

August 12, 2015

A portrait of a middle-aged man with short brown hair, smiling at the camera. He is wearing a dark jacket over a red shirt. The background is a blurred blue and white.

A note from Claude

Facing up to a personal health setback

Dear fellow railroaders,

For the last five and a half years by now, I have been using this “Note from Claude” format to stay in touch with you informally every couple of weeks. Because I want to keep these communications as authentic and personal as possible, I most often relay stories that flow directly from what I am doing as your leader. In a plain talk and straightforward way, my goal is always to share insights, to update you on some of our key initiatives, or to reflect on important values that support our bold business agenda at CN.

These “Day in the life of your CEO” stories have touched on many of my CN field trips, gatherings with employees, important corporate events, customer visits across our vast network, or business meetings with a range of stakeholders. Whatever the time and place, the stories are about sharing with you a small slice of my life to underscore what I believe matters most to us as a CN team.

This latest note is not so different, but it hits as close to home for me as it probably ever will. Indeed, it is about informing you of a personal setback I am facing with my health. I have been dealing for a year or so with what I thought was a benign lesion recurring in my throat, but it has recently been diagnosed as a rare case of precancerous soft-tissue tumour. The good news is that the lesion is located solely in the upper left part of my larynx. This type of soft-tissue tumour also rarely spreads in other parts of the body, and it has not in my case.

While I feel in good health as we speak, this is of course a serious medical condition that I have to deal with promptly given its location in a key part of my body. The teams of specialized doctors I have consulted are recommending that I soon undergo surgery to remove the tumour, and then to follow with some radiation therapy to make sure that the illness is completely cured and that the tumour does not recur in the future.

I will now take my planned annual vacation for the next couple of weeks to spend time with my family and prepare myself for the surgery towards the



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end of August or early in September. Because of the complicated nature of the surgery in my throat, my doctors tell me that I will need a good month to heal properly, after which I would start to receive my daily radiation treatments for a period of around six weeks. So, while I should get back to a more normal life with my family fairly quickly, I will be restricted in my travel and will not be in a position to be at work on a full-time basis for three months or so following surgery.

I intend to remain engaged in our business during that period, but Luc Jobin, our Chief Financial Officer, will coordinate the CN Leadership Team and take direction from our Board of Directors until I return to work. As you all know, one of CN's core strengths is that we have a very experienced and tightly-knit senior team that knows how to lead our railway to success. For this reason, I have all the confidence in the world that CN will not miss a beat while I take good care of myself to recover fully.

Let me close with a personal thought. Life does not always go the way we would like: it can be full of joy at the best of times, and it can unfortunately bring setbacks, health or otherwise, at other times. The key to living a full life at all times is to stay positive even when faced with adversity. And you can all rest assured that this is exactly what I will do while you continue to focus on running a safe and efficient railroad at CN. I am very proud to be your leader and look forward to being fully back at the helm as soon as possible this fall.



Claude Mongeau
President and CEO

