



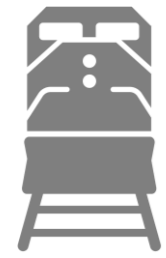
TEXAS GATEWAY OF THE AMERICAS CONFERENCE

ARIELLE GIORDANO
Assistant Vice President
US Government Affairs



WHO WE ARE

CONNECTING CANADA, the U.S. AND MEXICO, *TOGETHER*



FIRST
TRANSNATIONAL
SINGLE-LINE RAILWAY



20,000 MILE
RAIL NETWORK



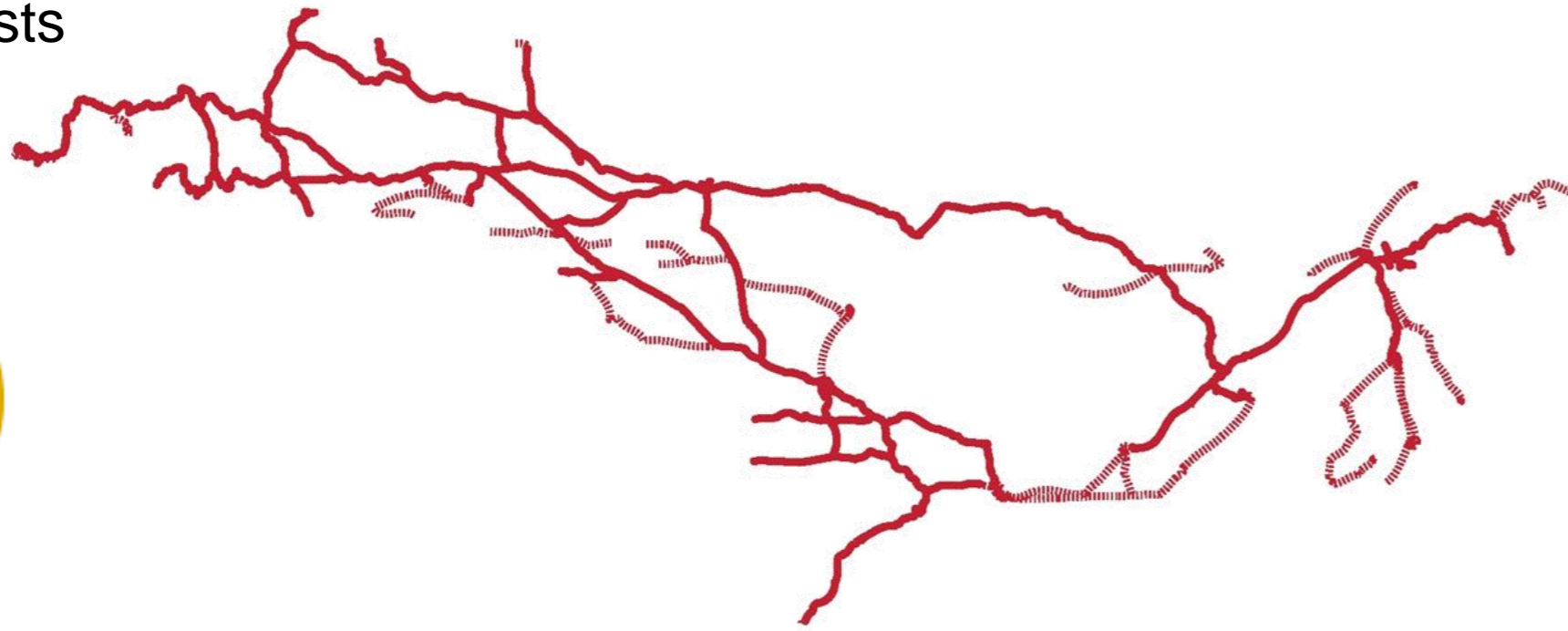
APPROXIMATELY
20,000
EMPLOYEES



WHO WE ARE

Our History

Founded in 1881, **Canadian Pacific Railway** was formed to unite Canada from coast to coast and grew to reach the U.S. Midwest and beyond with direct links to major ports on the west and east coasts

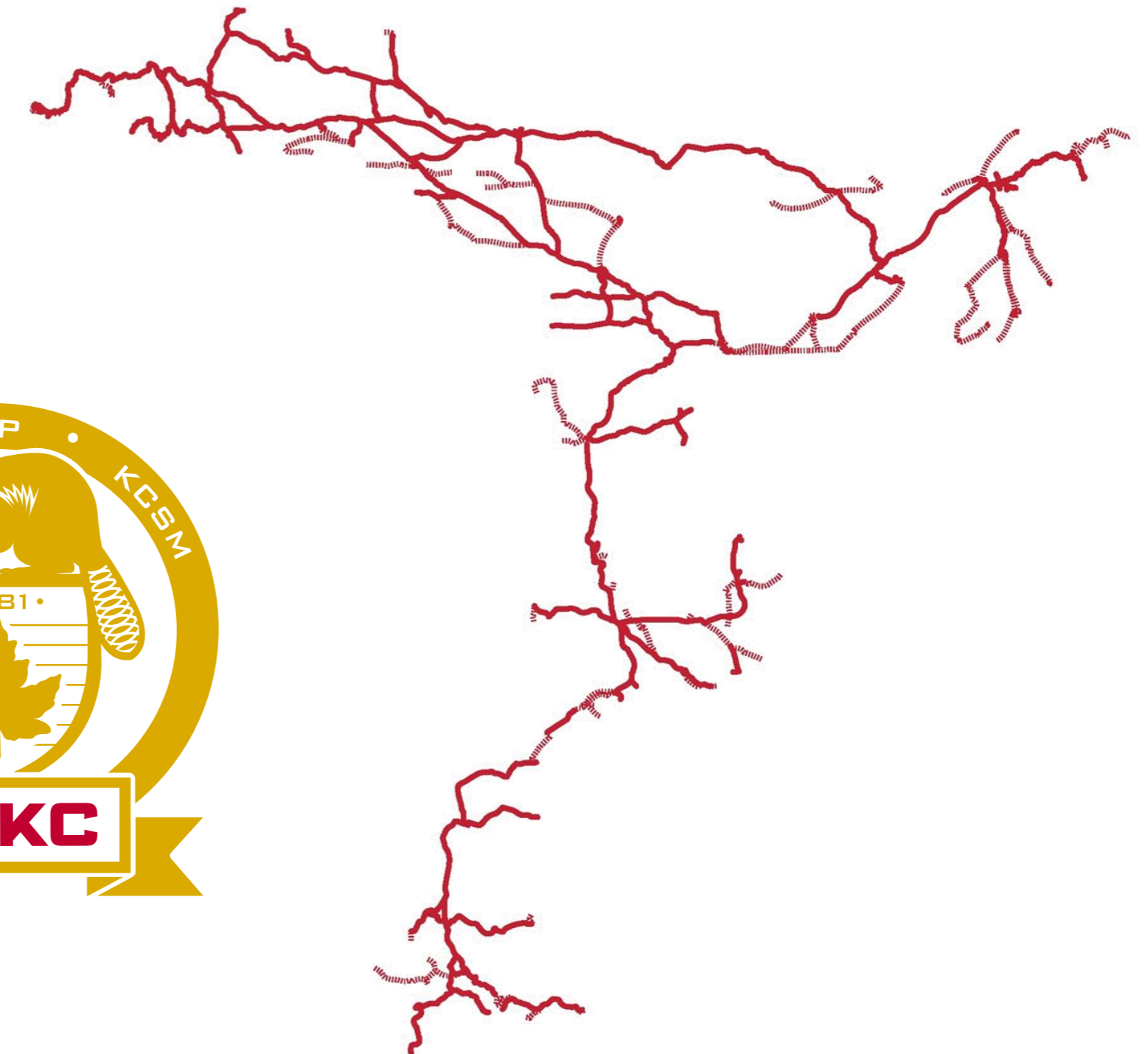


Established in 1887, **Kansas City Southern** began as a belt railroad in Kansas City, Mo and grew to become a vital north-south rail link providing customers with cross-border service between the U.S. and Mexico



Our Merger

In 2023, **CPKC** made history by creating the first and only transnational railway that connects Canada, the U.S. and Mexico with unrivaled cross-border services and port access. CPKC unlocks the full potential of the CP and KCS networks and our people to connect markets and communities far and wide, while fostering growth and economic prosperity across North America.



WHO WE ARE: THE POWER OF OUR FRANCHISE

- 3-country connectivity across 20,000 track miles
- 30+ ports & 30+ auto facilities
- 200+ transloads & 90+ shortlines
- The Mexico Advantage
- Unique land assets

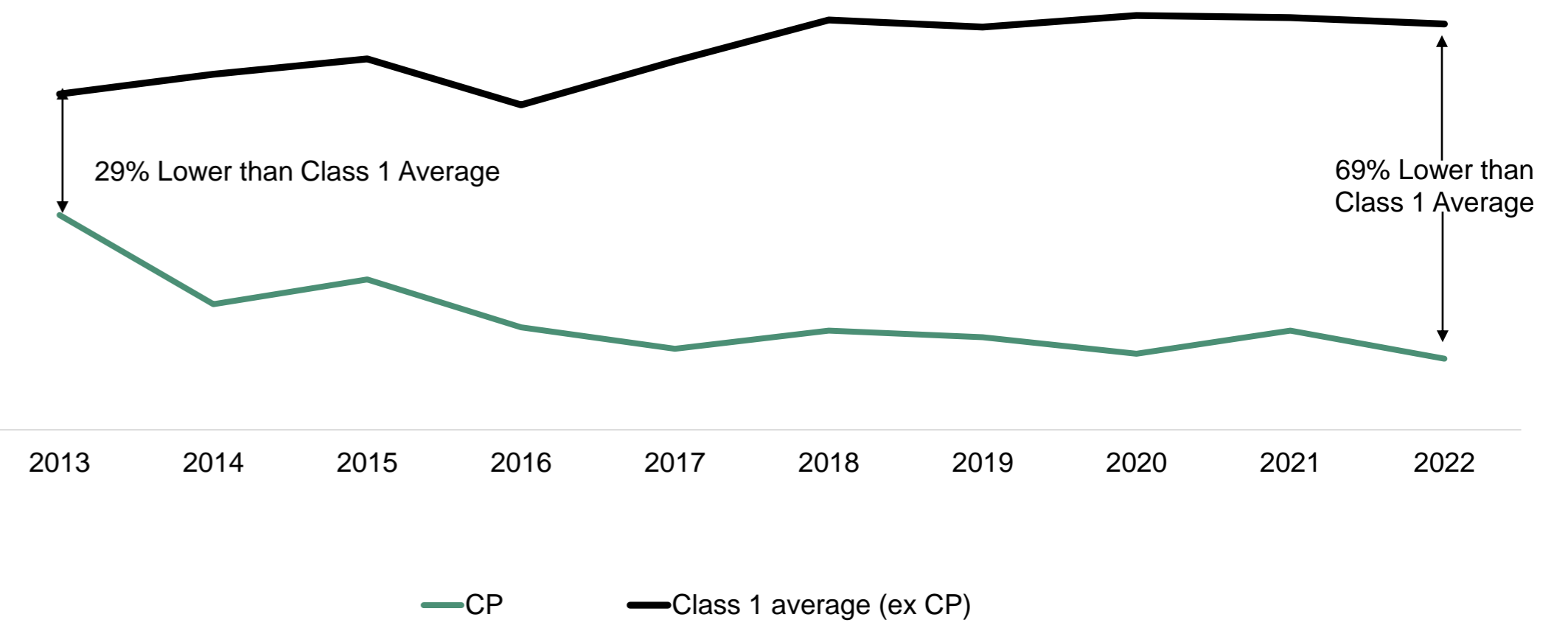




WHO WE ARE: A CULTURE OF SAFETY

Legacy CP led the industry with the lowest FRA reportable train accident frequency in North America for 17 straight years.

Train Accident Frequency



OUR MARKETS

You produce it, we ship it. Anywhere you want to go.



Canadian Grain



U.S. Grain



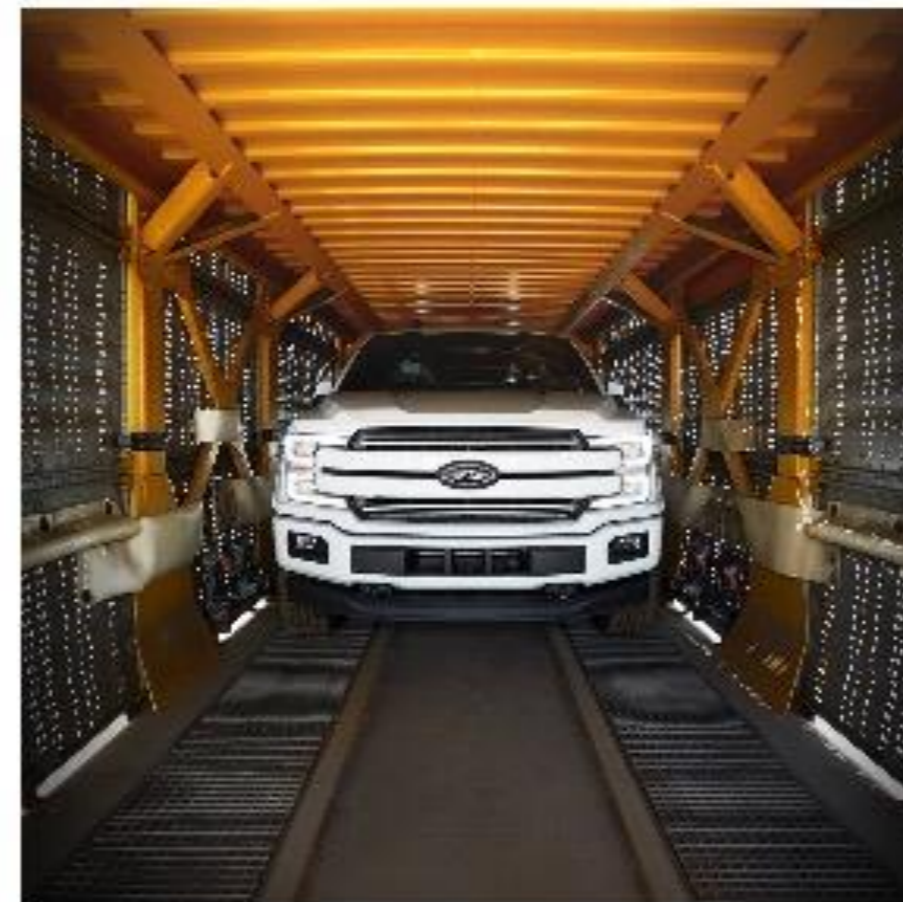
Bulk



Intermodal



Energy, Chemicals, Plastics



Automotive



Consumer, Industrial & Forest Products



Transload

REINVESTING IN THE BUSINESS

Key Capacity and Fluidity Projects

Laredo Bridge ★
(~US\$100M, complete YE 2024)

Bensenville ★
(~US\$300M, complete YE 2026)

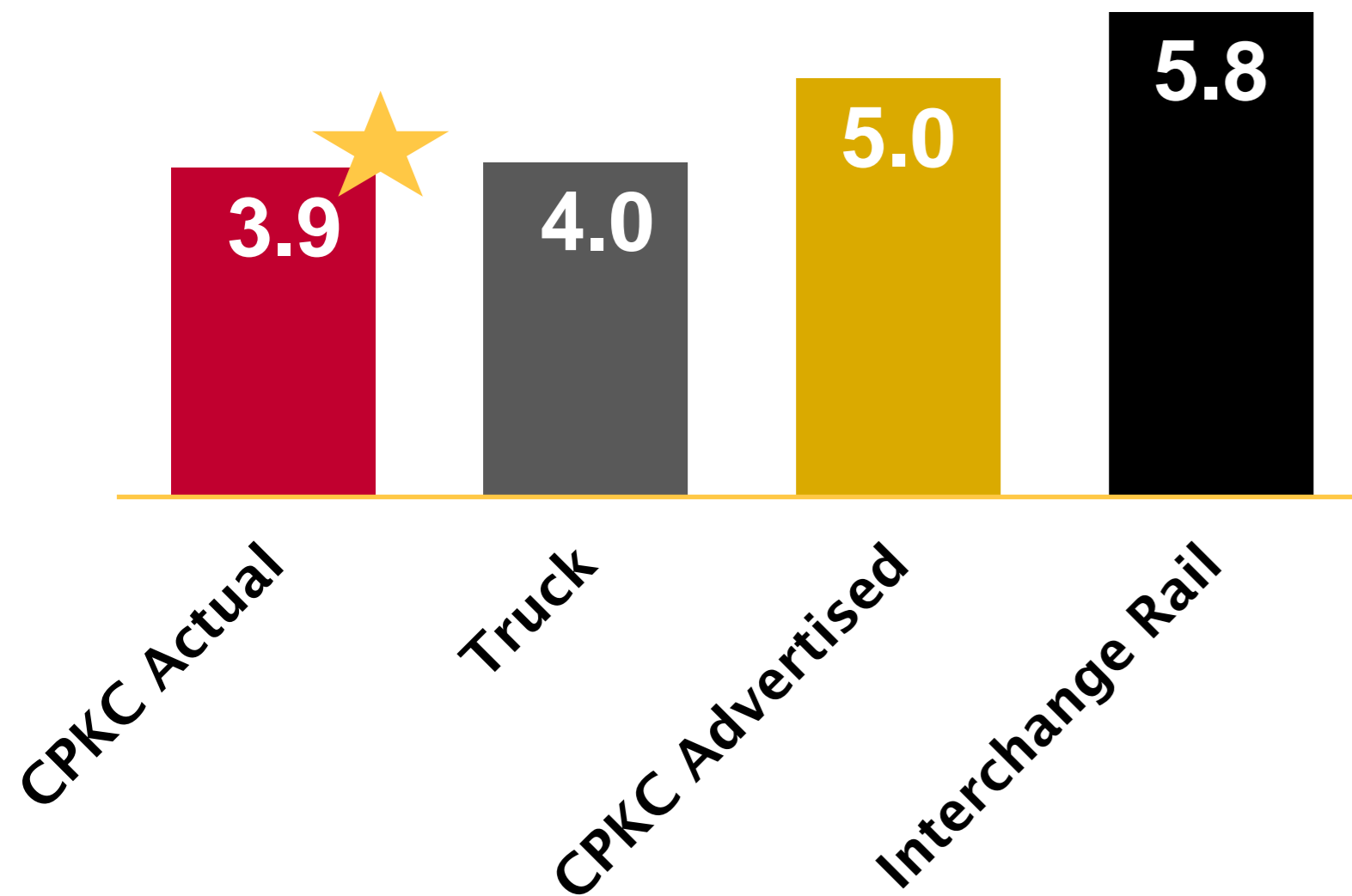
North ↔ South Capacity Expansions ★
(~US\$275M)



SERVICE EXCELLENCE: MMX 180/181

Mexico Midwest Express is the fastest, most reliable cross-border service on the market

Estimated Days in Transit*



CPKC delivers truck-competitive service

Trucks

Border crossing open 16 hours/day

~10% of trucks inspected

Drivers change at the border

4x higher GHG emissions than rail

MMX 180/181

Border crossing open 24 hours/day

100% of trains inspected

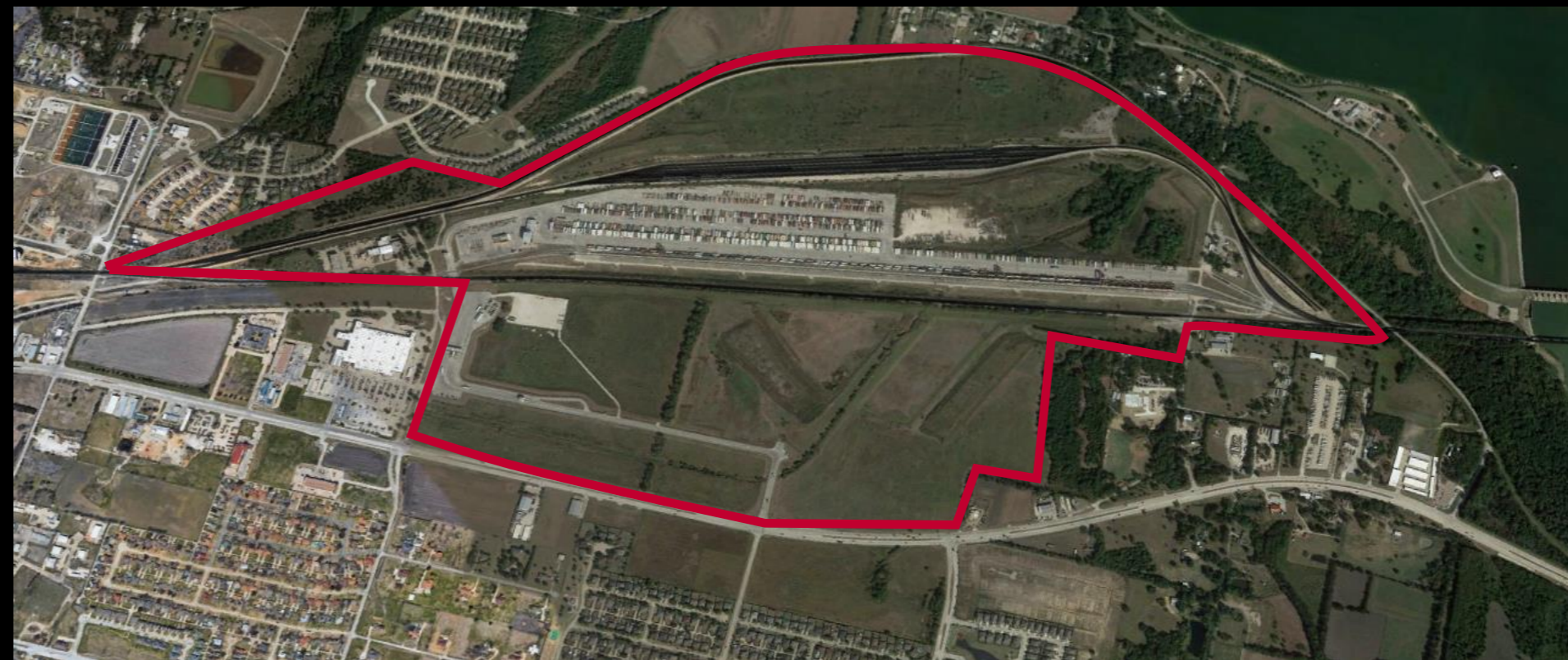
Safe and secure movement of goods cross-border

Service wins on speed and consistency

ROOM TO GROW 2.0

6,000+ Acres of Developable
Land Across the Network

Port Arthur Terminal



Dallas Terminal



IFG Kansas City

MERIDIAN & BIGBEE RAILROAD (MNBR)

Extending Our Reach; New East-West Connectivity

Establishing an efficient, direct Class 1 interchange to create a new rail corridor linking Mexico, Texas and U.S. southeast



HYDROGEN INNOVATION

Investing for Future Emissions Reduction

- Investing in assets that support our operations & climate goals; partnering with CSX to expand the program
- Investing in assets that support our operations & climate goals
- Building on our emissions advantage over trucks
- A powerful role in the transition to a low carbon economy





THANK YOU