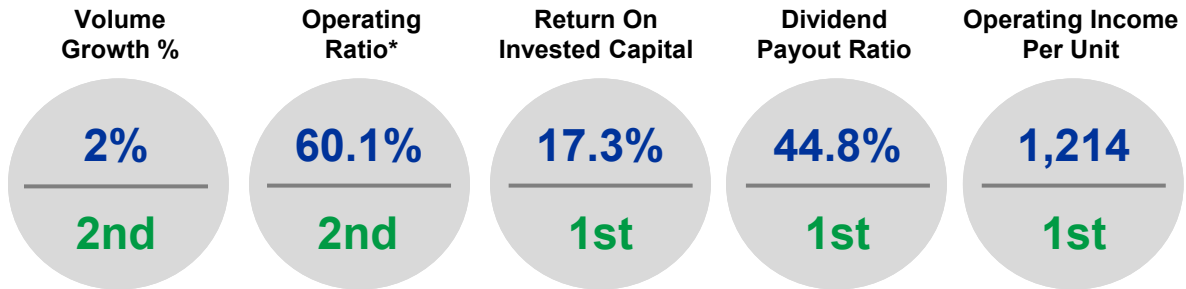
* As of December 31, 2022 ** Figures are rounded



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 *Excludes Real Estate Gains & One-Time Items



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

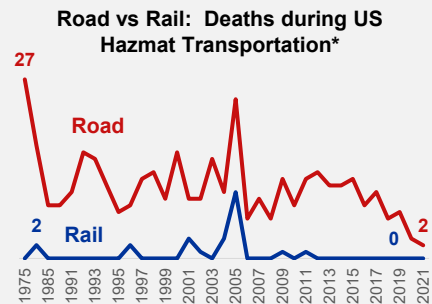
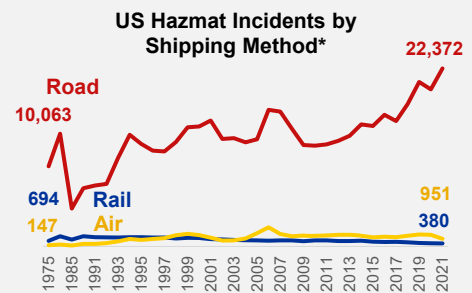
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Rail – Safest Freight Transportation

- 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

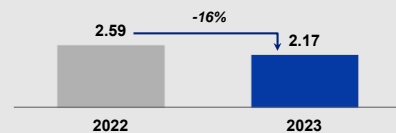
March Toward Zero Safety Incidents

- 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



April Year to Date UP Derailment Performance

(Reportable Derailment Incidents Per Million Train Miles)



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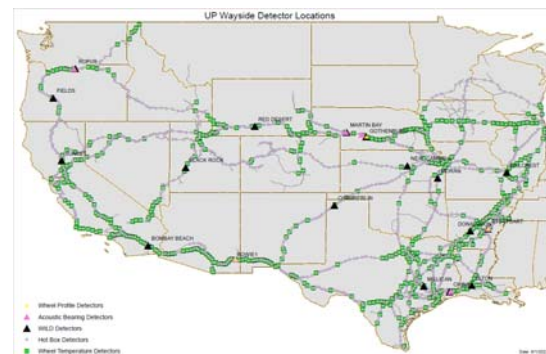
Derailment Prevention to Keep Safe, Reliable Service

- 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



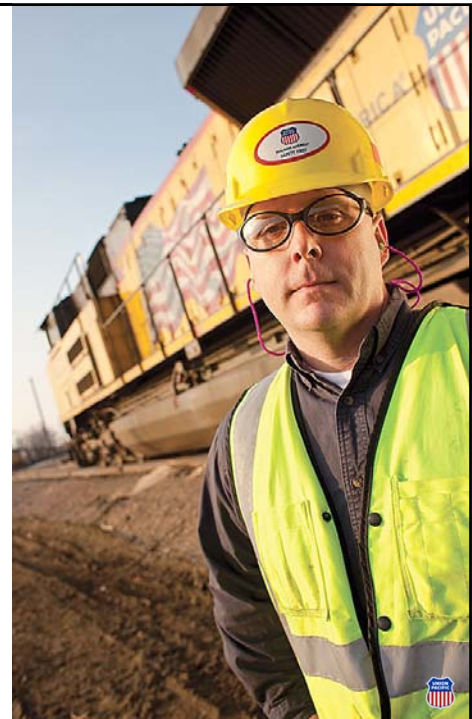
KEY RESOURCE: PEOPLE

Train, Engine & Yard Employees

TE&Y Employees	2022 Full-Year	2023 YTD*
Training Graduates	~ 1,300	659
Training Pipeline		1,114

* Through May 12, 2023

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



KEY RESOURCE: PEOPLE

Union Pacific Workforce Distribution

Mechanical (~5K):

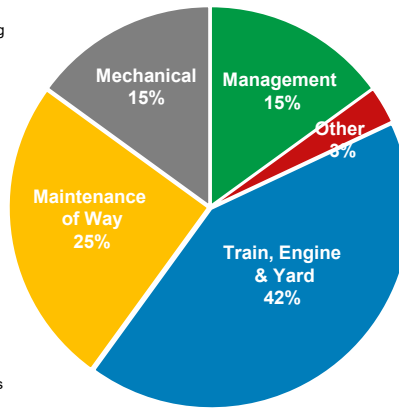


- Maintains locomotives and rolling stock
- 100% shift work
- 11 holidays
- 1-5 weeks of vacation
- Up to 3 personal leave days
- RUIA + supplemental sickness benefits for up to 52 weeks

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 \(live.com\)](#)).



KEY RESOURCE: PEOPLE

Paid Sick Leave Agreements Enhance Workforce Quality of Life

- **Effective April 1, 2023, Union Pacific will provide craft professionals access to up to seven paid sick days**
 - Will receive four paid sick days annually with the ability to convert up to three paid leave days for use as paid sick days
 - All Union Pacific employees receive paid personal days off
- **New and existing agreements represent 11 out of 13 unions and just under half of Union Pacific's craft professionals**
 - Negotiations with the remaining two operating unions are ongoing
- **Union Pacific is committed to finding win-win solutions that enable a strong service product and provide our workforce with an enhanced quality of life**



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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

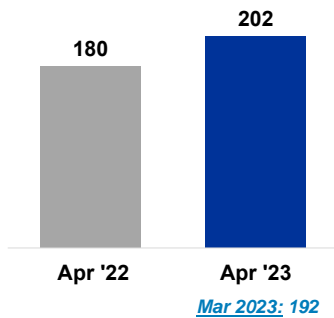
Driver Maps

Digital Tutorials

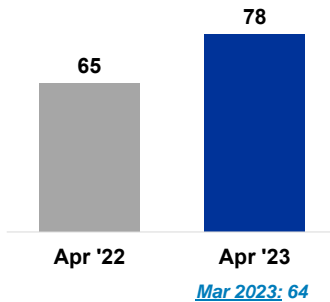


Key Performance Metrics

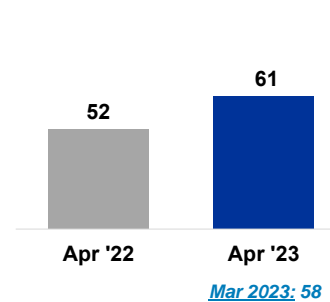
FREIGHT CAR VELOCITY
(Daily Miles per Car)



INTERMODAL TRIP PLAN COMPLIANCE
(% of Boxes On Time)



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



Quarterly Drivers

Improved Crew Availability

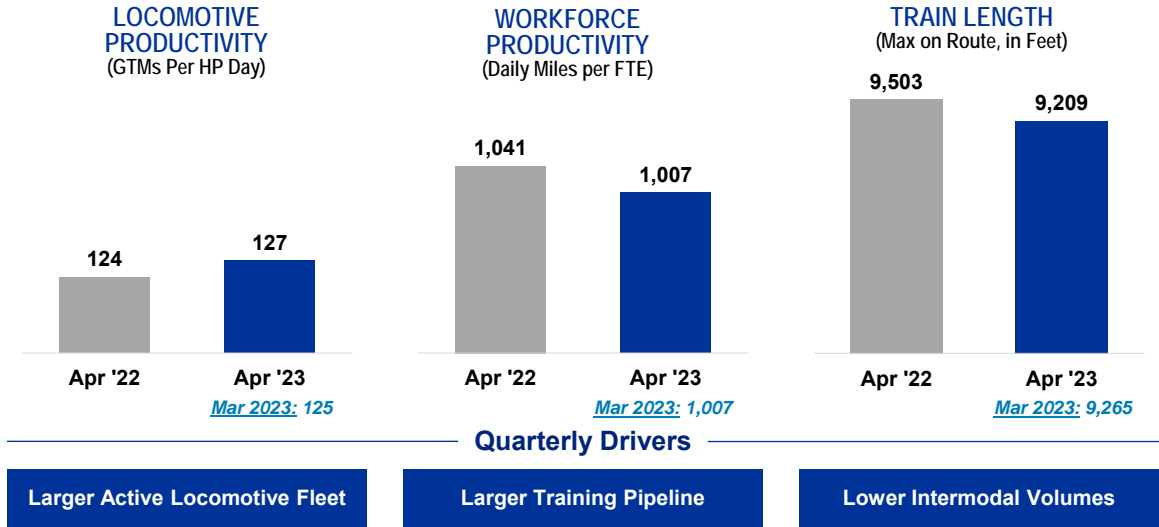
Resource Imbalances

Weather Impacts Across Northern Region



SERVE – OPERATIONS OVERVIEW

Key Performance Metrics

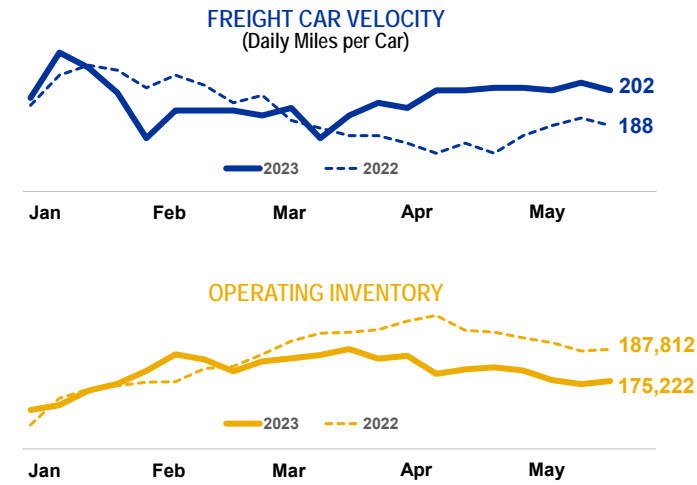


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SERVE – OPERATIONS OVERVIEW

Building Network Resiliency

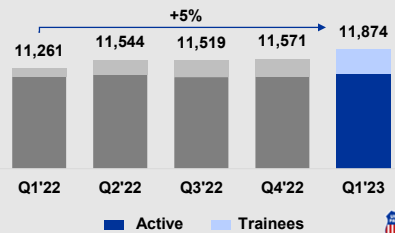


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* As reported weekly through May 26, 2023. See Union Pacific website under Investors for definitions of the metrics.



Train, Engine, & Yard Employees





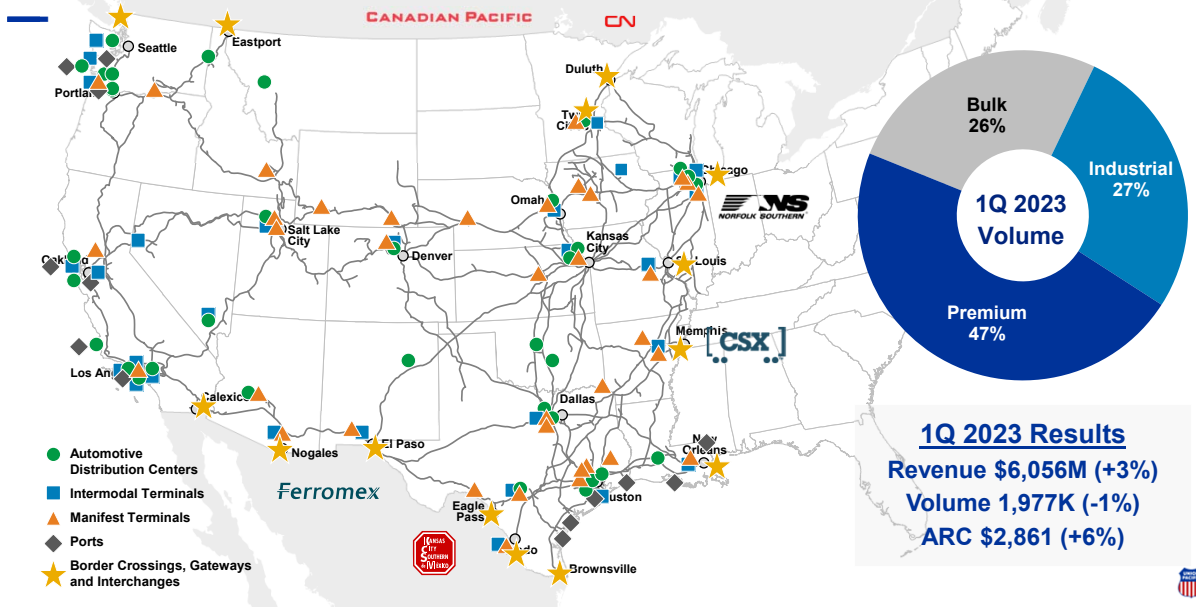
GROW – BUSINESS TEAM REVIEW

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GROW – BUSINESS TEAM REVIEW

Premier North American Rail Franchise



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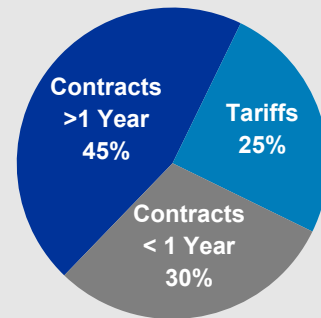
GROW – BUSINESS TEAM REVIEW

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



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GROW – BUSINESS TEAM REVIEW

Economic Indicators



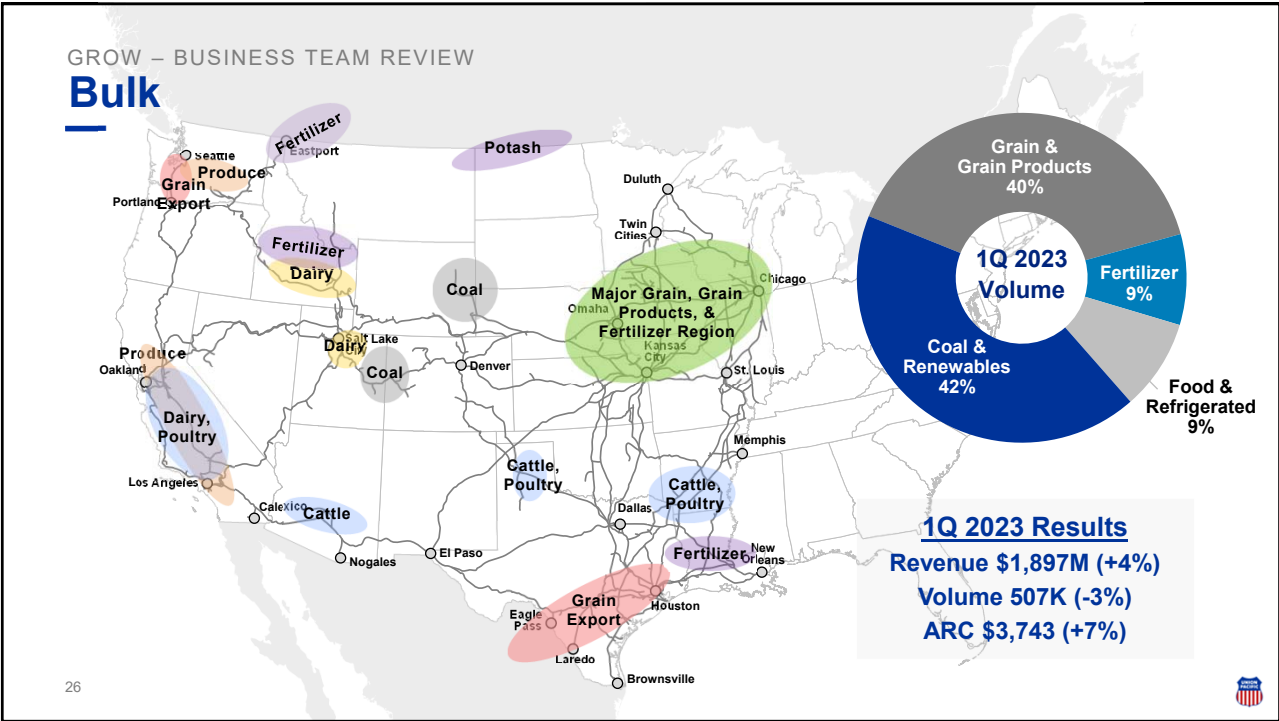
	Industrial Production	GDP	Housing Starts (MM)	Light Vehicle Sales (MM)	Imports of Goods	Exports of Goods
2022	3.4%	2.1%	1.55	13.8	8.1%	7.1%
2023	(0.3%)	1.2%	1.34	14.9	(0.4%)	4.6%
2024	(0.7%)	0.9%	1.32	15.7	2.2%	4.5%

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Source: IHS Markit U.S. Economic Outlook, May 2023



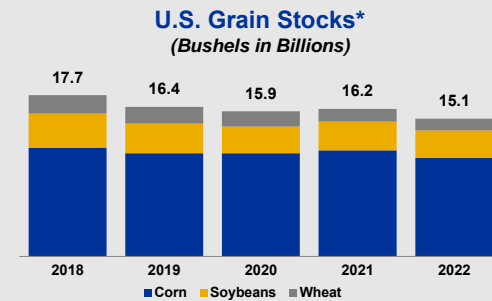
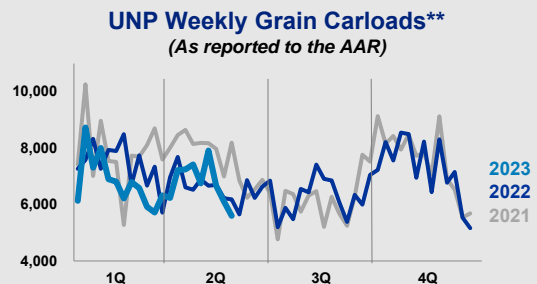
Bulk



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

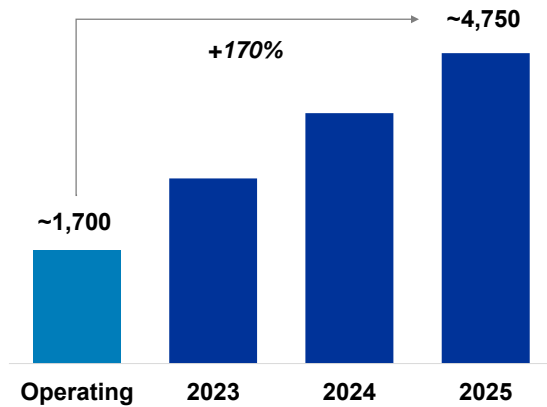


*Source: Quarterly Grain Stocks Report issued by USDA - September
**Through May 27, 2023

BULK

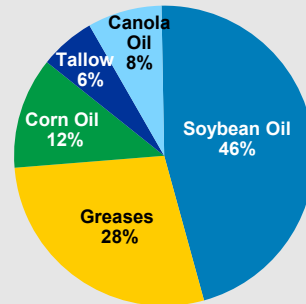
Renewable Diesel

Existing and Announced Renewable Diesel Production By Planned Production Gallons



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Feedstock Inputs to Biomass Diesel Industry



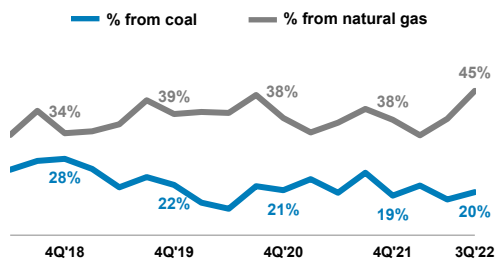
BULK

Coal

Volume Drivers

- Weather impacts
- Natural gas prices
- Coal inventory levels

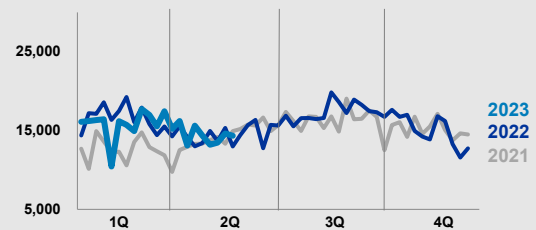
Electricity Generation Market Share**



29



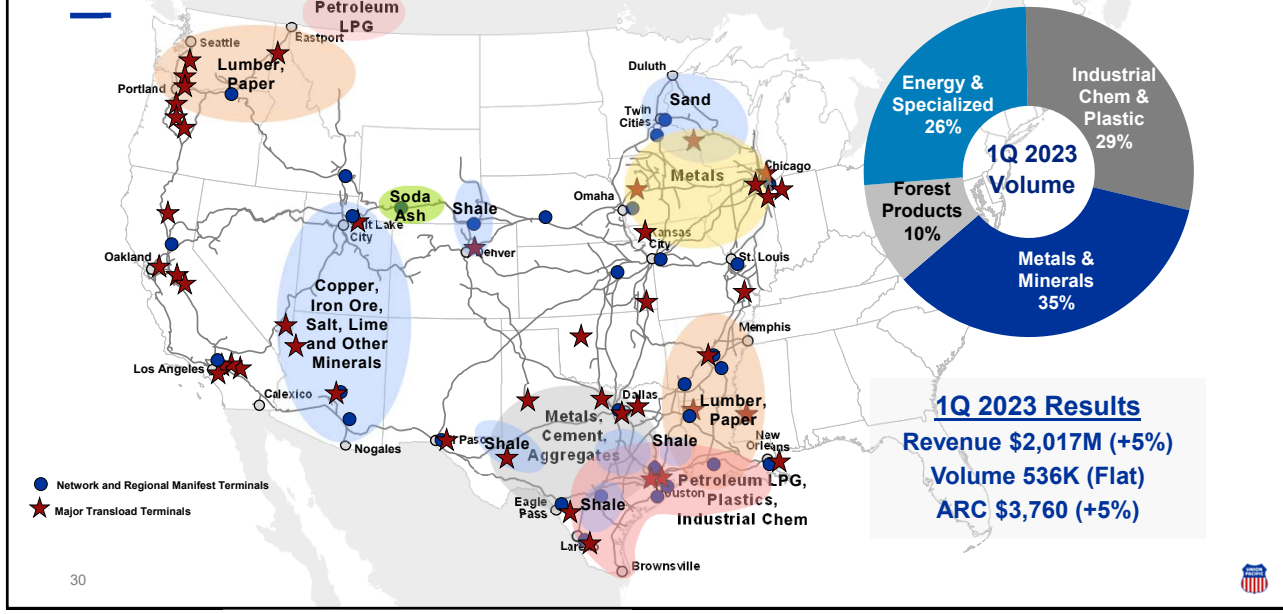
UNP Weekly Coal Carloads*
(As reported to the AAR)



*Through May 27, 2023

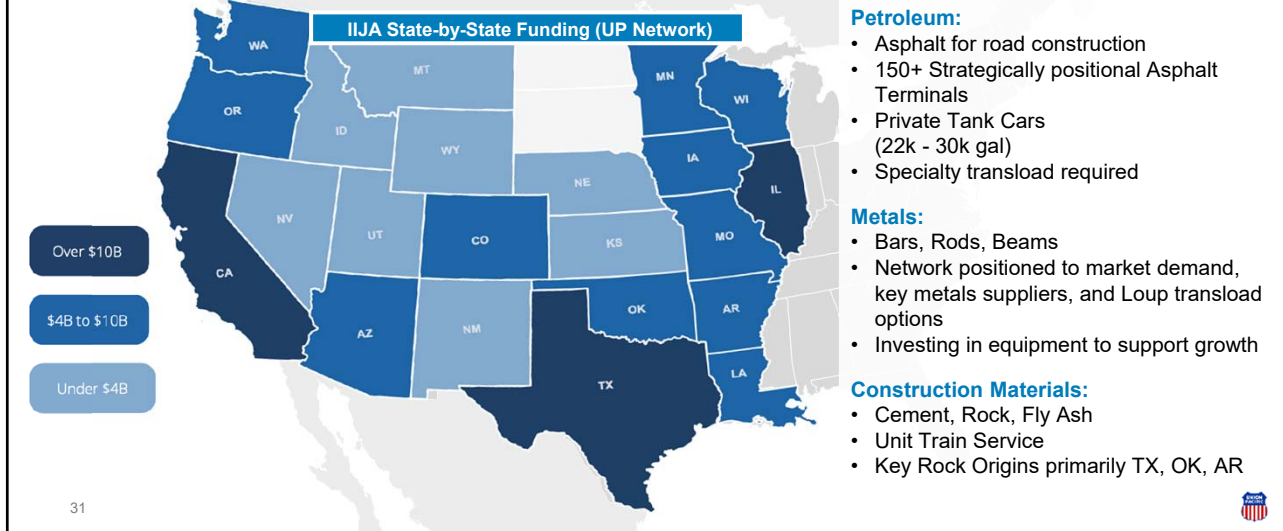


Industrial



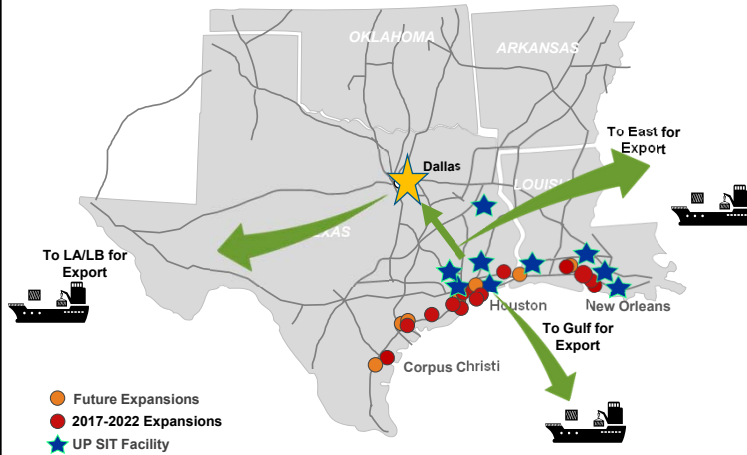
UP Well-Positioned to Support Growth from Infrastructure Investment & Jobs Act

Allocation of IIJA Funds by Destination Markets



INDUSTRIAL

Strong Franchise to Support Plastics Growth



32 *Source: American Chemistry Council, 2022

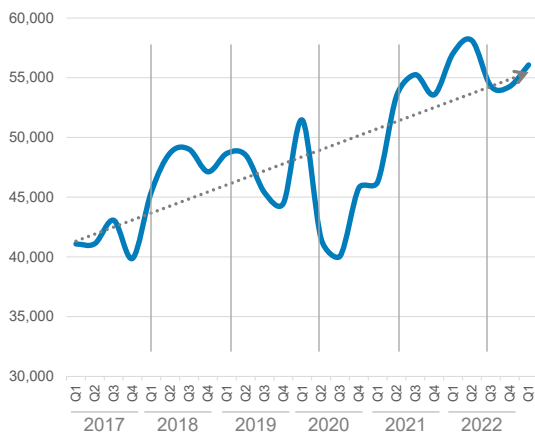
- \$220 billion completed and planned petrochemical investment in Gulf
- Industry leader in plastics rail transportation
 - Comprehensive product offerings & service excellence
 - Expansive Storage in Transit (SIT)
 - Dallas to Dock service solution for export optionality
 - Team dedicated to supporting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



INDUSTRIAL

Metals

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



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



- 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

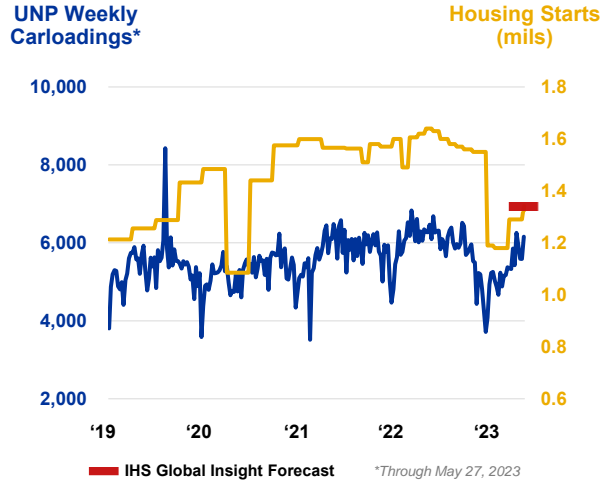


INDUSTRIAL

Housing Trends

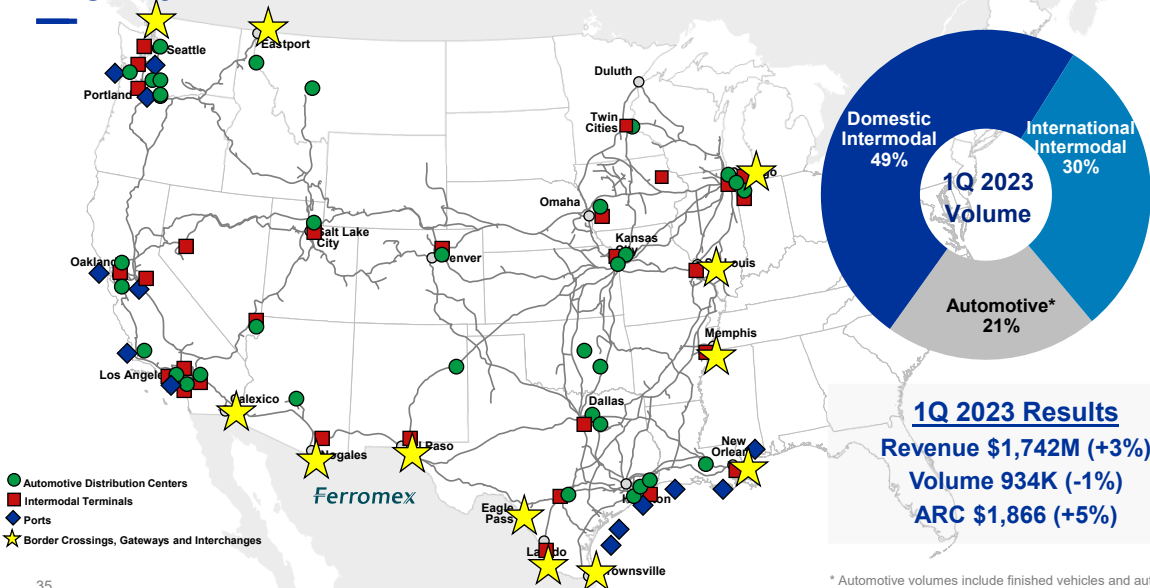
- UP lumber, stone & glass business correlates with housing starts
- Housing also drives appliances, roofing, rebar, aggregates, and cement demand
- Housing related shipments represent ~5 % of current UP volumes

Lumber, Stone & Glass



GROW – BUSINESS TEAM REVIEW

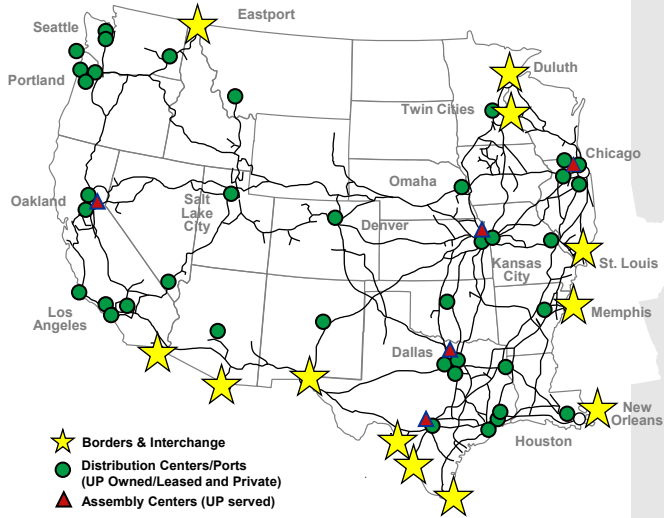
Premium



* Automotive volumes include finished vehicles and auto parts.



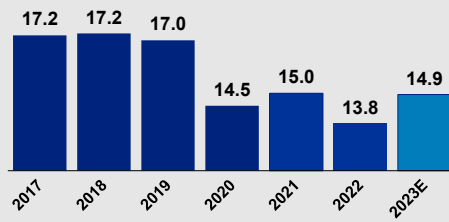
PREMIUM Finished Vehicles



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U.S. Light Vehicle SAAR*



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

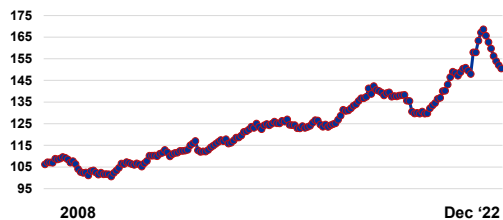


PREMIUM Highway Conversion

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

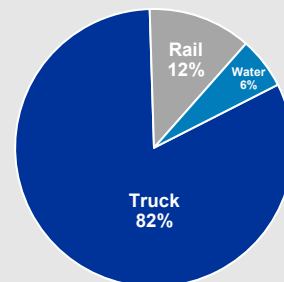


Cass Truckload Linehaul Index



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Transportation Mode (By Tonnage)



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

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



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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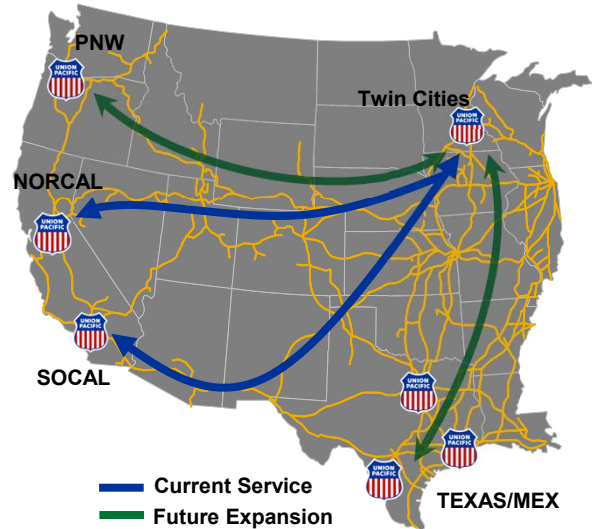


PREMIUM

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



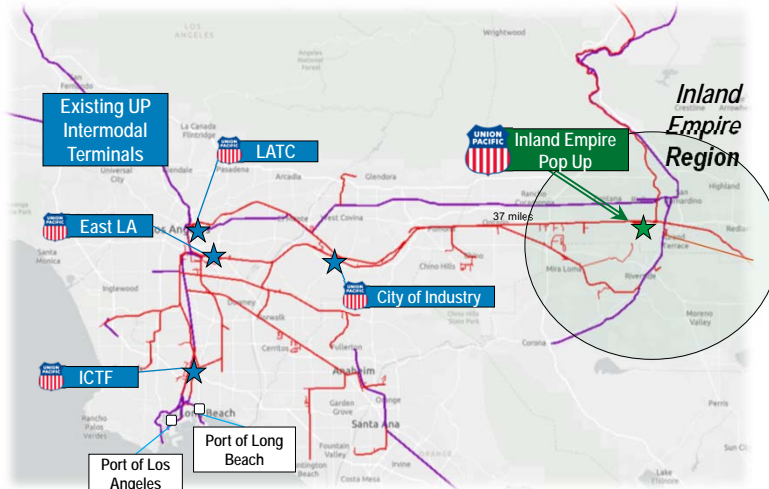
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PREMIUM

Inland Empire Intermodal Terminal

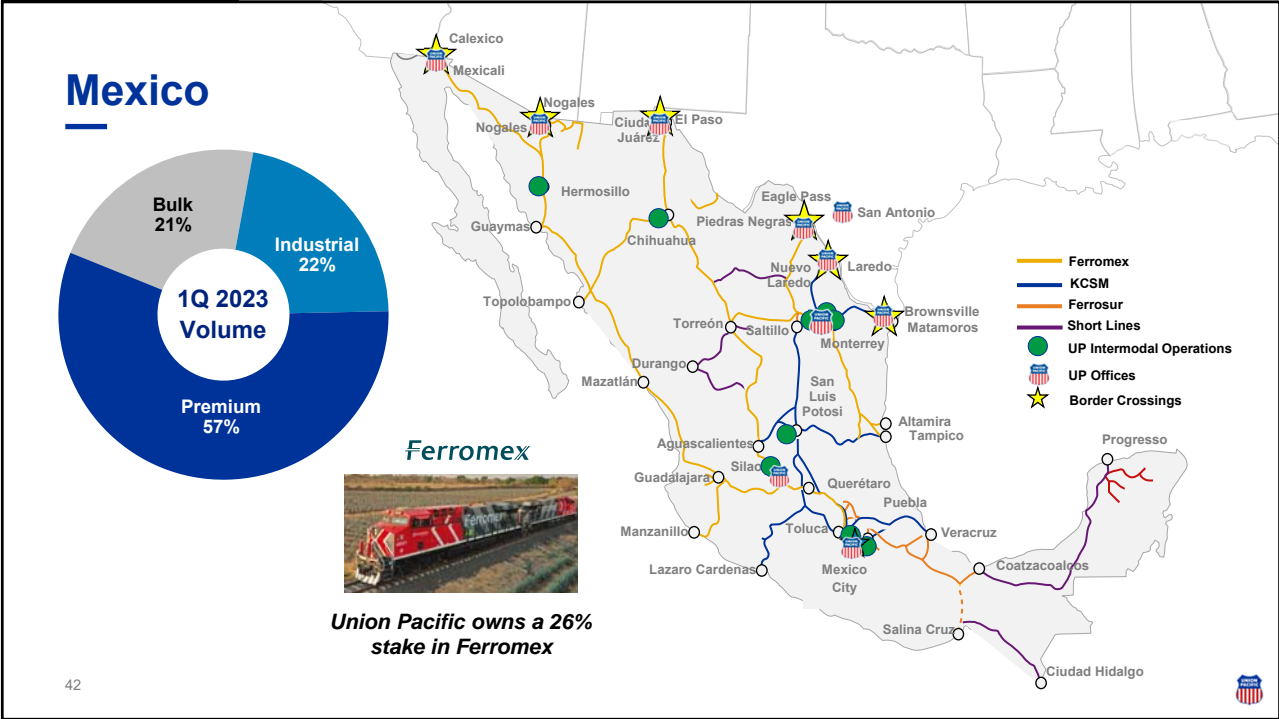
Expanding Our Footprint to Capture New Markets



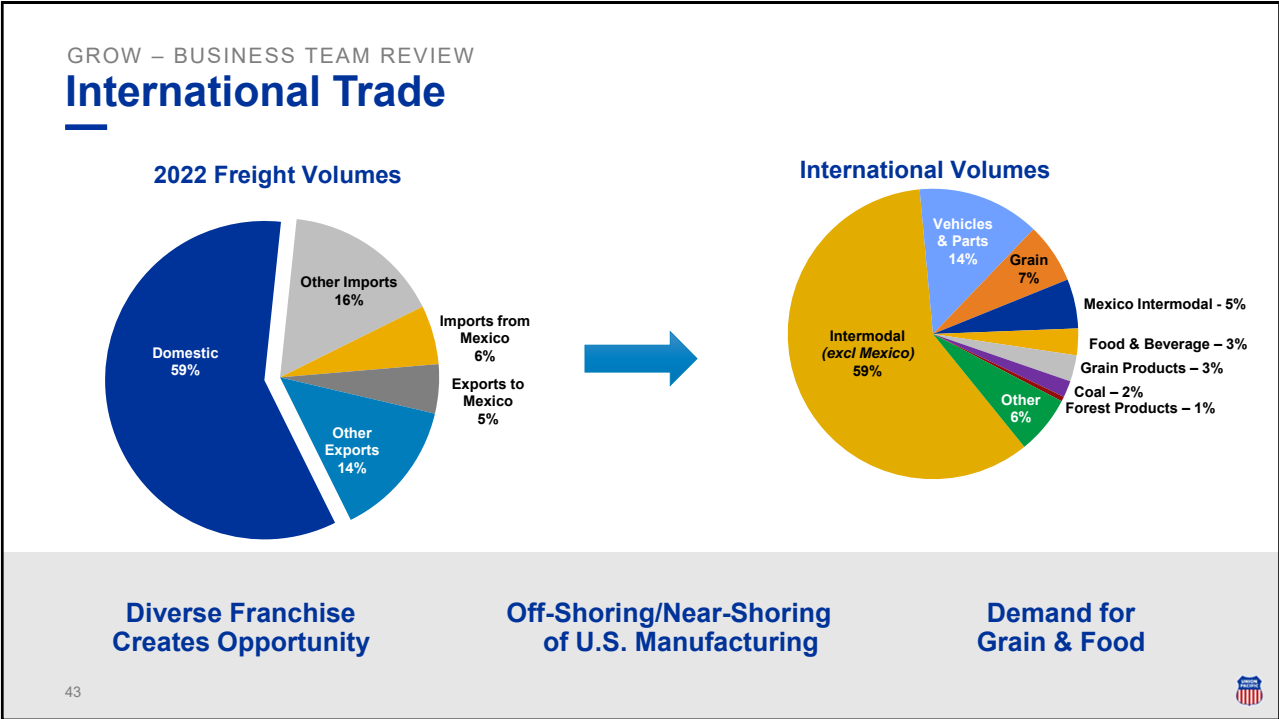
- Inland Empire is the fastest growth region in California
 - 2 million imports (in cargo capacity units) trucked annually to Inland Empire
 - Estimated ~15 million truckloads of long and short haul freight
- Increased our footprint in 2022 and expanding in future years
- Initial service offering to/from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

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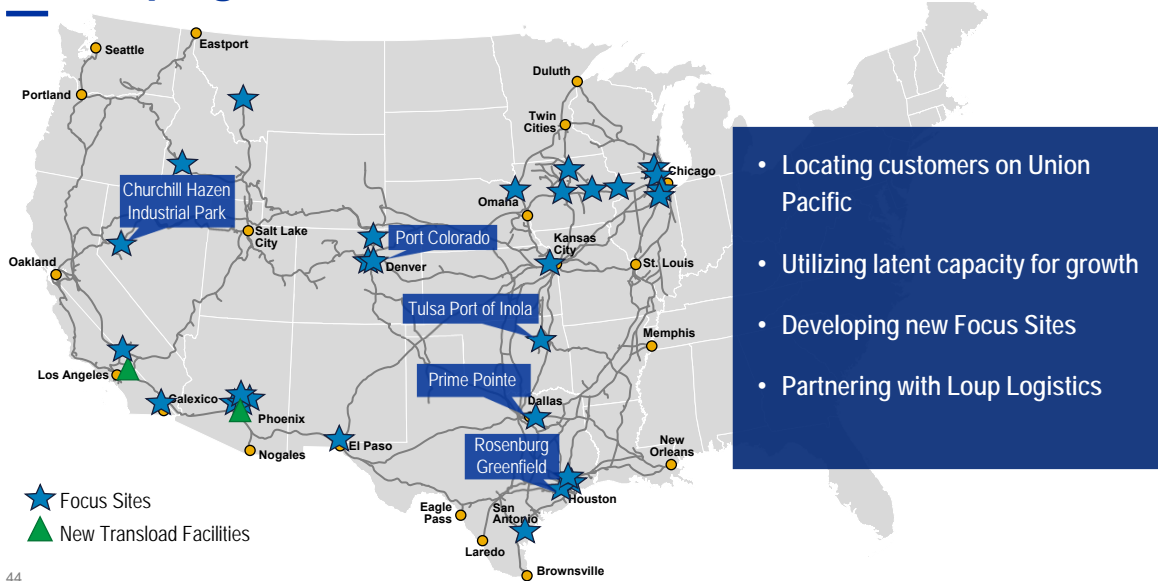
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EXPANDING OUR NETWORK REACH

Developing Rail Solutions for Customers to Grow



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Union Pacific's Customer Experience Journey Map

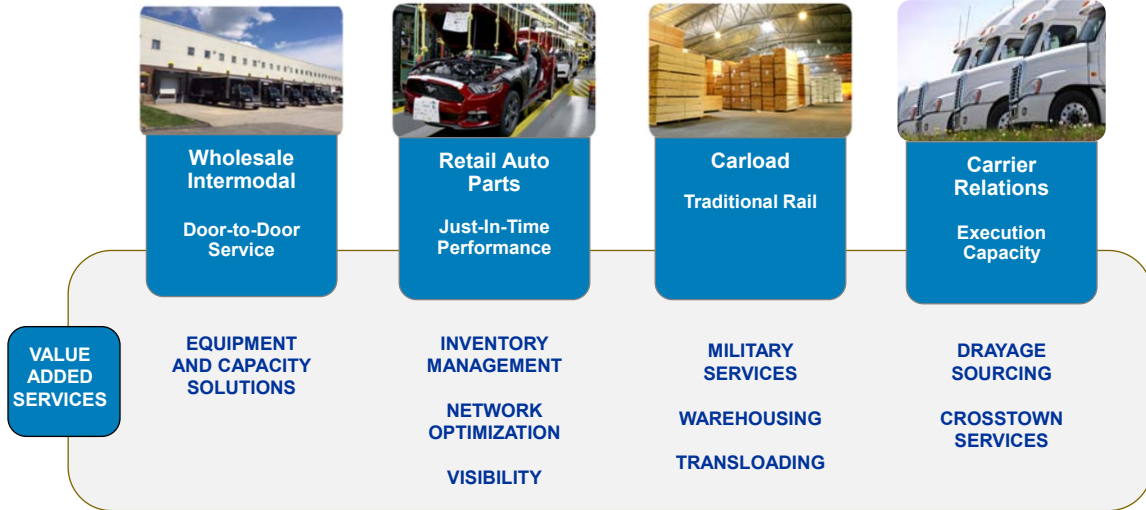
Advancing our Customer Experience through effortless interactions to attract more business to rail



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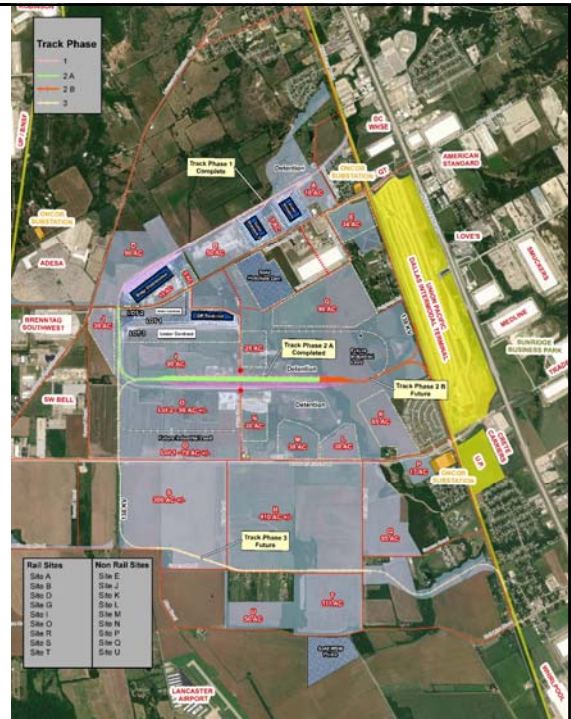
Loup – Providing Total Supply Chain Logistics



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



2023 Volume Outlook

Bulk



- ➖ Grain
- ↔ Coal
- ➕ Biofuels

Industrial



- ➖ Industrial Production
- ➖ Forest Products
- ➕ Metals
- ➕ Construction

Premium

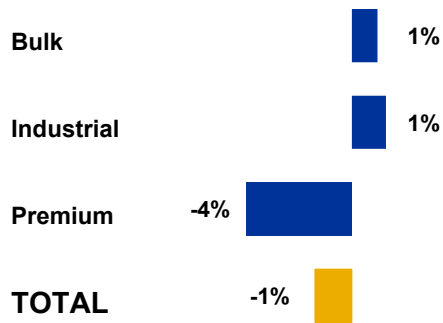


- ↔ Domestic Intermodal
- ↔ International Intermodal
- ➕ Automotive

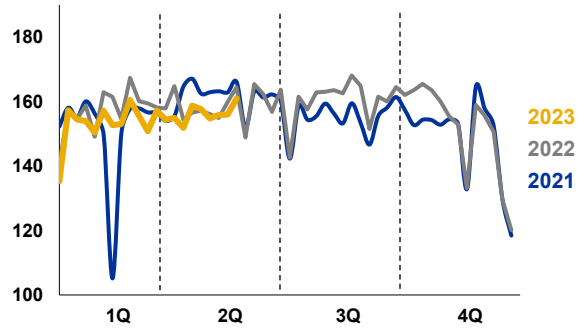


Second Quarter 2023 Volume To Date

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



7-Day Weekly Carloadings
(000s)



50 * Volume through May 26, 2023



WIN – FINANCIAL REVIEW

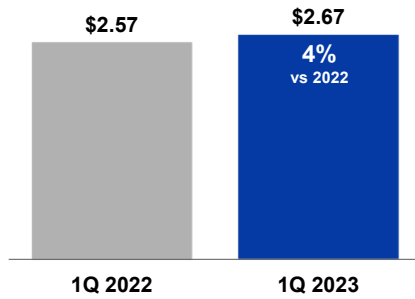


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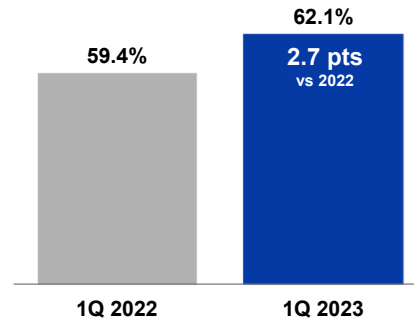


First Quarter 2023 Results

Earnings Per Share



Operating Ratio



Key Themes

Significant Weather Interruptions

Excess Service Costs and Inflationary Pressure

Higher Fuel Surcharges and Core Pricing Gains

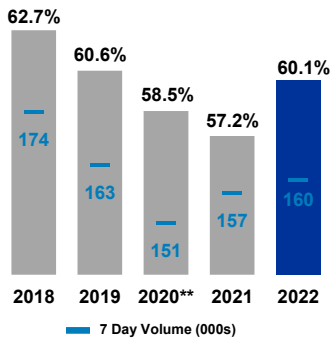
52



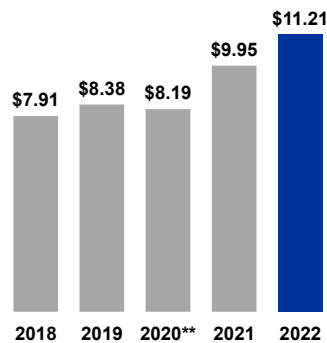
Expanding Margins and Driving Returns

Operating Ratio

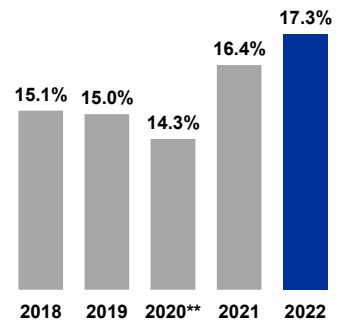
(Percent)



Earnings Per Share



ROIC***



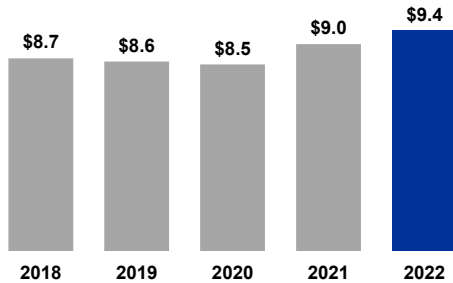
53

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

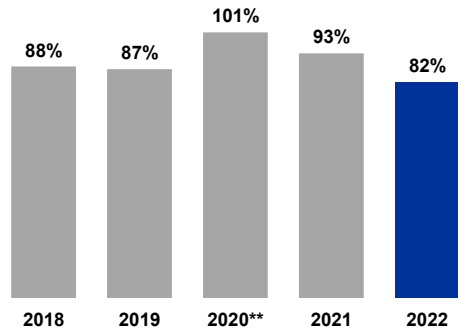


Strong Cash Generation

Cash From Ops
(\$ in Billions)



Cash Flow Conversion***

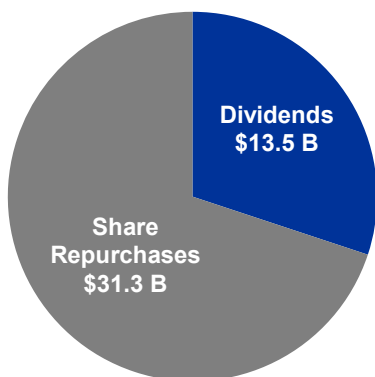


54 * 2020 Adjusted to exclude the Brazos non-cash impairment charge.
** See Union Pacific website under Investors for a reconciliation to GAAP.



Rewarding Shareholders and Delivering Value

2018 – 2022



\$44.8 Billion Returned to Shareholders

66%
Annual Dividend per Share Increase



130 Mil Shares Repurchased
17% Reduction in Avg. Share Balance



Returned 145% of Net Income* to Shareholders

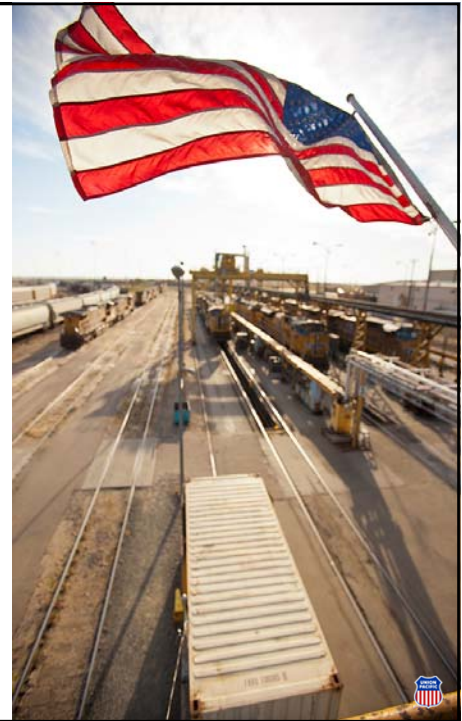


55 * 2020 Net Income adjusted to exclude the Brazos non-cash impairment charge.
See Union Pacific website under Investors for a reconciliation to GAAP.



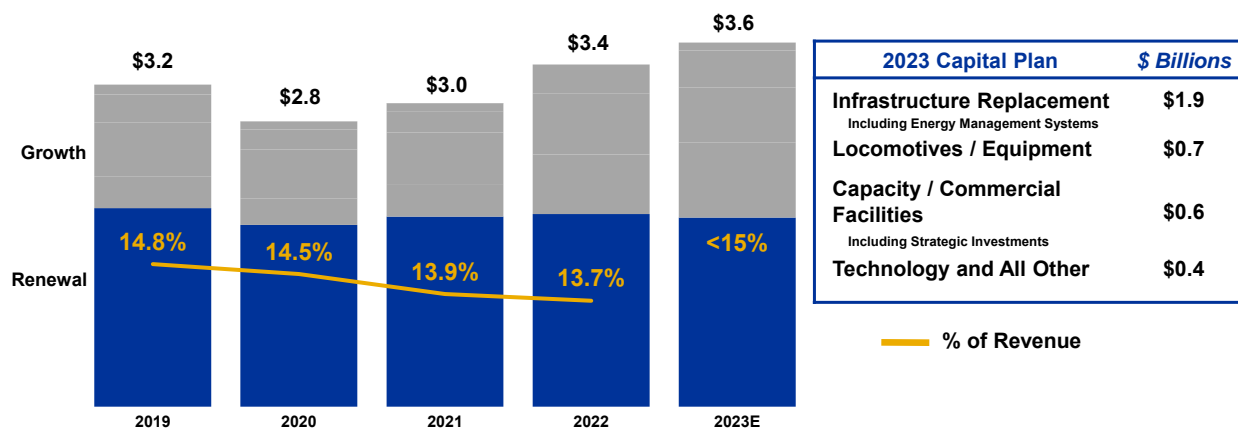
2023 Full Year Guidance

- **Carloads to Exceed Industrial Production**
 - Industrial Production Forecast: -0.7%
- **Operating Ratio Improvement**
- **Pricing Dollars in Excess of Inflation Dollars**
- **Capital Allocation:**
 - Capital Spending Less than 15% of Revenue
 - Capital Plan of \$3.6 Billion
 - Long Term Dividend Payout Target of ~45% of Earnings
 - Excess Cash to Share Repurchases



Increased Capital Plan Targets Growth Initiatives

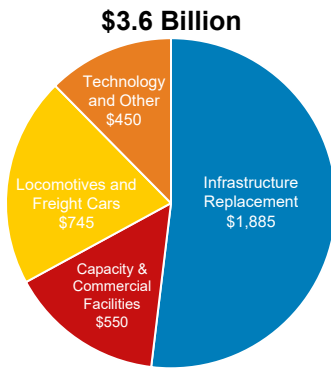
2023 Capital Plan of \$3.6 Billion



2023 Capital Spending Plan

\$ in Millions

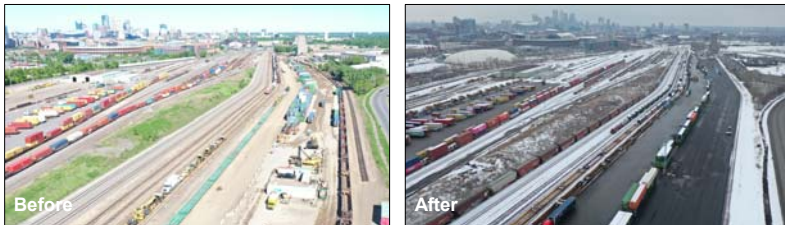
Repurposing for Growth: Turning Brown to Green



Global II



Twin Cities Intermodal Terminal



TOGETHER – SUSTAINABILITY

VALUES
Passion for Performance
High Ethical Standards
Work as a Team

SERVE GROW
TOGETHER WIN



TOGETHER: SUSTAINABILITY

Sustainability Awards and Recognition

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

WOMANS Professional magazine
HISPANIC NETWORK
Black3Journal

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

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

Mansfield Rule Boosting Diversity in Leadership

TOP 50 INSPIRING WORKPLACES NOAM | 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. BEYER Top Companies for Women Technologists PARTICIPANT 2022

Training APEX AWARDS 2022 WINNER

HIRE Vets.gov HIRE 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

TOGETHER: SUSTAINABILITY

Industry Leading Disclosure

UNION PACIFIC

2022

UNION PACIFIC'S 2021 Building America Report
A report to stakeholders on our social, environmental, and economic sustainability progress.

UNION PACIFIC'S 2022 We Are One Report

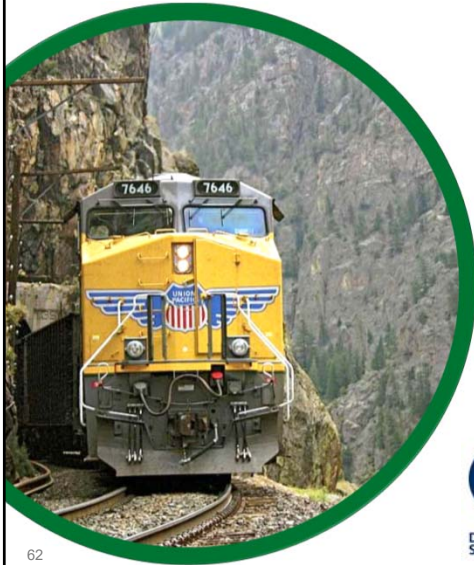
2022 PROXY STATEMENT
& Notice of Annual Meeting of Shareholders

UNION PACIFIC RAILROAD
2022 Climate Action Plan

Political Action Report Coming in Early 2023

TOGETHER: SUSTAINABILITY

Building a Sustainable Future 2030



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Building Responsible Foundations



Investing in Our Workforce



Driving Sustainable Solutions



Championing Environmental Stewardship



Strengthening Our Communities



Dow Jones Sustainability Indexes



2021 WINNER



HUMAN RIGHTS CAMPAIGN

2022 BEST PLACES TO WORK FOR LGBTQ+ EQUALITY LIST

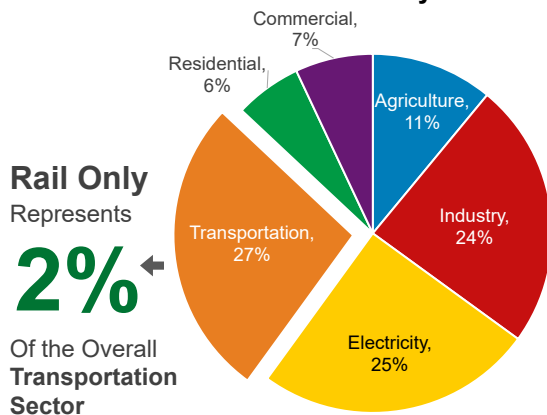


2021 GOLD MEDALLION RECIPIENT

TOGETHER: SUSTAINABILITY

Supply Chain Emissions

2020 U.S. GHG Emissions by Sector



63

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

UP CUSTOMERS

AVOIDED

23.4M

METRIC TONS OF GHG EMISSIONS IN 2022



CONVERTING RAIL TO TRUCK

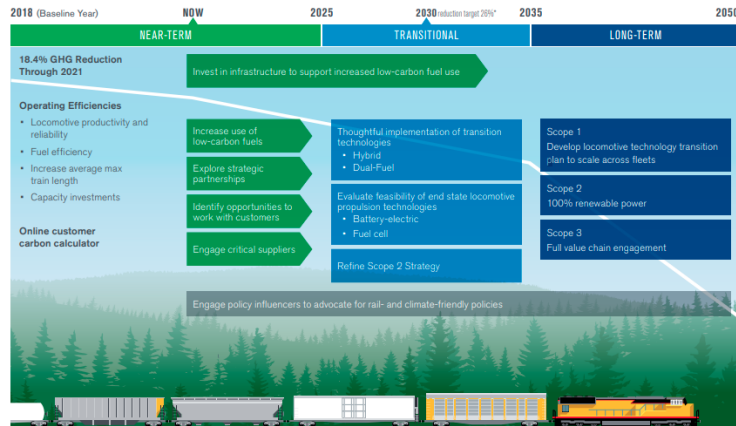
REDUCES

GHG EMISSIONS BY

75%

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



TOGETHER: SUSTAINABILITY
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

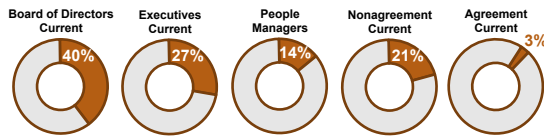
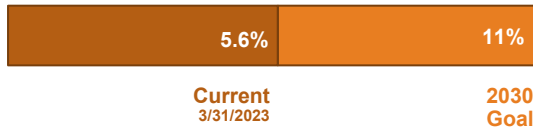


TOGETHER: SUSTAINABILITY
Diversity & Inclusion



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

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



66



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



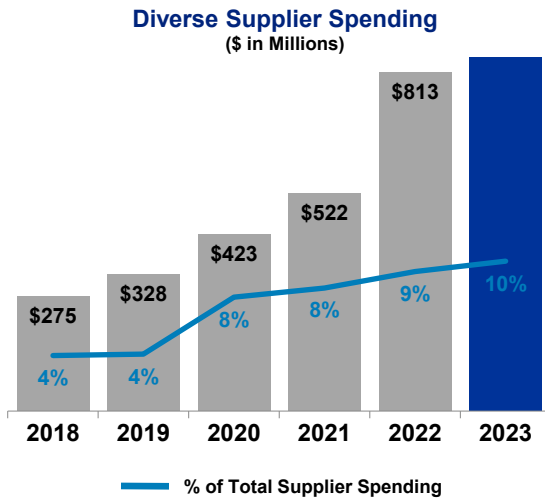
67

*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

ERM began partnering with BNSF in 2021 to manage sourcing, supply and distribution of rail car parts for various car types across a network of 100-plus locations.

Steve and Jen Carter
Owners

SUPPLIER SPOTLIGHT
Latino American Business

SurvWest
SURVWEST
www.survwest.com

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

Markus East
President and CEO

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COMMUNITIES

Strengthening Our Communities

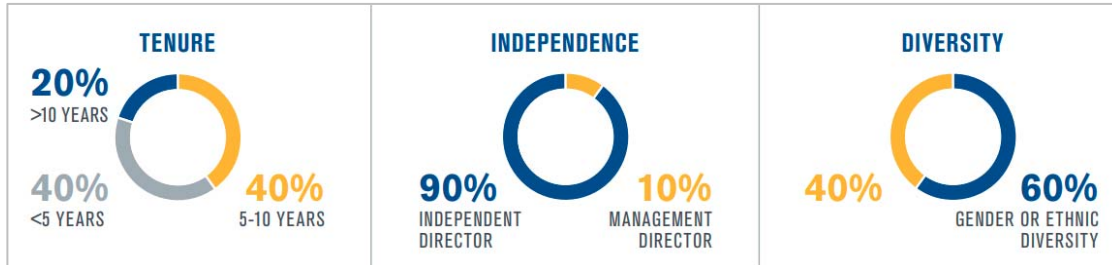
Investments Where We Work and Live



69



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

