

BNSF 2026 Outlook

NRC – January 10, 2026

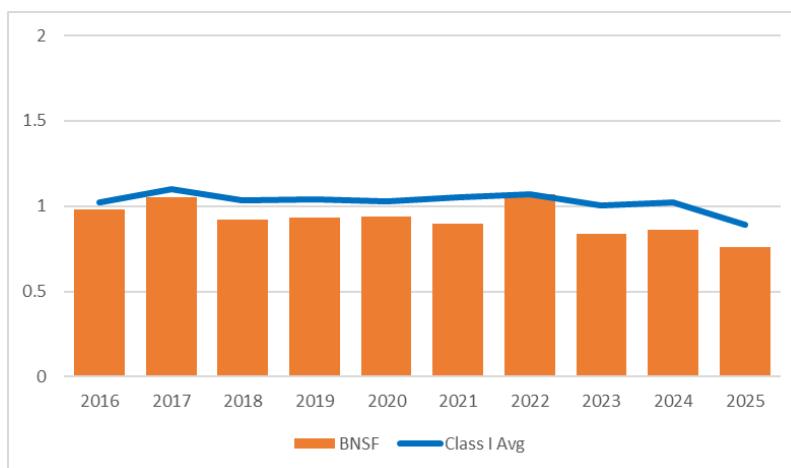
Craig N. Rasmussen, P.E.



BNSF's Strong Safety Record

Employee IFR

Reportable injuries per 200,000 hours worked



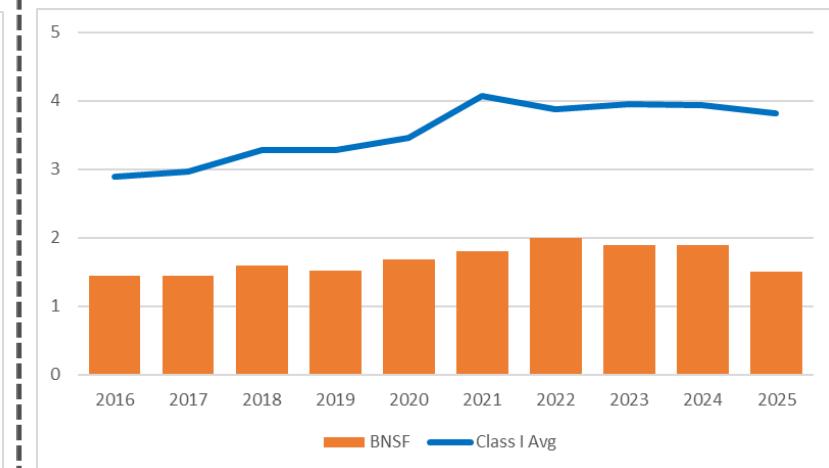
Rail Equip Incidents

Reportable REI's per million train miles

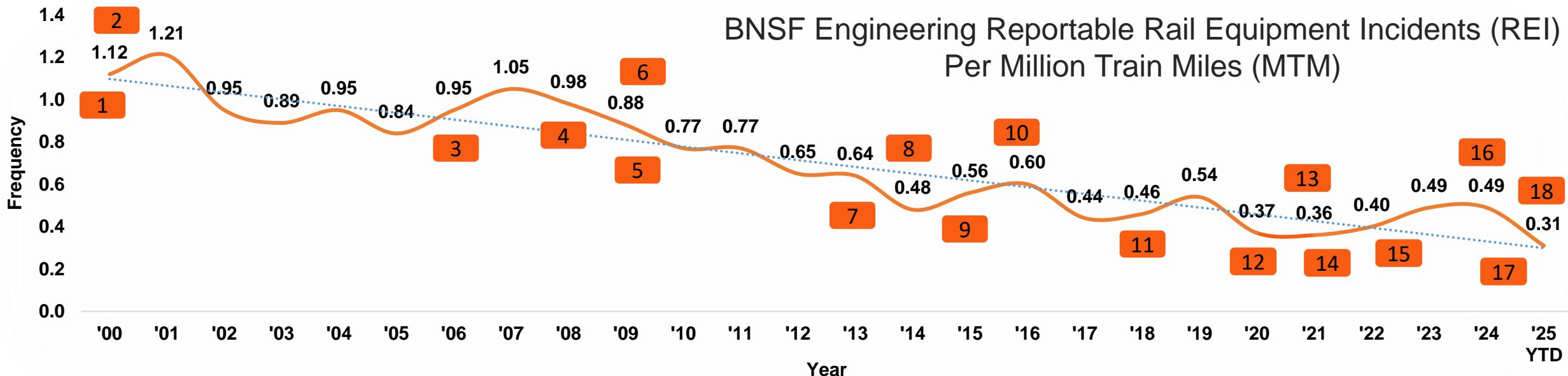


Grade Xing Incidents

HGX incidents per million train miles



Engineering Reportable REIs

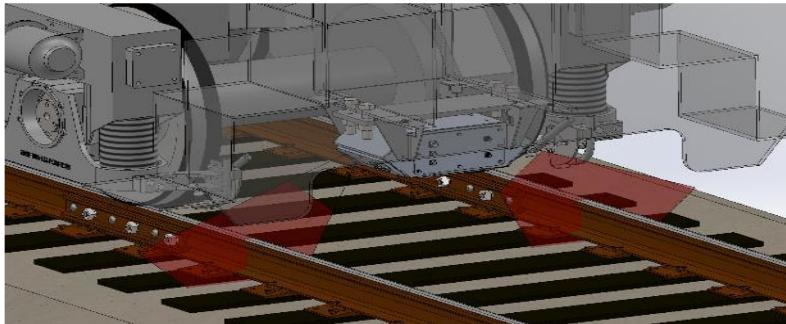


Technology & Process Improvements

1	Rail Clean Steel Manufacturing
2	Rail Maintenance Preventive Grinding
3	VTI-Equipped Locomotive Initiative
4	Sub-Shell Rail Defect Detection Technology
5	Friction Modification Initiative
6	Implementation of GPR Technology
7	Tier III Track Inspector Training
8	Full Implementation of Wood Tie Scanning w/ X-Ray
9	Unattended Geometry Car Testing & Desk

10	Continuous (Non-Stop) Rail Detection
11	Predictive Geometry Tags & Track Surfacing Algorithm
12	ATI Pilot Approved (Powder River)
13	THOR (Machine Vision)
14	ATI Waiver Approved (Powder River & Southern Transcon)
15	Advanced Data Analytics
16	ATI Waiver Approved (Northern Transcon & Orin Subdivision)
17	Remote THOR (Machine Vision)
18	ODIN (Locomotive-Based Geometry Testing)

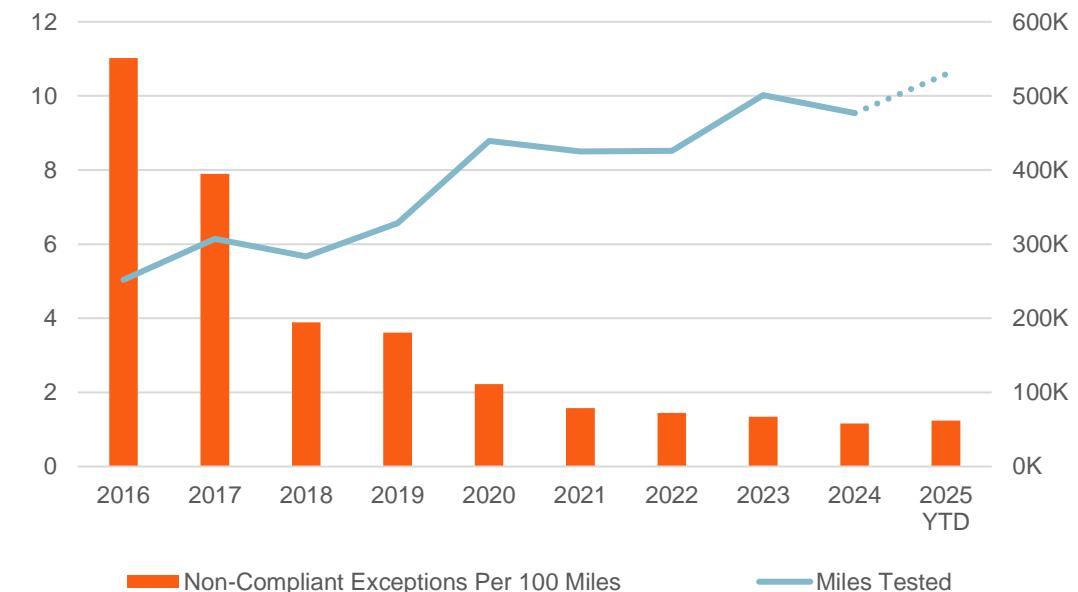
Track Measurement Advancements

ODIN	THOR	Geometry Desk
<ul style="list-style-type: none"> Onboard Defect Identification & Notification BNSF designed, built & maintained Revenue service locomotive-based track geometry test system 23 units in revenue service 	<ul style="list-style-type: none"> Track Health Optical Recognition BNSF designed, built & maintained Machine vision optical system 1 attended system on geometry car 2 remote systems on unattended cars 	<ul style="list-style-type: none"> 24/7 staffed geometry desk in BNSF NOC Monitors operation of geo cars, ODIN & THOR Reviews and validates defects before distributing to field teams Issues slow orders to immediately protect multi-class drops
		
		

Automated Track Inspection

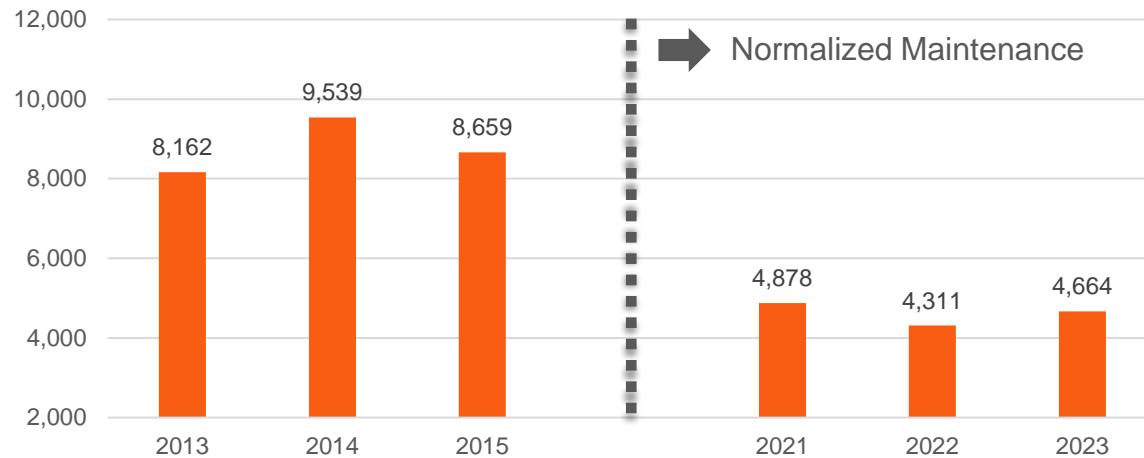
- Unattended geometry cars to inspect track under load, generating a vast amount of data
- Reduces time track is occupied for inspection purposes and reduces service interruptions
- 500,000+ miles inspected annually
- FRA ATI waiver includes BNSF Powder River Coal Loop, South Transcon & North Transcon
- FRA rule on ATI – largely mirror's BNSF current practices

Non-Compliant Exception Rate vs Miles Tested

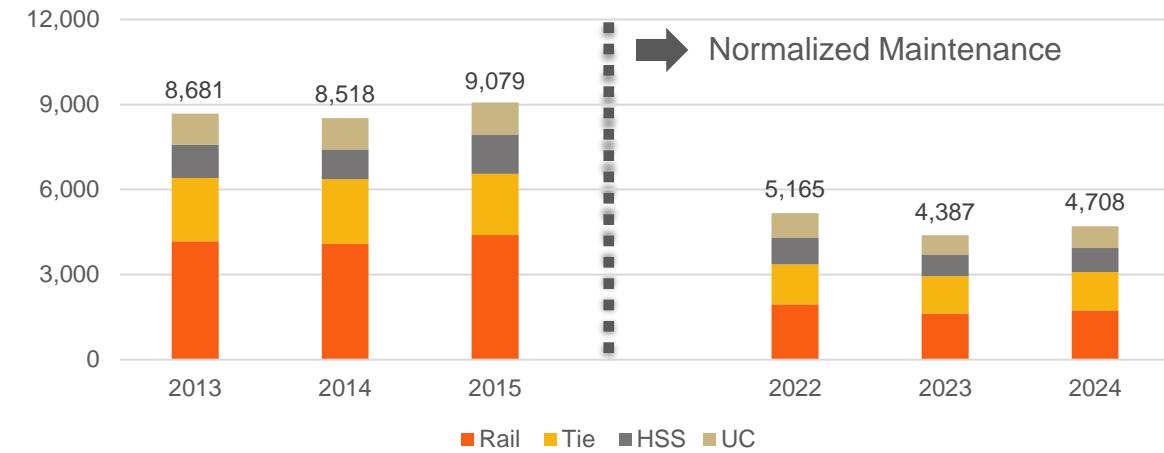


Impact of Maintenance Footprint

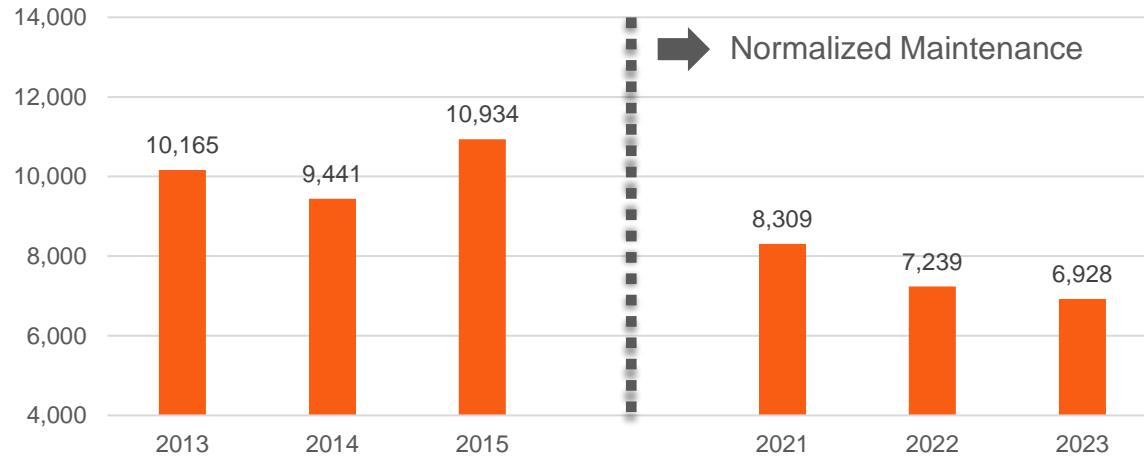
Average Daily Slow Order Minutes per Week



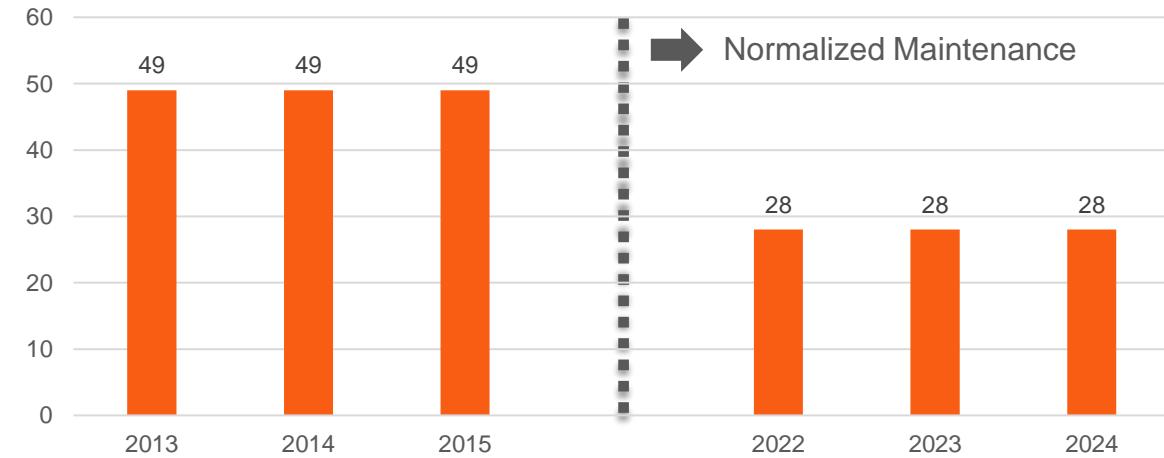
Number of Gang Windows



Capital Maintenance Miles



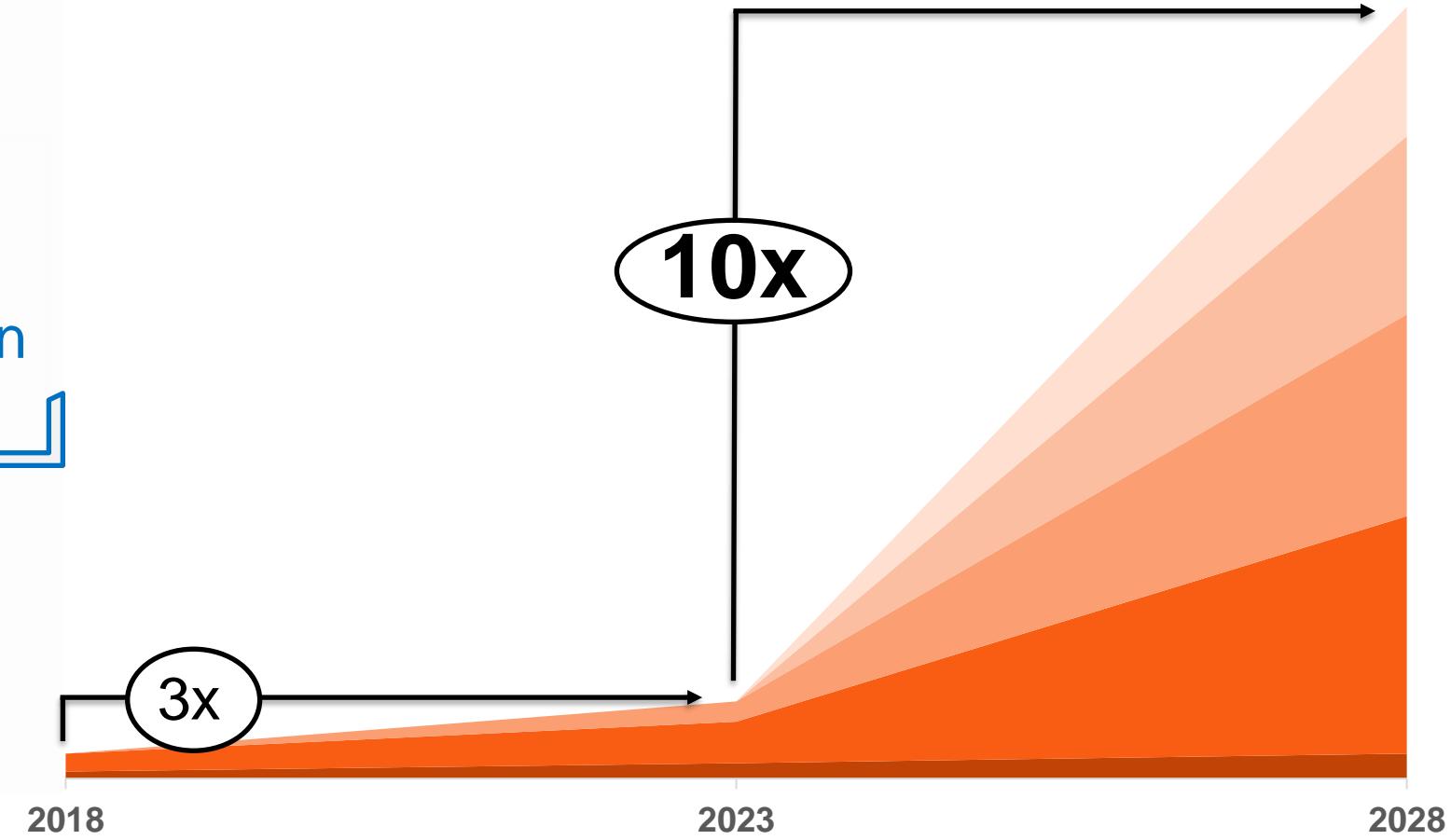
Number of Capital Gangs



Data around us is increasing exponentially



BNSF Operational Data



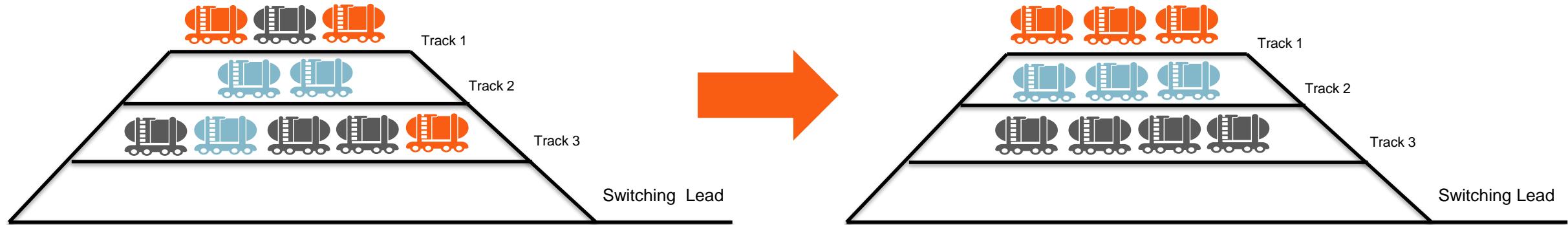


**Artificial
Intelligence &
machine learning
implemented in
BNSF Operations in
recent years**

**Hump Yard Track Assignments
Train Line-ups & ETA's
Track Inspections
Intermodal Load Planning
Mechanical Inspections
Movement Planner
Operation Desert Knight
Intermodal Dwell Optimization
Intermodal Yard Check
Flat Yard Car Switching Optimization**

Decision Assisted Switching for Yard Operations

Illustrative Example:



Scenario:

- 10 Cars
- 4 Tracks
- 3 Classifications by Destination (orange, blue, gray)

Desired State:

- Switched by destination classification (color)

*How many possible solutions are there
to perform these five switch moves?*

Decision Assisted Switching for Yard Operations

Illustration Example

5,210,673

(and there is an optimal one)

Scenarios

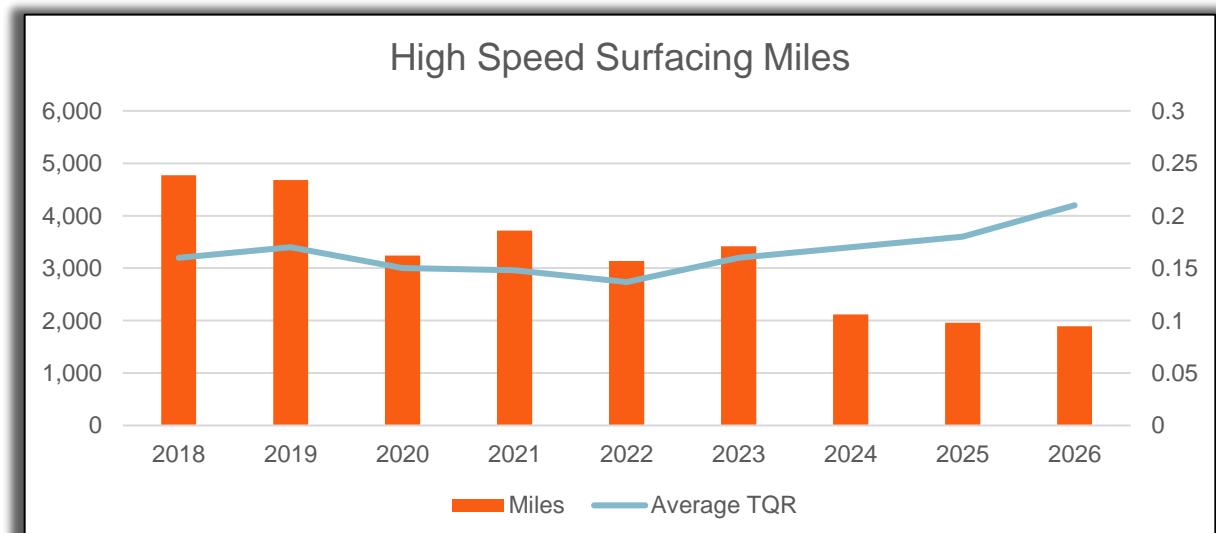
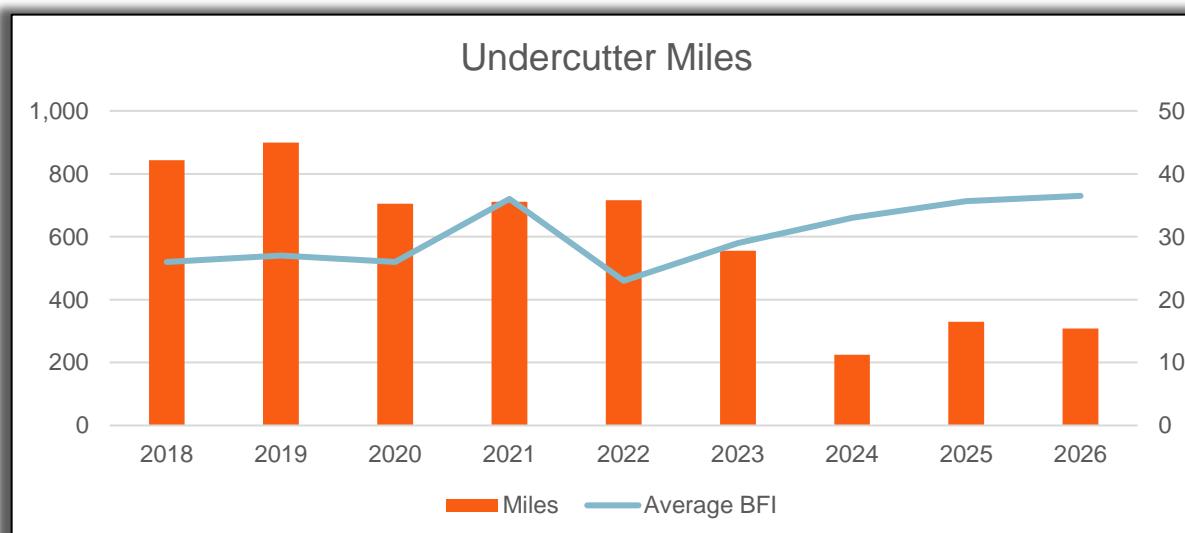
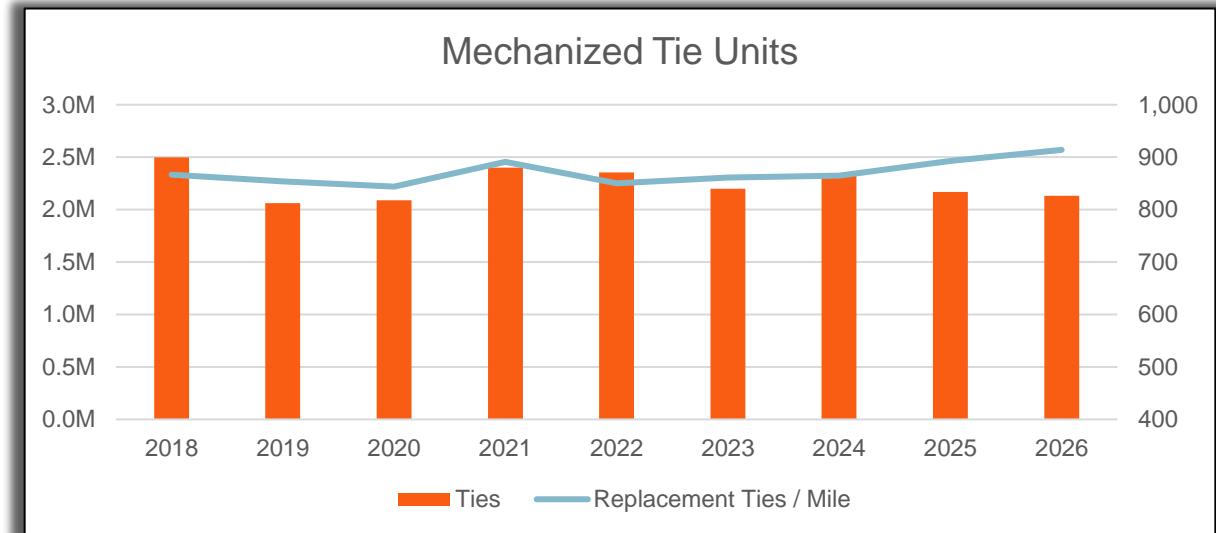
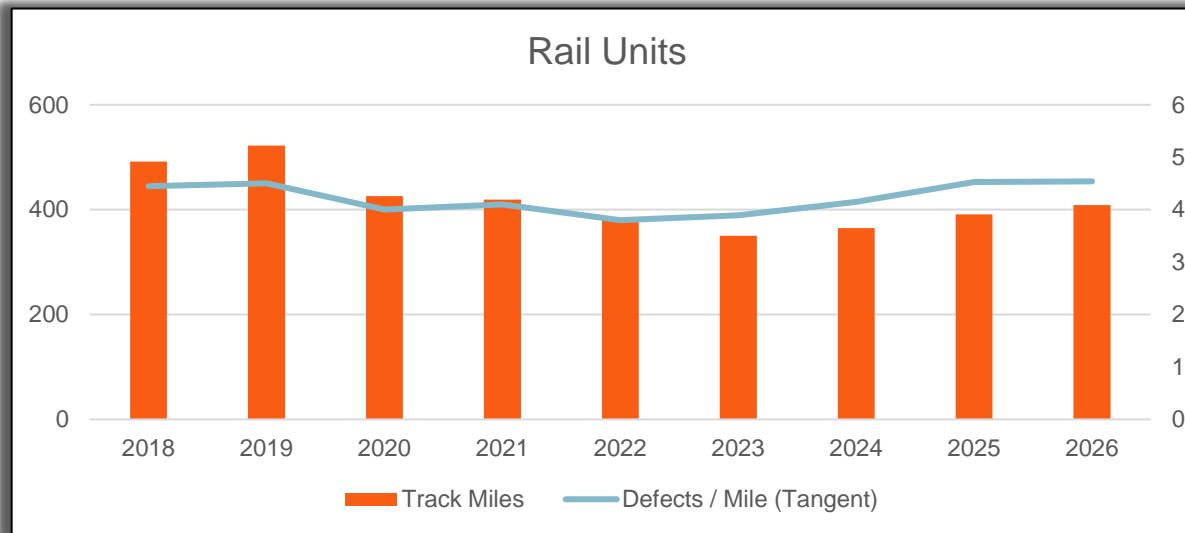
- 10 Cars
- 4 Tracks
- 3 Colors

*How many possible solutions are there
to perform these five switch moves?*

BNSF Technology Transformation

- From buyers to builders
- AI-enabled operational excellence
- Customer-centric innovation
- Agile delivery and collaborative culture
- Transformational industry leadership

Track (MOW) Units Summary



Note: Units prior to 2025 do not include MRL

Heavy Bridge Projects – 2026 Plan

Scenic Sub
Salmon Bay Bridge
Seattle, WA
Counterweight Change

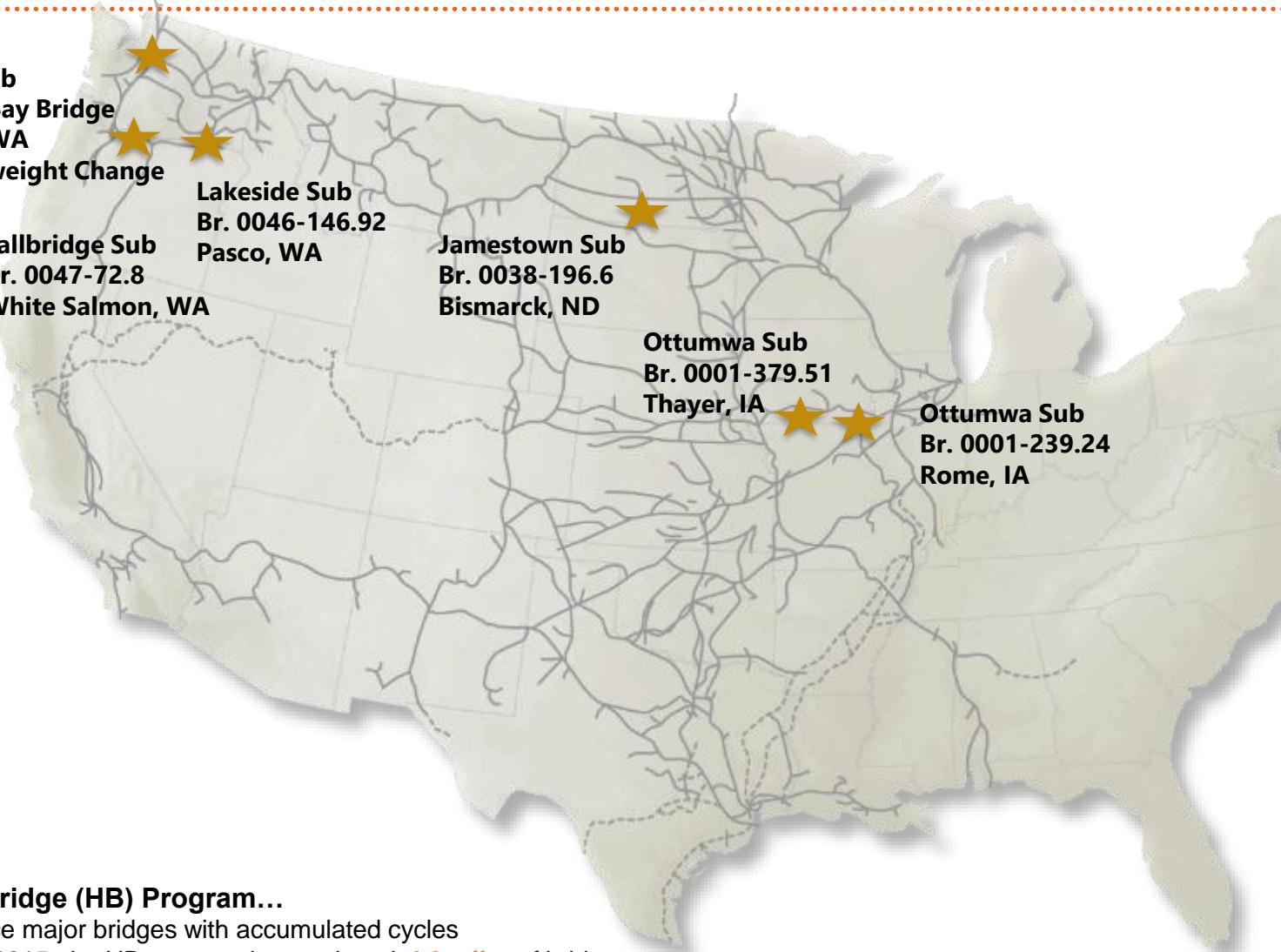
Fallbridge Sub
Br. 0047-72.8
White Salmon, WA

Lakeside Sub
Br. 0046-146.92
Pasco, WA

Jamestown Sub
Br. 0038-196.6
Bismarck, ND

Ottumwa Sub
Br. 0001-379.51
Thayer, IA

Ottumwa Sub
Br. 0001-239.24
Rome, IA

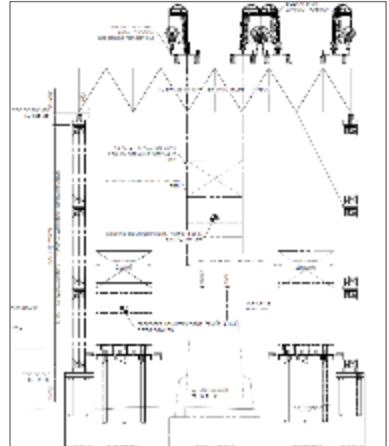


Heavy Bridge (HB) Program...

- Replace major bridges with accumulated cycles
- Since 2015, the HB program has replaced **4.6 miles** of bridges.



Ongoing work: Bridge 0038-196.6 Jamestown Sub Bismarck, ND



Prepping for Counterweight changeout in Seattle

Heavy Bridge Outlook: Projects in Development

WASHINGTON:

1. Bellingham Sub Br. 0050-70.0
2. Scenic Sub Br. 0037-1750.9
3. Seattle Sub Br. 0051-17.7X
4. Seattle Sub Br. 0052-25.3

ILLINOIS:

1. Chillicothe Sub Br. 7000-10.0
2. Chillicothe Sub Br. 7000-24.7

CALIFORNIA:

1. San Bernardino Sub Br. 7600-143.5

MISSOURI:

1. Hannibal Sub Br. 0014-100.43
2. Marceline Sub Br. 7000-406.7

KANSAS:

1. Douglas Sub Br. 7103-195.2

NEW MEXICO:

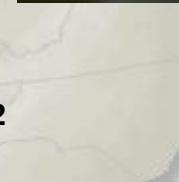
1. Gallup Sub Br. 7200-62.7

TEXAS:

1. Conroe Sub Br. 7502-14.6
2. Conroe Sub Br. 7502-26.3



(Above) Bridge 7000-406.7
Marceline Sub, Hardin, MO



(Below) Bridge 0050-70.0
Bellingham Sub, Burlington, WA



Barstow International Gateway (BIG) is rolling strong into 2026



Property Acquisition: Key parcels were secured for the Logistics Park and IMF, enabling core site control.



Environmental Permits: Draft EIR and supporting studies submitted, advancing environmental approvals.



Regulatory: Corps permit application submitted; PJD issued by ACOE, progressing federal permitting.



Commercial Strategy: Commercial plan, partner modeling, and IMF/LP operating plan completed.



Customer Engagement: Rate proposals submitted to potential customers.



Procurement: Solar developer and RTG supplier contracted; electrical gear and RMG PO secured; loop permit completed.

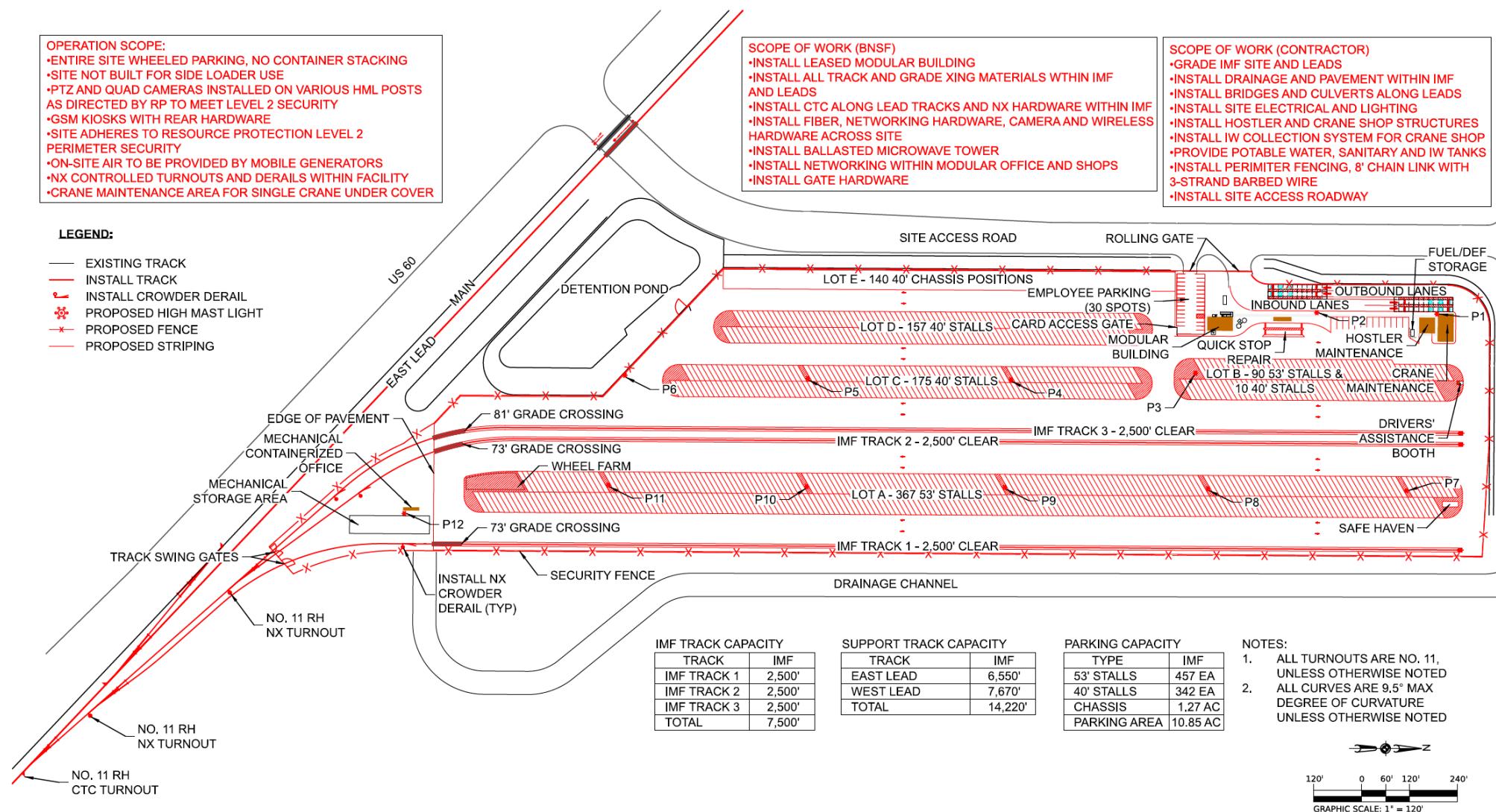


Engineering Design: Site design & major OPCC milestones (60% / 90%) completed.



Power Design: 60% 33kV OPCC completed, and SCE work order strategy finalized.

Logistics Park Phoenix (LPP): Phase 1 Plan for 2026



2026 Cornerstones of Success

Technology Transformation

- Improving safety, service, reliability & efficiency
- Controlling inflationary pressure
- Easier customer & user experience

Normalized Maintenance Strategy

- Aimed at lowest TCO through support of technology
- Integrate with customer service needs & volume
- Avoid costly swings

Targeted Expansion Investment

- Focus on immediate ROI with improved efficiency
- Continued drive on long-term major growth drivers

Industry Leadership

- Continuous improvement in safety
- Drive for competitive landscape



Thank you!

