



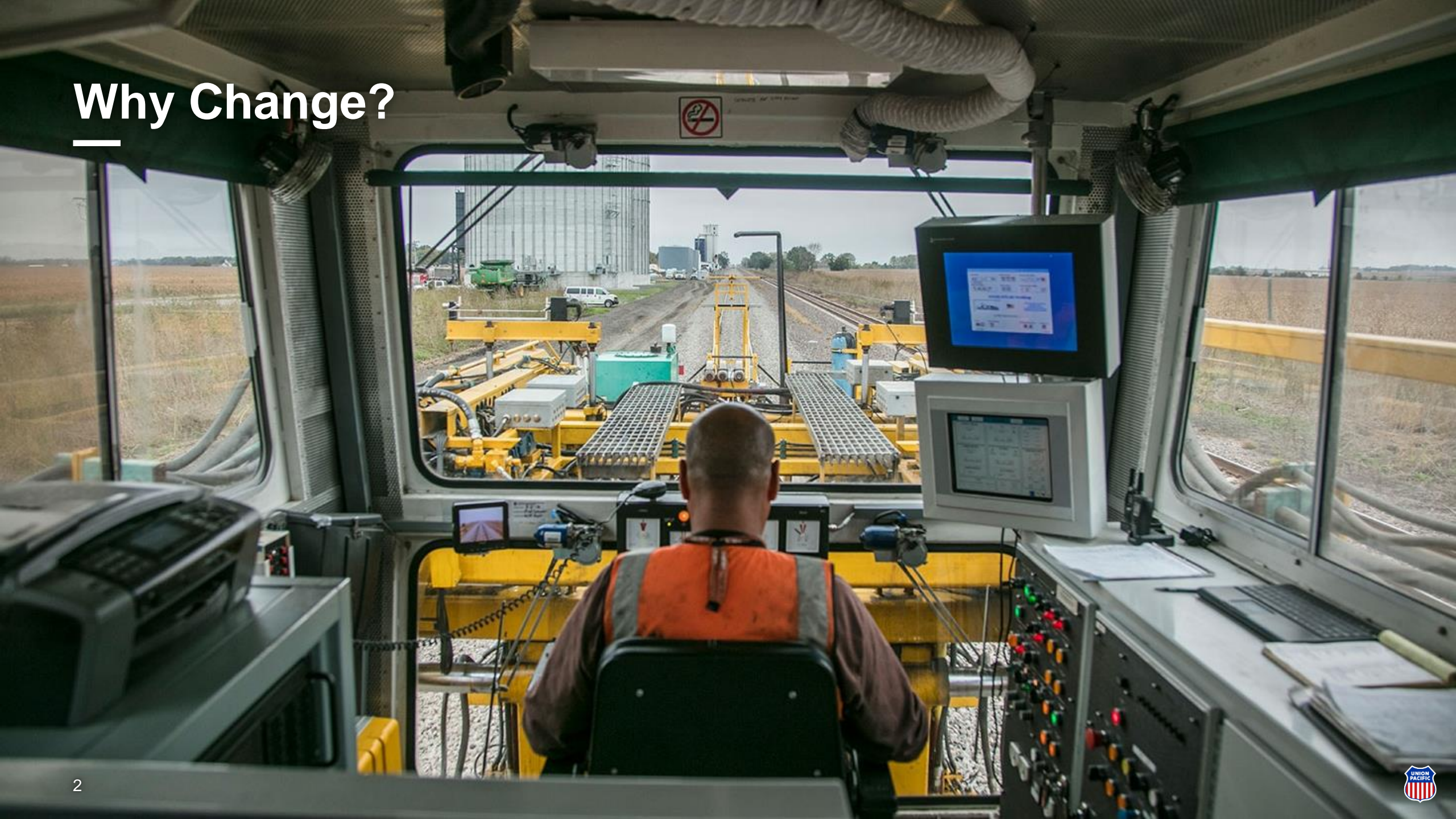
BUILDING THE CUSTOMER EXPERIENCE

—
Lance Fritz, Chairman, President and CEO

March 5, 2020



Why Change?



Starting Point: Safe, Reliable, Efficient



Customer Experience

People Experience



Customer Experience

Service Experience



↑
11 pts
First Mile
Last Mile

↑
9 pts
CAR TRIP PLAN
COMPLIANCE

↓
3-4 hrs
CAR
DWELL

↑
11 mpd
CAR
VELOCITY

↑
1/2 mph
TRAIN
VELOCITY



Customer Experience
Tech Experience



Economic Outlook



Intermodal



Plastics



Mexico





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