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ONWARD TOGETHER



MANAGEMENT INFORMATION CIRCULAR
AND NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

APRIL 28, 2020

Notice of Annual Meeting of Shareholders

Our annual meeting of holders of common shares will be conducted solely via a live webcast meeting on **Tuesday, April 28, 2020 at 10:00 a.m. (Eastern Daylight Time)** at www.virtualshareholdermeeting.com/CNI2020. At this website, shareholders will be able to attend the meeting live, submit questions and vote their shares while the meeting is being held.

For the purposes of:

1. receiving the consolidated financial statements for the year ended December 31, 2019, and the auditors' reports thereon;
2. electing the directors;
3. appointing the auditors;
4. considering and approving, in an advisory, non-binding capacity, a resolution (the full text of which is set out on page 9 of the accompanying management information circular) accepting the Company's approach to executive compensation as disclosed in the "Statement of Executive Compensation" section of the accompanying management information circular; and
5. transacting such other business as may properly be brought before the meeting or any adjournment or postponement thereof.

The Board of Directors has fixed March 6, 2020 as the Record Date for the determination of the holders of common shares entitled to receive notice of the meeting and vote at the meeting.

By order of the Board of Directors



Sean Finn

Executive Vice-President
Corporate Services and Chief Legal Officer and Corporate Secretary

March 10, 2020
Montreal, Quebec

March 10, 2020

Dear Shareholder:

On behalf of the Board of Directors (the “Board” or “Board of Directors”) and management of Canadian National Railway Company (the “Company” or “CN”), we cordially invite you to attend the annual meeting of shareholders, which will be held on Tuesday April 28, 2020 at 10:00 a.m. (Eastern Daylight Time). This management information circular (the “Information Circular”) describes the business to be conducted at the meeting and provides information on executive compensation and CN’s governance practices. In addition to these items, we will discuss highlights of our 2019 performance and our plans for the future.

2019 was a historic year for CN as we celebrated 100 years on the move. We’ve certainly come a long way in the past century thanks to the support of thousands of dedicated employees, customers, supply chain partners, shareholders and other stakeholders.

Delivering responsibly is at the heart of how we are building for the future. It means moving customer goods safely and efficiently, being environmentally responsible, attracting and developing the best and diverse railroaders, helping build safer, stronger communities, while adhering to the highest ethical standards. Five principles anchor our sustainability commitment: Safety, Environment, People, Community, and Governance. We believe rail has a tremendous potential to reduce the environmental impact of transportation. As a mover of the economy, CN is committed to playing a key role in the transition to a lower carbon economy. Our sustainability performance has continued to earn us a place among the world’s best for several years running. For example, we are proud to have been consistently listed on the Dow Jones Sustainability World Index, recognized as a leader by the CDP, ranked again as one of the Best 50 Corporate Citizens in Canada by Corporate Knights, and are a proud member of the FTSE4Good Index, Global Challenges Index and the Jantzi Social Index. We have also received many accolades for our performance in corporate governance over the years, including ranking again first in the industrials group and seventh overall among Canadian publicly traded companies on the *Globe and Mail’s* 2019 review of corporate governance practices.

We also prioritize community engagement. Over the past century, CN has been proud to be an important part of the many cities, towns and Aboriginal communities across our network. Our goal is to get involved in local efforts, bring people together and create positive, lasting change through trust and integrity. One example is how we work with communities to enhance emergency preparedness through training, risk assessments, and information sharing.

The annual meeting of shareholders will be held online, through a live webcast meeting. You will be able to attend the meeting online and submit your questions during the meeting by visiting www.virtualshareholdermeeting.com/CNI2020. You will also be able to vote your shares electronically during the meeting.

We are pleased to embrace the latest technology to provide easy access, improved communication, and cost savings for our shareholders and the Company. We believe hosting an online webcast meeting helps enable greater participation by our shareholders by allowing shareholders that might not otherwise be able to travel to a physical meeting to attend online and participate from any location around the world. Holding an online webcast shareholder meeting minimizes the health risk that may be associated with large gatherings and is also in line with our sustainability vision and belief.

Your participation in the affairs of the Company is important to us. If you attend the meeting via webcast, you will have the opportunity to interact with members of the Board and senior executive officers of the Company. We encourage you to complete and return the enclosed proxy form or voting instruction form in the envelope provided for this purpose, so that your views can be represented. Even if you plan to attend the meeting, you may find it convenient to vote your shares in advance of the meeting over the internet or by completing and returning the enclosed proxy form or voting instruction form, as applicable.

Please consult the information on page 5 of the Information Circular to find out how to attend the meeting online and vote your shares.



Robert Pace, D.COMM., C.M.
Chair of the Board



Jean-Jacques Ruest
President and
Chief Executive Officer

Notice of Annual Meeting of Shareholders

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75 Schedule C – Additional Audit Committee Disclosure	This Information Circular is provided in connection with the solicitation of proxies by management of Canadian National Railway Company for use at the annual meeting of its shareholders or at any adjournment or postponement thereof (the "Meeting"). In this document "you" and "your" refer to the shareholders of CN and "CN", the "Company", "we", "us", or "our" refer to Canadian National Railway Company. The Meeting will be held on Tuesday, April 28, 2020, at 10:00 a.m. (Eastern Daylight Time) for the purposes set forth in the foregoing Notice of Meeting. The information contained herein is given as at February 27, 2020, except as indicated otherwise.	

Shareholder Voting Matters and Recommendation

VOTING MATTER Election of 13 Directors	VOTING MATTER Appointment of KPMG LLP as Auditors	VOTING MATTER Advisory Resolution on Executive Compensation
BOARD VOTE RECOMMENDATION FOR each nominee	BOARD VOTE RECOMMENDATION FOR	BOARD VOTE RECOMMENDATION FOR
FOR MORE INFORMATION SEE PAGE 8	FOR MORE INFORMATION SEE PAGE 8	FOR MORE INFORMATION SEE PAGE 9

Board of Directors Highlights

5X

Director's share ownership set at 5 times the annual director retainer within 5 years

49

Combined number of board and committee meetings held in 2019

100%

Board and committee attendance in 2019

100%

Percentage of board members, other than our CEO, who are independent

0

Board members that sit together on the board of another public company

38%

Percentage of board members who are women

Our Director Nominees

NAME / AGE	TOP 3 COMPETENCIES ⁽¹⁾	DIRECTOR SINCE	POSITION	OTHER PUBLIC BOARDS	SHARE OWNERSHIP ⁽²⁾ (MULTIPLE OF REQUIREMENT)	% OF VOTES FOR 2019
 Shauneen Bruder (60)	Finance, Strategy, Sales	2017	Corporate Director	1	0.9	99.62
 Donald J. Carty (73)	Strategy, Finance, HR	2011	Corporate Director	2	8	99.03
 Gordon D. Giffin (70)	Policy, Legal, HR	2001	Partner, Dentons US LLP	2	8	96.06
 Julie Godin (45)	HR, Strategy, Finance	2017	Co-Chair of the Board and Executive Vice-President, Strategic Planning and Corporate Development, CGI Inc.	1	0.9	99.20
 Edith E. Holiday (68)	Legal, Policy, Strategy	2001	Corporate Director and Trustee	4	8	88.22
 V. Maureen Kempston Darkes (71)	Transport, Sales, HR	1995	Corporate Director	2	15	95.21
 Denis Losier (67)	Finance, HR, Sales	1994	Corporate Director	1	22	93.52
 Kevin G. Lynch (69)	Policy, Finance, Strategy	2014	Vice-Chair, BMO Financial Group	1	2	92.07
 James E. O'Connor (70)	Strategy, Engineering, HR	2011	Corporate Director	2	3	99.55
 Robert Pace (65)	HR, Transport, Strategy	1994	Chair of the Board, CN President and CEO, The Pace Group	1	11	95.13
 Robert L. Phillips (69)	Transport, Strategy, Sales	2014	President, R.L. Phillips Investments Inc.	4 ⁽³⁾	2	98.07
 Jean-Jacques Ruest (65)	Sales, Transport, Strategy	2018	President and Chief Executive Officer, CN	—	Note 4	99.36
 Laura Stein (58)	Legal, Engineering, Finance	2014	Executive Vice-President – General Counsel & Corporate Affairs, The Clorox Company	1	2	93.30

(1) Refer to description of competencies on page 27 of this Information Circular.

(2) For a discussion on the shareholding requirements of the Board Chair and non-executive directors, please see section on "Share Ownership" on page 19 of this Information Circular.

(3) Will be a member of three public boards other than CN starting in May 2020.

(4) For a discussion on Mr. Ruest's shareholding requirements, please see section on "Stock Ownership" on page 47 of this Information Circular.

2019 Key Business Highlights

Employees at year end

25,975

Revenues

\$14.9 B

Free cash flow ⁽¹⁾

\$2.0 B

Capital investments

\$3.9 B

Reported diluted earnings per share

\$5.83

Adjusted diluted earnings per share ⁽¹⁾

\$5.80

Key Environment, Social & Governance Highlights

38%

Adopted a policy of having a minimum representation of 1/3 of the Board by women; 38% of our directors are women.

Transparency

Publicly disclosing on www.cn.ca website information on our lobbying activities, a list of our political contributions and a detailed list of our corporate memberships, including industry associations and policy organizations.

Iconic Brand

Recognized by Interbrand Canada as one of the 150 companies, organizations and institutions that are the most iconic in Canada.

Catalyst Accord

Signatory to the Catalyst Accord 2022 which promotes gender diversity on boards and executive management.

Climate Change

Over the past 25 years, CN has reduced its locomotive emission intensity by 39% while achieving record growth in the volume of freight it moves.

In support of keeping the global temperature increase below 2 degrees Celsius compared to pre-industrial temperatures, in 2018, CN was the first railroad in North America to set a science-based target of 29% emission intensity reduction by 2030 based on 2015 levels.

Sustainability Leader

For eight consecutive years, CN has been listed on the DJSI World Index and for 11 consecutive years on the DJSI North America Index. In 2019, CN was the only Canadian company listed in the Transportation and Transportation Infrastructure sector.

Best Corporate Citizen

Ranked among the Best 50 Corporate Citizens in Canada by Corporate Knights for the 11th consecutive year in a row.

First

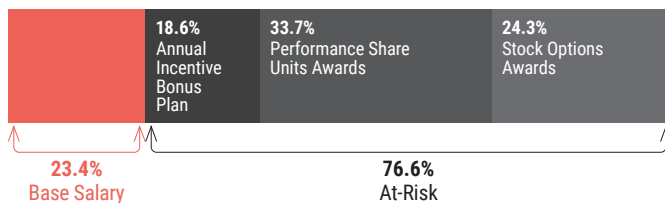
Recognized by the Globe and Mail's annual review of corporate governance practices in Canada, where CN ranked 1st in the industrials group and 7th overall.

Executive Compensation

Disciplined Approach to Compensation

CN's approach to executive compensation is driven by a commitment to deliver sustainable and solid returns to shareholders. CN exercises a disciplined approach to executive compensation by ensuring that target compensation, while reasonable, supports attraction and retention of executive talent. In addition, short- and long-term incentive plans are structured to align realized pay and shareholder returns. Compensation programs are designed to encourage appropriate behaviours and include appropriate risk mitigation mechanisms. The executive compensation policy aims to position target total direct compensation between the median and the 60th percentile of the executives' respective comparator group.

All NEOs 2019 Target Pay at Risk



Best practices adopted by CN

- ~ 77% of NEOs' target total direct compensation is variable and linked to CN's performance
- Incentive payout capped and no guaranteed minimum payout
- Inclusion of a relative total shareholder return condition as a performance measure for Performance Share Units
- Safety component in the Annual Incentive Bonus Plan has been extended to all senior management employees in 2019
- Increased stock ownership requirements introduced in 2019
- President and CEO post-employment shareholding requirement
- Extended executive clawback policy allowing the clawback of bonus or incentive based compensation awarded after March 7, 2017 in circumstances of gross negligence, intentional misconduct, fraud, theft or embezzlement without the need for a financial restatement
- No employment contracts for NEOs
- Benchmark compensation against a reasonable / size appropriate peer group
- Double trigger change-of-control provisions
- Provide shareholders an annual say on pay vote

(1) See the section entitled Adjusted performance measures in CN's Management's Discussion and Analysis included in the Company's 2019 Annual Report for an explanation of this measure and reconciliation to the nearest GAAP measure.

Delivery of Meeting Materials and Voting Information

Your Vote is Important

As a shareholder, it is important that you read this Information Circular carefully and then vote your shares, either before or at the Meeting. The following section provides you with information on how to vote your shares.

Notice and Access

This year, as permitted under Canadian Securities Rules and pursuant to exemptions from the sending of financial statements and proxy solicitation requirements granted by the Director of Corporations Canada, we are using “Notice and Access” to deliver this Information Circular to both registered and non-registered shareholders. Instead of receiving a paper copy of the Information Circular in the mail, shareholders who hold common shares of CN on March 6, 2020, the record date for the Meeting, have access to it online. Shareholders will receive a package in the mail with a notice (the “Notice”) explaining how to access the Information Circular electronically and how to request a paper copy of it. A form of proxy for registered shareholders or a voting instruction form for non-registered shareholders or Employee Shares, will be included with the Notice with instructions on how to vote your shares. Adopting Notice and Access allows for faster access to the Information Circular, contributes to the protection of the environment, is consistent with our sustainability strategy and helps reduce printing and postage costs.

How to access the Information Circular electronically

The Information Circular is available on our website (www.cn.ca/investors) and on the website of our transfer agent, Computershare Trust Company of Canada (Computershare) (www.envisionreports.com/CNR2020), on SEDAR (www.sedar.com) and on the U.S. Securities and Exchange Commission (“SEC”) website (www.sec.gov) through EDGAR.

How to request a paper copy of the Information Circular and Financial Statements

You may request paper copies of the Information Circular and Financial Statements at no cost up to one year from the date the Information Circular was filed on SEDAR (on or about March 24, 2020). Your request should be received at least ten (10) business days prior to the Meeting date in order to receive the Information Circular in advance of such date and the Meeting date.

You may request paper copies of either the Information Circular and Financial Statements by calling 1-877-907-7643 and entering the control number provided on the proxy form or the voting instruction form and following the instructions provided.

If you request a paper copy of the Information Circular note that you will not receive a new form of proxy or voting instruction form, so you should keep the original form sent to you in order to vote.

Questions?

If you have questions about Notice and Access or to request a paper copy of the Information Circular after the Meeting at no charge, you can contact Broadridge at 1-877-907-7643 or Computershare via their website (www.investorcentre.com/service) or by phone at 1-800-564-6253.

Important information about the Meeting

The Meeting will be conducted online only, via a live webcast. Shareholders will not be able to attend the Meeting in person. You will be able to attend, participate and vote at the Meeting online via the webcast. Board members and senior executive officers will participate in the Meeting and be available for questions.

Attending the Online Annual Meeting

To participate in the Meeting, shareholders (registered, non-registered and holders of Employee Shares) will need to visit www.virtualshareholdermeeting.com/CNI2020 and check-in using the control number included either on your proxy form or voting instruction form, as applicable. The Meeting platform is fully supported across browsers and devices running the most updated version of applicable software plugins. **You should ensure you have a strong, preferably high-speed, internet connection wherever you intend to participate in the Meeting.** The Meeting will begin promptly at 10:00 a.m. (Eastern Daylight Time) on April 28, 2020. Online check-in will begin starting an hour prior, at 9:00 a.m. (Eastern Daylight Time). You should allow ample time for online check-in procedures. For any technical difficulties experienced during the check-in process or during the Meeting, please call **1-800-586-1548** (Canada and U.S.) or **1-303-562-9288** (international toll-free) for assistance. The webcast Meeting allows you to attend the Meeting live, submit questions and submit your vote while the Meeting is being held if you have not done so in advance of the Meeting.

CN is also providing a toll-free conference call for shareholders that do not have internet access or that prefer that method, either to verbally ask a question at the Meeting, or to listen in as an alternative to the webcast. Using your control number included either on your proxy form or voting instruction form, as applicable, you will be able to listen to the Meeting proceedings and submit your question verbally during the Meeting; however, you will not be able to vote your shares on the phone during the Meeting and will have to use the online webcast for that purpose if you have not done so in advance of the Meeting. To join the conference call, you must call **1-877-328-2502 (Canada and U.S.)** or **1-412-317-5419 (international toll-free)**.

Guests will be able to attend the Meeting through the live webcast only, by joining the webcast as a guest www.virtualshareholdermeeting.com/CNI2020. They will not be able to submit questions or vote. They will not be allowed to dial into the conference call.

Submitting Questions

Following the Meeting, we will hold a live Q&A session, during which we intend to answer all written questions submitted before or during the Meeting. Only shareholders may submit questions at the Meeting, either before or during the Meeting. **To ask a question before the Meeting**, you need go to proxyvote.com and log in using your control number included either on your proxy form or voting instruction form, as applicable. Once

past the log-in screen, please click on “Questions for Management,” type in your question and click “Submit.” **To ask a question during the Meeting** you may do so in two ways: in writing through the live webcast at www.virtualshareholdermeeting.com/CNI2020 after logging-in, type your question into the “Ask a Question” field, and click “Submit”; or verbally through the conference call by dialing **1-877-328-2502 (Canada and U.S.)** or **1-412-317-5419 (international toll-free)** using your control number. A meeting operator will queue-in your question and open the line at the appropriate time. **Guests will not be able to submit questions either before or during the Meeting.**

The Chair of the Meeting reserves the right to edit or reject questions he deems profane or otherwise inappropriate in accordance with the rules of conduct of the Meeting which are available at www.cn.ca/en/investors/ and following the Meeting web page. Any questions pertinent to the Meeting that cannot be answered during the Meeting due to time constraints will be posted online and answered at www.cn.ca/en/investors/. The questions and answers will be available as soon as practical after the Meeting and will remain available until one week after posting. The Chair of the Meeting has broad authority to conduct the Meeting in an orderly manner. To ensure the Meeting is conducted in a manner that is fair to all shareholders, the Chair of the Meeting may exercise broad discretion in the order in which questions are asked and the amount of time devoted to any one question. Consistent with our prior in-person annual meetings, all questions submitted in accordance with our rules of conduct for shareholders meeting generally are addressed in the order received.

Who can vote

Shareholders at the close of business on March 6, 2020 (the “Record Date”), are entitled to vote at the Meeting or at any adjournment or postponement thereof, either personally or by proxy. As of the close of business on the Record Date, the Company had 712,016,062 common shares without par value outstanding. Subject to the voting restrictions described in this section, each common share carries the right to one vote.

How to vote

If you are eligible to vote and your common shares are either registered in your name or are held in the name of a nominee (non-registered or Employee Shares), you can vote your common shares at the Meeting or by proxy in advance of the Meeting, as explained below. Voting by proxy in advance of the Meeting is the easiest way to vote your shares. **The same procedures apply whether you are a registered shareholder, non-registered shareholder or holder of Employee Shares.**

You are a *registered shareholder* if your name appears on your share certificate or your Direct Registration System (DRS) confirmation. If you are a registered shareholder, you will receive a proxy form containing the relevant details concerning the business of the Meeting, including a control number that must be used to vote by proxy in advance of the Meeting or join the live webcast and phone line the day of the Meeting to attend the Meeting live, submit your questions and submit your vote while the Meeting is being held.

If your common shares are not registered in your name and are held in the name of a nominee such as a trustee, financial institution or securities broker, you are a *non-registered shareholder*. If your common shares are listed in an account statement provided to you by your broker, those common shares will, in all likelihood, not be registered in your name. Such common shares will more likely be registered under the name of your broker or an agent of that broker. Without specific instructions, brokers and their agents or nominees are prohibited from voting shares for the broker’s client. If you are a non-registered shareholder, you will receive a voting instruction form containing the relevant details concerning the business of the Meeting, including a control number that must be used to vote by proxy in advance of the Meeting or join the live webcast and phone line the day of the Meeting to attend the Meeting live, submit your questions and submit your vote while the Meeting is being held.

Common shares purchased by employees of the Company under its Canadian and U.S. Employee Share Investment Plans and its Savings Plan for U.S. Operations (the “Plans”) are known as *Employee Shares*. Employee Shares remain registered in the name of the Plans’ Custodian (currently Computershare Trust Company of Canada or Fidelity Institutional Retirement Services Company, as applicable), unless the employees have withdrawn their common shares from the Plans in accordance with their provisions. If you are a holder of Employee Shares you will receive a voting instruction form containing the relevant details concerning the business of the Meeting, including a control number that must be used to vote by proxy in advance of the Meeting or join the live webcast and phone line the day of the Meeting to attend the Meeting live, submit your questions and submit your vote while the Meeting is being held.

Vote in advance of the Meeting - Voting by Proxy

Below are the different ways in which you can give your voting instructions, details of which are found in the proxy form or voting instruction form, as applicable, accompanying this Information Circular:



INTERNET

Go to www.proxyvote.com and follow the instructions.

You will need your control number found on your proxy form or voting instruction form, as applicable.



MAIL

Complete and return the proxy form or voting instruction form as applicable, in the **prepaid envelope** provided.



PHONE

Call **1-800-474-7493 (English)** or **1-800-474-7501 (French)**. You will need your control number found on your proxy form or voting instruction form, as applicable.



FAX

Complete the proxy form or voting instruction form, as applicable and return it by fax at **905-507-7793** or **514-281-8911**.

If you are using mail, your duly completed proxy form or voting instruction form, as applicable must have been received by our proxy tabulator with sufficient time for your vote to be processed, and in all cases, no later than **5:00 p.m. on April 24, 2020** (Eastern Daylight Time). For all other methods, you must have voted before **5:00 p.m. on April 27, 2020**, (Eastern Daylight Time) or if the Meeting is adjourned or postponed, by no later than 5:00 p.m. on the business day prior to the day fixed for the adjourned or postponed Meeting.

Voting at the Meeting



WEBCAST

If you wish to vote at the meeting, you do not need to complete or return your proxy form or voting instruction form, as applicable. The day of the Meeting, all shareholders, whether you are a registered or non-registered shareholder or holder of Employee Shares, you will be able to vote via the live webcast by completing a ballot online during the Meeting. You will need to visit www.virtualshareholdermeeting.com/CNI2020 and check-in using your control number included on your proxy form or voting instruction form, as applicable, as further described under “Attending the Online Meeting”.

If you wish to appoint someone as proxy to vote your shares for you at the Meeting during the live webcast, please follow the instructions found on either your proxy form or voting instruction form, as applicable. You will need to create a unique eight-character identification number which will allow your appointee to join the Meeting and vote your shares on your behalf.

How your Shares will be Voted

You can choose to vote FOR, WITHHOLD or AGAINST, depending on the items to be voted on. When you vote by proxy, you may appoint either the persons named as proxies in the proxy form or voting instruction form (who are the Board Chair and the President and Chief Executive Officer of the Company, or in the case of Employee Shares, Computershare Trust Company of Canada or Fidelity Institutional Retirement Services Company) or you may appoint someone else to vote for you as your proxy holder by using the enclosed form of proxy or voting instruction form. **You have the right to appoint any other person or company (who need not be a shareholder) to attend and act on your behalf at the Meeting. That right may be exercised by writing the name of such person or company in the blank space provided, and following the instructions, found in the proxy form or voting instruction form, or by completing another proper form of proxy. Make sure that the person you appoint is aware that he or she is appointed and that this person log into the online Meeting using the credentials you created for him/her as your appointee.**

Your common shares will be voted or withheld from voting in accordance with your instructions indicated on the proxy form or voting instruction form. If no instructions are indicated, your common shares represented by proxies in favour of the Board Chair or the President and Chief Executive Officer (or in the case of Employee Shares, Computershare Trust Company of Canada or Fidelity Institutional Retirement Services Company) will be **voted as follows:**

- i) **FOR the election of management's nominees as directors**
- ii) **FOR the appointment of KPMG LLP as auditors**
- iii) **FOR, in an advisory, non-binding capacity, the approach to executive compensation disclosed in the "Statement of Executive Compensation" section of this Information Circular**

and at the discretion of the proxy holder in respect of amendments to any of the foregoing matters or on such other business as may properly be brought before the Meeting. Should any nominee named herein for election as a director become unable to accept nomination for election, it is intended that the person acting under proxy in favour of management will vote for the election in his or her stead of such other person as management of the Company may recommend. Management has no reason to believe that any of the nominees for election as directors will be unable to serve if elected to office and is not aware of any amendment or other business likely to be brought before the Meeting.

The Board of Directors and management are recommending that shareholders vote FOR items (i), (ii) and (iii).

A simple majority of the votes cast will constitute approval of each of these matters.

Additional Information

Proxy Solicitation

Management of the Company is soliciting your proxy. The solicitation is being made primarily by mail, but our directors, officers or employees may also solicit proxies at a nominal cost to the Company. The Company has retained and will pay for the services of D.F. King, a division of AST Investor Services Inc. ("D.F. King"), for the solicitation of proxies in Canada and the U.S., at an aggregate cost estimated to be approximately C\$31,000 plus additional costs relating to out-of-pocket expenses.

Questions

If you have questions about the information contained in this Information Circular or require assistance in completing your form of proxy or voting instruction form, please call D.F. King, the Company's proxy solicitation agent, toll-free in North America at 1-800-239-6813 or at 1-212-771-1133 outside of North America; or by e-mail at inquiries@dfking.com.

Changing your Vote

You may revoke your proxy at any time, by voting again on the Internet or by phone or fax before **5:00 p.m. on April 27, 2020** (Eastern Daylight Time) or by following the below instructions:

- by completing an instrument in writing (which includes another form of proxy or voting instructions form, as applicable with a later date) executed by you, or by your attorney (duly authorized in writing), and:
- deposited with the Corporate Secretary of the Company at the registered office of the Company (935 de La Gauchetière Street West, 16th Floor, Montreal, Quebec, Canada, H3B 2M9) at any time up to and including **5:00 p.m. on April 27, 2020** (Eastern Daylight Time) or any adjournment or postponement thereof.
- filed electronically with the chair of the Meeting (at CN_Chair@cn.ca) on the day of the Meeting or any adjournment or postponement thereof, or in any other manner permitted by law.

CN's Voting Restrictions

Our articles of continuance, as amended, provide that no person, together with his or her associates, shall hold, beneficially own or control, directly or indirectly, voting shares to which are attached more than 25% in the aggregate of the votes attached to all our voting shares that may ordinarily be cast to elect directors of the Company. In addition, where the total number of voting shares held, beneficially owned or controlled, directly or indirectly, by any one person together with his or her associates exceeds such 25% maximum, no person shall, in person or by proxy, exercise the voting rights attached to the voting shares held, beneficially owned or controlled, directly or indirectly, by such person or his or her associates.

To the knowledge of the directors and senior officers of the Company, based on the most recent publicly available information, the only person who beneficially owns, or directly or indirectly exercises control or direction over, shares carrying 10% or more of the voting rights attached to any class of shares of the Company is Mr. William H. Gates, III. Mr. Gates is the sole member of Cascade Investment, L.L.C. ("Cascade"). Cascade held 101,400,770 common shares of the Company on the Record Date, representing 14.24% of the outstanding common shares of the Company. In addition, Mr. Gates is a co-trustee of the Bill & Melinda Gates Foundation Trust, which held 17,126,874 common shares of the Company on the Record Date, representing 2.40% of the outstanding common shares of the Company. Hence, on the Record Date, Mr. Gates is deemed to have control or direction over 118,527,644 common shares, representing 16.64% of the outstanding common shares of the Company.

Transfer Agent

You can contact the transfer agent either by mail at Computershare Trust Company of Canada, 100 University Ave., 8th Floor, Toronto (Ontario) M5J 2Y1, by telephone at 1-800-564-6253, by fax at 1-888-453-0330 or by internet at www.investorcentre.com/service, or in French at www.centredesinvestisseurs.com/service.

Intermediaries Fees

Non-registered shareholders are either objecting beneficial owners who object that intermediaries disclose information about their ownership in the Company, or non-objecting beneficial owners, who do not object to such disclosure. The Company pays intermediaries to send proxy-related materials to both objecting and non-objecting beneficial owners.

Financial Statements

Our consolidated financial statements for the year ended December 31, 2019, together with the auditors' reports thereon, are included in the 2019 Annual Report of the Company, available on our website at www.cn.ca, on SEDAR at www.sedar.com, in the Company's annual report on Form 40-F available on the SEC's website at www.sec.gov through EDGAR, and in print, free of charge, to any shareholder who requests a copy by contacting our Corporate Secretary at (514) 399-7091 or Vice-President, Investor Relations at (514) 399-0052.

Election of Directors

Our articles of continuance, as amended, provide that our Board of Directors shall consist of a minimum of seven and a maximum of 21 directors. Pursuant to a resolution of the Board of Directors, 13 persons are to be elected as directors for the current year, each to hold office until the next annual meeting of shareholders or until such person's successor is elected or appointed.

The term of office of each of the present directors expires at the close of the Meeting. **The persons named in the section entitled "Nominees for Election to the Board – Description of Nominees" will be presented for election at the Meeting as management's nominees.** All of the nominees proposed for election as directors are currently directors of the Company. All persons nominated were recommended to the Board of Directors by the Corporate Governance and Nominating Committee.

Unless authority is withheld, the persons designated in the accompanying form of proxy or voting instruction form intend to vote FOR the election of the persons named in the section entitled "Nominees for Election to the Board – Description of Nominees".

These nominees are, in the opinion of the Board of Directors and management, well qualified to act as directors of the Company for the ensuing year and have confirmed their willingness to serve as directors. The Board of Directors and management do not contemplate that any of these nominees will be unable to serve as a director, but should that occur for any reason before the Meeting, the persons designated in the accompanying form of proxy or voting instruction form reserve the right to vote for another nominee at their discretion unless the shareholder who has given such proxy or voting instruction form has directed that the common shares be withheld from voting on the election of any of the directors.

Majority Voting Policy

The Board of Directors has adopted a policy which is part of our Corporate Governance Manual, to the effect that a nominee for election as a director of the Company who receives a greater number of votes "withheld" than votes "for", with respect to the election of directors by shareholders, will tender his or her resignation to the Board Chair promptly following the meeting of shareholders at which the director is elected. The Corporate Governance and Nominating Committee will consider such offer and make a recommendation to the Board of Directors whether to accept it or not. The Board of Directors will make its decision and promptly announce it in a press release within 90 days following the meeting of shareholders, a copy of which will be provided to the Toronto Stock Exchange ("TSX"). The Board of Directors shall however, accept such resignation absent exceptional circumstances. The resignation shall be effective when accepted by the Board of Directors. The director who offered to tender his or her resignation should not be part of any committee or Board of Directors deliberations pertaining to the resignation offer. This policy only applies in circumstances involving an uncontested election of directors. An "uncontested election of directors" means that the number of director nominees is the same as the number of directors to be elected to the Board and that no proxy material is circulated in support of one or more nominees who are not part of the candidates supported by the Board of Directors.

Appointment of Auditors

The Board of Directors and the Audit Committee recommend that KPMG LLP be appointed to serve as the Company's auditors until the next annual meeting of shareholders. The Audit Committee is responsible for recommending the appointment of the external auditors, evaluating and monitoring their qualifications, performance and independence, as well as assessing the appropriateness of the audit fees.

KPMG LLP has served as the Company's independent auditors since 1992. The Audit Committee continuously assesses the Company's external auditors, and on an annual basis reviews the audit and non-audit fees, audit quality, independence, and tenure of our auditors, including the benefits and risks of having a long-tenured auditor and the controls and processes that help ensure KPMG's independence. See "Schedule C – Additional Audit Committee Disclosure" for more details on auditors' independence. For the years ended December 31, 2019 and 2018, the fees for audit, audit-related, tax and all other services provided to the Company by KPMG LLP were the following:

FEE (IN THOUSANDS)	2019 (C\$)	2018 (C\$)
Audit	2,718	2,745
Audit-related	1,234	1,243
Tax	1,288	1,143
All other	50	417
TOTAL FEES	5,290	5,548

Pursuant to the terms of its charter, the Audit Committee approves all audit and audit-related services, audit engagement fees and terms and all non-audit engagements provided by the external auditors. The Audit Committee pre-approved all the services performed by the auditors for audit, audit-related and non-audit related services for the years ended December 31, 2019 and 2018.

The nature of the services under each category is described below.

Audit Fees

Consists of fees incurred for professional services rendered by the auditors in relation to the audit of the Company's consolidated annual financial statements and those of its subsidiaries and the audit relating to the Company's internal control over financial reporting.

Audit-Related Fees

Audit-related fees were incurred for professional services rendered by the auditors in relation to the audit of the financial statements for the Company's pension plans, and for attestation services in connection with reports required by statute or regulation and due diligence and other services, including comfort letters, in connection with the issuance of securities and other audit-related fees.

Tax Fees

Fees consist of compliance related services associated to cross-border employee tax filings, for assistance related to the preparation of Canadian and U.S. research and development tax credit filings and other tax compliance services.

All Other Fees

Consists of fees related to cybersecurity services and for services related to a foreign subsidiary.

Unless authority is withheld, the persons designated in the accompanying form of proxy or voting instruction form intend to vote FOR the appointment of KPMG LLP as auditors of the Company to hold office until the next annual meeting of shareholders.

Advisory Vote on Executive Compensation

The Company is again providing its shareholders with an opportunity to cast at the Meeting an advisory vote on the Company's approach to executive compensation, as disclosed in the "Statement of Executive Compensation" section of this Information Circular. Such section describes the role of the Human Resources and Compensation Committee in overseeing compensation of executives and ensuring that it is linked to the Company's three-year business plan. The section also describes the Company's executive compensation principles, the structure of the compensation plans for executives, and the alignment of such plans with the interests of our shareholders.

The Board of Directors recommends that shareholders vote FOR the resolution set out below and, unless otherwise instructed, the persons designated in the form of proxy or voting information form intend to vote FOR the following resolution:

"RESOLVED that, on an advisory basis and not to diminish the role and responsibilities of the Board of Directors, the shareholders accept the approach to executive compensation disclosed in the section entitled 'Statement of Executive Compensation' of the Information Circular of the Company dated March 10, 2020."

The Board of Directors has adopted a policy to the effect that, if a majority of the shares represented in person or by proxy at a meeting are voted against the above non-binding advisory resolution, the Board Chair or the Chair of the Human Resources and Compensation Committee will oversee a process to engage with shareholders with a view to giving them the opportunity to express their specific concerns. The Board of Directors and the Human Resources and Compensation Committee will consider the results of this process and, if appropriate, review the Company's approach to executive compensation in the context of shareholders' specific concerns.

Other Business

Following the conclusion of the formal business to be conducted at the Meeting, we will:

- discuss highlights of our 2019 performance and plans for the future, and
- invite questions and comments from shareholders.

As of the date of this Circular, management is not aware of any changes to these items and does not expect any other items to be brought forward at the Meeting. If there are changes or new items, your proxyholder can vote your shares on these items as he or she sees fit.

Nominees for Election to the Board

Description of Nominees

The following tables set out information as at February 27, 2020, unless otherwise indicated, and include a profile of each nominated director with an explanation of his or her experience, qualifications, top three competencies, participation on the Board and its committees, ownership of securities of CN, as well as participation on the boards of other public companies during the past five years. A more detailed description of our directors' competencies can be found under the heading "Competency Matrix" in the section entitled "Statement of Corporate Governance Practices". Each nominee is a current director of the Company.



Shauneen Bruder

Corporate Director

Ms. Bruder was, until her retirement on October 31, 2019, the Executive Vice-President, Operations at the Royal Bank of Canada ("RBC") where she was responsible for overseeing operations related to all personal and business clients in Canada. Her previous senior roles at RBC include Executive Vice-President of Business and Commercial Banking, Chief Operating Officer of the Global Wealth Management division and President of RBC Centura Banks, Inc. in North Carolina.

She is a member of the Institute of Corporate Directors and is Chair of the Board of Governors for the University of Guelph. Previously, she was appointed as the Chairperson of the Canadian Chamber of Commerce and the Canadian American Business Council. She serves as Honorary Consul for Luxembourg in Toronto. In 2012, she was awarded the Queen's Diamond Jubilee Medal.

Ms. Bruder was inducted in the Women's Executive Network 100 Most Powerful Women in Canada Hall of Fame in 2016. Ms. Bruder holds a B.A. from the University of Guelph and an MBA (Gold Medalist) from Queen's University.

AGE
60⁽¹⁾
Ontario, Canada

DIRECTOR SINCE
April 25, 2017

Independent

PRINCIPAL COMPETENCIES
Finance/Accounting,
Strategy, Sales/
Marketing

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARD
Board	100%	Andrew Peller Limited (2018 - present)
Donations and Sponsorships Committee ⁽³⁾	100%	
Environment, Safety and Security Committee ⁽⁶⁾	100%	
Finance Committee	100%	
Human Resources and Compensation Committee	100%	
Pension and Investment Committee ⁽⁷⁾	100%	
Strategic Planning Committee	100%	

99.62% votes in favour in 2019

SECURITIES HELD	
Value at risk	C\$1,525,650 ⁽⁴⁾
Common Shares Owned or Controlled ⁽⁵⁾	
13,125	February 2020
9,873	February 2019



Donald J. Carty, O.C., LL.D.

Corporate Director

Mr. Carty retired as Vice-Chairman and Chief Financial Officer of Dell, Inc. (computer manufacturer), a position he assumed from January 2007 until June 2008, and as Chairman and CEO of AMR Corporation and American Airlines in 2003 after 30 years in the airline business, where he previously served as President and Executive Vice-President of Finance & Planning of AMR Airline Group and American Airlines. He was President and CEO of CP Air from 1985 to 1987.

In the voluntary sector, Mr. Carty is on the Executive Board of the SMU Cox School of Business. He is a former Chairman of Big Brothers Big Sisters of America. In 1999, Board Alert named Mr. Carty one of the year's Outstanding Directors and in 2015, he was named to the top 100 of the National Association of Corporate Directors List. He was named an Officer of the Order of Canada in 2003.

In addition to serving on the public boards mentioned in the following table, Mr. Carty serves as Chairman of the board of Porter Airlines, Inc.

Mr. Carty holds a B.A. and an Honorary Doctor of Laws from Queen's University and an MBA from Harvard Business School.

AGE
73⁽¹⁾
Texas, U.S.A.

DIRECTOR SINCE
January 1, 2011

Independent

PRINCIPAL COMPETENCIES
Strategy, Finance/
Accounting,
Human Resources

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARDS
Board	100%	Hawaiian Holdings, Inc. (2016 - present)
Audit Committee (Chair)	100%	VMWare, Inc. (2015 - present)
Environment, Safety and Security Committee	100%	
Human Resources and Compensation Committee	100%	
Pension and Investment Committee ⁽³⁾	100%	
Strategic Planning Committee	100%	

99.03% votes in favour in 2019

OTHER PUBLIC BOARDS DURING PAST 5 YEARS	
EMC Corporation	(2015 - 2016)
Virgin America Inc.	(2006 - 2016)
Talisman Energy Inc.	(2009 - 2015)

SECURITIES HELD	
Value at risk	C\$12,062,471 ⁽⁴⁾
Common Shares Owned or Controlled ⁽⁵⁾	
105,518	February 2020
101,858	February 2019



Ambassador Gordon D. Giffin

Partner, Dentons US LLP

Mr. Giffin is a Partner of Dentons (law firm), where he maintains offices in Washington, D.C. and Atlanta, Georgia. He has been engaged in the practice of law or government service for more than thirty-five years. Mr. Giffin was United States Ambassador to Canada from 1997 to 2001.

Mr. Giffin is a member of the Board of Trustees of the Jimmy Carter Presidential Center and is a member of the Council on Foreign Relations and the Tri-Lateral Commission.

In addition to serving on the public boards mentioned in the following table, Mr. Giffin serves on the Board of Counsellors of McLarty Global and on the boards of directors of CIBC USA Holdings Inc.

Mr. Giffin holds a B.A. from Duke University and a J.D. from Emory University School of Law.

AGE
70 ⁽¹⁾

Georgia, U.S.A.

DIRECTOR SINCE
May 1, 2001

Independent

PRINCIPAL COMPETENCIES
Public Policy, Legal,
Human Resources

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARDS
Board	100%	Canadian Natural Resources Limited (Lead Director) (2002 - present)
Corporate Governance and Nominating Committee	100%	TransAlta Corporation (Chair) (2002 - present)
Environment, Safety and Security Committee	100%	OTHER PUBLIC BOARDS DURING PAST 5 YEARS
Pension and Investment Committee ⁽³⁾	100%	ECN Capital Corp. (2016 - 2017)
Strategic Planning Committee	100%	Canadian Imperial Bank of Commerce (2001 - 2017)
		Element Financial Corporation (2013 - 2016)
		Just Energy Group Inc. (2006 - 2015)
		SECURITIES HELD
		Value at risk C\$12,017,316 ⁽⁴⁾
		Common Shares Owned or Controlled ⁽⁵⁾
		105,123 February 2020
		102,075 February 2019

96.06% votes in favour in 2019



Julie Godin

Co-Chair of the Board and Executive Vice-President, Strategic Planning and Corporate Development, CGI Inc.

Ms. Godin is Co-Chair of the Board and Executive Vice-President, Strategic Planning and Corporate Development of CGI Inc. ("CGI") (information technology consulting company) where she collaborates with the CGI Board to set the strategic direction of the company and maintain equilibrium among CGI's three stakeholders – clients, employees (whom CGI calls members) and shareholders – to ensure each stakeholders' long-term success. She also oversees the ongoing development of the CGI Management Foundation, which includes the key elements and best practices that define and guide the company's actions, along with leading CGI's strategic planning, marketing, communications and IP strategy functions.

Previously Ms. Godin was Vice-Chair of the Board and Executive Vice-President, Chief Planning and Administration Officer, where Ms. Godin oversaw a number of functions across the company, including global security, mergers and acquisitions, and global human resources, including executive compensation and succession planning, as well as organizational model sustainability to secure organic growth.

Before joining CGI, Ms. Godin founded Oxygen Corporate Health, a company that manages comprehensive health and wellness programs in the workplace. Oxygen merged its activities with those of CGI.

In 2000, Ms. Godin co-founded the Godin Family Foundation, a non-profit organization that strives to reduce poverty, promote education and improve the health of children and teens in disadvantaged areas.

Ms. Godin holds a B.A. from the Université de Sherbrooke.

AGE
45 ⁽¹⁾

Quebec, Canada

DIRECTOR SINCE
April 25, 2017

Independent

PRINCIPAL COMPETENCIES
Human Resources,
Strategy, Finance/
Accounting

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARD
Board	100%	CGI Inc. (Co-Chair) (2013-present)
Corporate Governance and Nominating Committee	100%	SECURITIES HELD
Environment, Safety and Security Committee ⁽⁷⁾	100%	Value at risk C\$1,525,650 ⁽⁴⁾
Finance Committee	100%	Common Shares Owned or Controlled ⁽⁵⁾
Human Resources and Compensation Committee	100%	13,125 February 2020
Pension and Investment Committee ^{(3) (6)}	100%	9,873 February 2019
Strategic Planning Committee	100%	

99.20% votes in favour in 2019

NOMINEES FOR ELECTION TO THE BOARD



Edith E. Holiday

Corporate Director & Trustee

Ms. Holiday is a Corporate Director and Trustee and a former General Counsel, United States Treasury Department and former Secretary of the Cabinet, The White House.

Ms. Holiday serves on the public boards mentioned in the following table.

She was also the recipient of the DirectWomen's 2009 Sandra Day O'Connor Board Excellence Award, which honours women who have served with distinction on the board of a public company and advanced the value of diversity in the workplace. She is also the recipient of the Secretary of the Treasury's highest award, the Alexander Hamilton Award.

Ms. Holiday holds a B.S. and a J.D. from the University of Florida, and she was admitted to the bars of the states of Florida, Georgia and the District of Columbia.

AGE
68 ⁽¹⁾

Florida, U.S.A.

DIRECTOR SINCE
June 1, 2001

Independent

PRINCIPAL COMPETENCIES
Legal, Public
Policy, Strategy

MEMBER OF ⁽²⁾	ATTENDANCE 2019
Board	100%
Pension and Investment Committee (Chair) ⁽³⁾	100%
Audit Committee	100%
Finance Committee	100%
Strategic Planning Committee	100%

88.22% votes in favour in 2019

OTHER CURRENT PUBLIC BOARDS

Santander Consumer USA Holdings, Inc.	(2016 - present)
White Mountains Insurance Group, Ltd.	(2004 - present)
Franklin Templeton Group of Funds (various companies) (Lead Director)	(1996 - present)
Hess Corporation	(1993 - present)

OTHER PUBLIC BOARD DURING PAST 5 YEARS

RTI International Metals, Inc.	(1999 - 2015)
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SECURITIES HELD

Value at risk	C\$12,786,553 ⁽⁴⁾
Common Shares Owned or Controlled ⁽⁵⁾	
111,852	February 2020
109,066	February 2019



V. Maureen Kempston Darkes, O.C., D. COMM., LL.D.

Corporate Director

Ms. Kempston Darkes is the retired Group Vice-President and President Latin America, Africa and Middle East, General Motors Corporation ("GM"). In 2009, she ended a 35-year career at GM during which she attained the highest operating position ever held by a woman at GM. From 1994 to 2001, she was President and General Manager of General Motors of Canada Limited and Vice-President of GM.

She is an Officer of the Order of Canada, a member of the Order of Ontario and was ranked by Fortune magazine in 2009 as the 12th Most Powerful Woman in International Business and amongst the Women's Executive Network's 2012 Canada's Most Powerful Women: Top 100 Award Winners. In 2006, she was the recipient of the Governor General of Canada's Awards in Commemoration of the Persons Case and was inducted as a fellow of the Institute of Corporate Directors in 2011. She has also been an appointee of the Government of Canada to the Science, Technology and Innovation Council and the Advisory Council for Promoting Women on Boards.

Ms. Kempston Darkes serves on the public boards mentioned in the following table.

Ms. Kempston Darkes has received Honorary Doctor of Law Degrees from the University of Toronto and the University of Victoria, as well as an Honorary Doctor of Commerce from Saint Mary's University. She holds a B.A. in history and political science from Victoria University in the University of Toronto and an LL.B. from the University of Toronto Faculty of Law.

AGE
71 ⁽¹⁾

Ontario, Canada
Florida, U.S.A.

DIRECTOR SINCE
March 29, 1995

Independent

PRINCIPAL COMPETENCIES
Transport Industry/
Safety, Sales/
Marketing,
Human Resources

MEMBER OF ⁽²⁾	ATTENDANCE 2019
Board	100%
Audit Committee	100%
Corporate Governance and Nominating Committee	100%
Finance Committee	100%
Pension and Investment Committee ⁽³⁾	100%
Strategic Planning Committee	100%

95.21% votes in favour in 2019

OTHER CURRENT PUBLIC BOARDS

Enbridge Inc.	(2010 - present)
Brookfield Asset Management Inc.	(2008 - present)

OTHER PUBLIC BOARDS DURING PAST 5 YEARS

Schlumberger Limited	(2014 - 2019)
Balfour Beatty Plc.	(2012 - 2017)

SECURITIES HELD

Value at risk	C\$22,899,048 ⁽⁴⁾
Common Shares Owned or Controlled ⁽⁵⁾	
196,998	February 2020
194,009	February 2019



AGE
67⁽¹⁾

New Brunswick,
Canada

DIRECTOR SINCE
October 25, 1994

Independent

PRINCIPAL COMPETENCIES
Finance/Accounting,
Human Resources,
Sales/Marketing

The Hon. Denis Losier, P.C., LL.D., C.M.

Corporate Director

The Honorable Denis Losier is the retired President and Chief Executive Officer of Assumption Life (life insurance company). Between 1989 and 1994, Mr. Losier held various cabinet level positions with the government of the Province of New Brunswick, including Minister of Fisheries and Aquaculture and Minister of Economic Development and Tourism.

Mr. Losier was co-chair of the University of Moncton's Excellence Campaign. In 2008, he was named a member of the Security Intelligence Review Committee of Canada, and, as such, was made a Member of the Queen's Privy Council. In addition to serving on the public boards mentioned in the following table, Mr. Losier was a director of Enbridge Gas New Brunswick until 2017 and is the past chair of the board of directors of Invest N.B. He is also a past member and director of the New Brunswick Business Council and Canadian Blood Services, respectively. Mr. Losier was appointed a Member of the Order of Canada in 2011.

Mr. Losier holds a Bachelor of Economics from the University of Moncton and a Masters of Economics from the University of Western Ontario. Mr. Losier was awarded an Honorary Doctorate Degree in Business Administration from the University of Moncton.

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARD
Board	100%	Plaza Retail REIT (2007 - present)
Corporate Governance and Nominating Committee (Chair)	100%	OTHER PUBLIC BOARD DURING PAST 5 YEARS
Donations and Sponsorships Committee ⁽³⁾	100%	Capital DGMC Inc. (2013 - 2016)
Pension and Investment Committee ⁽³⁾	100%	SECURITIES HELD
Strategic Planning Committee	100%	Value at risk C\$34,773,893 ⁽⁴⁾

93.52% votes in favour in 2019

Common Shares Owned or Controlled ⁽⁵⁾	
299,156	February 2020
295,796	February 2019



AGE
69⁽¹⁾

Ontario, Canada

DIRECTOR SINCE
April 23, 2014

Independent

PRINCIPAL COMPETENCIES
Public Policy, Finance/
Accounting, Strategy

The Hon. Kevin G. Lynch, P.C., O.C., PH.D., LL.D.

Vice-Chair, BMO Financial Group

The Honourable Kevin Lynch has been Vice Chairman of BMO Financial Group since 2010. Prior to joining BMO, Dr. Lynch had a distinguished career with the Government of Canada, serving as Clerk of the Privy Council, Secretary to the Cabinet, Deputy Minister of Finance, Deputy Minister of Industry as well as Executive Director for Canada at the International Monetary Fund.

Dr. Lynch is the past Chancellor of the University of King's College, the past Chair of the Board of Governors of the University of Waterloo, a Senior Fellow of Massey College and a Trustee of the Killam Trusts.

In addition to serving on the public boards mentioned in the following table, Dr. Lynch is a director emeritus of the Governor General's Rideau Hall Foundation and is a director of Communitech and the Asia Pacific Foundation of Canada, as well as a member of the World Economic Forum (WEF) Committee on "Balancing Financial Stability, Innovation and Economic Growth".

Dr. Lynch earned his BA from Mount Allison University, a Masters in Economics from the University of Manchester and a doctorate in Economics from McMaster University. He was made a Member of the Queen's Privy Council for Canada in 2009, was appointed an Officer of the Order of Canada in 2011, has received 11 honorary doctorates from Canadian Universities and was awarded the Queen's Golden and Diamond Jubilee Medals for public service.

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARD
Board	100%	SNC-Lavalin Group Inc. (Chairman) (2017 - present)
Human Resources and Compensation Committee (Chair)	100%	OTHER PUBLIC BOARDS DURING PAST 5 YEARS
Audit Committee	100%	CNOOC Limited (2014 - 2019)
Corporate Governance and Nominating Committee	100%	Empire Company Limited (Sobeys, Inc.) (2013 - 2017)
Pension and Investment Committee ⁽³⁾	100%	SECURITIES HELD
Strategic Planning Committee	100%	Value at risk C\$3,262,392 ⁽⁴⁾

92.07% votes in favour in 2019

Common Shares Owned or Controlled ⁽⁵⁾	
28,066	February 2020
25,484	February 2019



James E. O'Connor

Corporate Director

Mr. O'Connor is the retired chair of the board of directors of Republic Services, Inc., a leading provider of non-hazardous solid waste collection, recycling and disposal services in the United States. From 1998 to 2011, Mr. O'Connor was chair and Chief Executive Officer of Republic Services, Inc. Prior to 1998, he had held various management positions at Waste Management, Inc.

In 2001, Mr. O'Connor was the recipient of the Ellis Island Medal of Honor from the National Ethnic Coalition of Organizations (NECO) which rewards Americans who exemplify outstanding qualities in both their personal and professional lives, while continuing to preserve the richness of their particular heritage. He was named to the list of America's Best CEOs each year, between 2005 and 2010. In 2011, Mr. O'Connor was named to the Institutional Investors' All American Executive Team. He is also active in many community causes, especially those that benefit children. Mr. O'Connor has served on the board of directors of the SOS Children's Village. In addition to serving on the public boards mentioned in the following table, Mr. O'Connor serves on the board of directors of the South Florida P.G.A. of America Foundation.

Mr. O'Connor holds a Bachelor of Science in Commerce (concentration in accounting) from DePaul University.

AGE
70 ⁽¹⁾

Florida, U.S.A.

DIRECTOR SINCE
April 27, 2011

Independent

PRINCIPAL COMPETENCIES
Strategy, Engineering/
Environment,
Human Resources

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARDS
Board	100%	Casella Waste Systems, Inc. (Lead Director) (2015 - present)
Strategic Planning Committee (Chair)	100%	Clean Energy Fuels Corp. (2011 - present)
Audit Committee	100%	
Donations and Sponsorships Committee ⁽³⁾	100%	
Environment, Safety & Security Committee	100%	
Finance Committee	100%	
99.55% votes in favour in 2019		
		SECURITIES HELD
		Value at risk C\$4,050,927 ⁽⁴⁾
		Common Shares Owned or Controlled ⁽⁵⁾
	35,436	February 2020
	33,315	February 2019



Robert Pace, D. COMM., C.M.

Chair of the Board, CN President & CEO, The Pace Group

Mr. Pace became Chair of the Board of Directors of CN in 2014 and is President and Chief Executive Officer, The Pace Group (radio broadcasting, real estate development and environmental services). He began his professional career practicing law in Halifax. In 1981, he accepted an appointment to act as the Atlantic Advisor to the Prime Minister of Canada, the Right Honorable Pierre Elliott Trudeau, in Ottawa.

In addition to serving on the public boards mentioned in the following table, Mr. Pace is former Chairman of the Walter Gordon Foundation. He is also a director of the Atlantic Salmon Federation and former director of the Asia Pacific Foundation.

Mr. Pace holds an MBA and an LL.B from Dalhousie University and holds an Honorary Doctor of Commerce Degree from Saint Mary's University. He was appointed a Member of the Order of Canada in 2016.

Mr. Pace has also completed Corporate Director education programs at both Harvard and Chicago Business Schools.

AGE
65 ⁽¹⁾

Nova Scotia, Canada

DIRECTOR SINCE
October 25, 1994

Independent

PRINCIPAL COMPETENCIES
Human Resources,
Transport Industry/
Safety, Strategy

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARD
Board (Chair)	100%	High Liner Foods Incorporated (Chair) (1998 - present)
Donations and Sponsorships Committee (Chair) ⁽³⁾	100%	
Corporate Governance and Nominating Committee	100%	
Environment, Safety & Security Committee	100%	
Strategic Planning Committee	100%	
95.13% votes in favour in 2019		
		SECURITIES HELD
		Value at risk C\$39,480,335 ⁽⁴⁾
		Common Shares Owned or Controlled ⁽⁵⁾
	339,645	February 2020
	333,351	February 2019



Robert L. Phillips

President, R.L. Phillips Investments Inc.

Mr. Phillips is the President of R.L. Phillips Investments Inc. and was previously President and Chief Executive Officer and director of British Columbia Railway Company Limited from 2001 to 2004. Mr. Phillips was Executive Vice-President, Business Development and Strategy for MacMillan Bloedel Ltd. and, before that, held the position of Chief Executive Officer at PTI Group and Dreco Energy Services Limited. He also enjoyed a prestigious career as a corporate lawyer and was appointed to the Queen's Counsel in Alberta in 1991. Mr. Phillips was inducted as a fellow of the Institute of Corporate Directors in June 2017.

Mr. Phillips serves on the public boards mentioned in the following table.

Mr. Phillips received his Bachelor of Laws (Gold Medalist), and Bachelor of Science, Chemical Engineering (Hons) from the University of Alberta.

AGE
69 ⁽¹⁾

British Columbia,
Canada

DIRECTOR SINCE
April 23, 2014

Independent

PRINCIPAL COMPETENCIES
Transport Industry/
Safety, Strategy, Sales/
Marketing

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARDS
Board	100%	Capital Power Corporation (2019 - present)
Finance Committee (Chair)	100%	Maxar Technologies Inc. (and its predecessor, Maxar Technologies Ltd (formerly MacDonald Dettwiler & Associates Ltd.))* (2003 - present)
Corporate Governance and Nominating Committee	100%	West Fraser Timber Co. Ltd. (Lead Director) (2005 - present)
Environment, Safety & Security Committee	100%	Canadian Western Bank (Chair) (2001 - present)
Human Resources and Compensation Committee	100%	
Strategic Planning Committee	100%	

98.07% votes in favour in 2019

OTHER PUBLIC BOARD DURING PAST 5 YEARS

Precision Drilling Corporation (2004 - 2017)

*Mr. Phillips is retiring from the Board of Maxar Technologies Inc. and is not standing for re-election at the May 2020 meeting.

SECURITIES HELD

Value at risk	C\$3,655,748 ⁽⁴⁾
Common Shares Owned or Controlled ⁽⁵⁾	
31,450	February 2020
28,807	February 2019



Jean-Jacques Ruest

President and Chief Executive Officer, CN

Mr. Ruest was appointed President and Chief Executive Officer in July 2018, after having served as Interim President and CEO since March 2018. He was previously Executive Vice-President and Chief Marketing Officer since January 2010, with responsibility for providing the strategic direction and leadership for CN's Sales, Marketing and CN Supply Chain Solutions groups.

Mr. Ruest joined CN in 1996. Prior to this, Mr. Ruest worked for 16 years at a major international chemical company.

Mr. Ruest holds a Masters in Business Administration in Marketing from HEC Montréal (Université de Montréal) and a Bachelor of Science degree in applied chemistry from Université de Sherbrooke. He also completed the executive program of the University of Michigan Business School, and CN's Railroad MBA program.

Over the course of his career, Mr. Ruest has been honoured many times by the business community, notably as 2019 Railroader of the Year and an Inductee to the International Maritime Hall of Fame in 2017.

AGE
65 ⁽¹⁾

Quebec, Canada

DIRECTOR SINCE
July 24, 2018

Non-Independent

PRINCIPAL COMPETENCIES
Sales/Marketing,
Transport Industry/
Safety, Strategy

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER PUBLIC BOARD DURING PAST 5 YEARS
Board	100%	Nil
Donations and Sponsorships Committee ⁽³⁾	100%	
Strategic Planning Committee	100%	

99.36% votes in favour in 2019

SECURITIES HELD

Value at risk	C\$39,448,950 ⁽⁴⁾
Common Shares Owned or Controlled ⁽⁵⁾	
339,375	February 2020
318,281	February 2019
Stock Options Held ⁽⁸⁾	
741,559	February 2020
605,559	February 2019



Laura Stein

Executive Vice-President – General Counsel & Corporate Affairs, The Clorox Company

Ms. Stein is the Executive Vice-President – General Counsel & Corporate Affairs of The Clorox Company (marketer and manufacturer of consumer products) where she serves on the executive committee. From 2000 to 2005, Ms. Stein was Senior Vice-President, General Counsel of the H.J. Heinz Company. She was also previously a corporate lawyer with Morrison & Foerster in San Francisco and Hong Kong.

Ms. Stein is a former director of Nash Finch Company and serves on the boards of several not-for-profit organizations, including the Pro Bono Institute, the Leadership Council on Legal Diversity and the International Association of Women Judges. Previously, Ms. Stein was chair of the Association of Corporate Counsel, president of the Association of General Counsel, co-chair of the General Counsel Committee of the ABA Business Law Section and a director of the Pittsburgh Ballet Theater.

Ms. Stein has received the Margaret Brent Award, the American Bar Association's highest award for women lawyers; the Sandra Day O'Connor Board Excellence Award; and the Corporate Board Member America's Top General Counsel Recognition Award.

Ms. Stein received her J.D. from Harvard Law School, and is a graduate of Dartmouth College where she earned undergraduate and master's degrees.

AGE
58 ⁽¹⁾
California, U.S.A.

DIRECTOR SINCE
April 23, 2014
Independent

PRINCIPAL COMPETENCIES
Legal, Engineering/
Environment, Finance/
Accounting

MEMBER OF ⁽²⁾	ATTENDANCE 2019	OTHER CURRENT PUBLIC BOARD
Board	100%	Franklin Resources, Inc. (2005 - present)
Environment, Safety & Security Committee (Chair)	100%	
Audit Committee	100%	
Finance Committee	100%	
Human Resources and Compensation Committee	100%	
Strategic Planning Committee	100%	
93.30% votes in favour in 2019		
SECURITIES HELD		
Value at risk		C\$3,227,047 ⁽⁴⁾
Common Shares Owned or Controlled ⁽⁵⁾		
28,229		February 2020
24,609		February 2019

- (1) The age of the directors is provided as at April 28, 2020, the date of the Meeting.
- (2) For a detailed review of the 2019 Board and committee attendance by directors, please refer to the Attendance Table found in the "Statement of Corporate Governance Practices" section of this Information Circular.
- (3) The Donations and Sponsorships Committee and the Pension and Investment Committee are mixed committees composed of both members of the Board of Directors, as well as officers of the Company.
- (4) The Value at Risk for non-executive directors represents the total value of common shares and Deferred Share Units ("DSUs") under the Deferred Share Unit Plan for non-executive directors ("DSU Plan"), which total value is based on the February 27, 2020, closing price of the common shares on the TSX (C\$116.24) or, for Donald J. Carty, Ambassador Gordon D. Giffin, Edith E. Holiday, James E. O'Connor and Laura Stein, the closing price of the common shares on the New York Stock Exchange ("NYSE") (U.S.\$85.56) converted to Canadian dollars using the rate of exchange of the Bank of Canada (U.S.\$1.00 = C\$1.3361) on the same date. The Value at Risk for Jean-Jacques Ruest represents the total value of common shares owned or controlled and DSUs under the Company's Voluntary Incentive Deferral Plan ("VIDP"), which total value is based on the February 27, 2020, closing price of the common shares on the TSX.
- (5) The information regarding common shares beneficially owned, controlled or directed directly or indirectly, has been furnished by the respective nominees individually and includes DSUs for non-executive directors. For further information on the DSU Plan, please see the "Board of Directors Compensation" section of this Information Circular. In the case of Jean-Jacques Ruest, common shares owned or controlled includes DSUs under the VIDP, but does not include common shares under stock options. For further details on the VIDP, please see the "Statement of Executive Compensation" section of this Information Circular.
- (6) Became a member of the Committee on April 29, 2019.
- (7) Stepped down from the Committee on April 29, 2019.
- (8) The information regarding stock options comprises the stock options granted to Mr. Ruest under the Management Long-Term Incentive Plan. For further details on the plan, please see the "Statement of Executive Compensation" section of this Information Circular.

Additional Disclosure Relating to Directors

As of the date hereof, to the knowledge of the Company and based upon information provided to it by the nominees for election to the Board of Directors, no such nominee is or has been, in the last 10 years, a director or executive officer of any company that, while such person was acting in that capacity or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors

or had a receiver, receiver manager or trustee appointed to hold its assets, except for Mr. Losier who was a director of XL-ID Solutions Inc. (formerly, Excellium Inc.) ("XL-ID") from July 23, 2013 to August 29, 2013. On January 3, 2014, XL-ID announced that it had submitted a proposal to its creditors under the *Bankruptcy and Insolvency Act* (Canada). On February 13, 2014, XL-ID announced that it had received a final order from the Superior Court of Quebec approving the proposal approved by its creditors.

Board of Directors Compensation

CN's compensation program is designed to attract and retain the most qualified people to serve on CN's Board and its committees and takes into account the risks and responsibilities of being an effective director. To reflect the Company's extensive operations in the United States and the Company's need to attract and retain directors with experience in doing business in the United States, the compensation of the non-executive directors of the Company is designed to be comparable to that of large U.S.-based companies.

The Board sets the compensation of non-executive directors based on the Corporate Governance and Nominating Committee's recommendations. This Committee regularly reviews the compensation of non-executive directors and recommends to the Board such adjustments as it considers appropriate and necessary to recognize the workload, time commitment and responsibility of the Board and committee members and to remain competitive with director compensation trends in Canada and the U.S. Any director who is also an employee of the Company or of any of its affiliates, does not receive any compensation as a director.

Effective January 1, 2015, following a review of the compensation arrangements for non-executive directors with the help of external advisors, the Board, upon the advice of the Corporate Governance and Nominating Committee, approved revisions to non-executive directors' compensation, which now consists of an all-inclusive annual retainer structure comprising both a cash and an equity component. Board and committee meeting attendance fees, as well as travel attendance fees were eliminated and the flat-fee compensation structure applies regardless of the number of meetings attended by directors. The compensation structure was reviewed thereafter annually by the Corporate Governance and Nominating Committee and the Board and has remained unchanged, including for the year 2020. The flat-fee approach was found, and continues to be, consistent with the compensation trends of the comparator groups, adds predictability to compensation paid to non-executive directors, and is simpler to administer.

Comparator Groups

CN's non-executive directors compensation is compared against three separate comparator groups: (i) selected Class I Railroads (see table below) composed of the same companies used for benchmarking the NEOs' compensation, given CN is one of the Class I Railroads; (ii) a Canadian peer group of companies (see table opposite) with comparable size to CN in terms of revenues and market capitalization, given CN is a Canadian company competing to attract and retain

Canadian directors; and (iii) the U.S. companies comprised of the Standard and Poor's 500 Index, given CN's extensive network in the U.S. and its need to attract and retain U.S.-based directors. In 2018 and 2019, a market review of the compensation of CN's non-executive directors carried out with the assistance of an external firm confirmed that compensation remained well-aligned with the upper end of each of these comparator groups.

Selected Class I Railroads

Union Pacific Corporation
(U.S.)

Norfolk Southern Corporation
(U.S.)

Canadian Pacific Railway Ltd.
(CDN.)

CSX Corporation
(U.S.)

Canadian Peer Group of Companies

Air Canada
Airlines

Bank of Montreal
Banks

Barrick Gold Corporation
Metals & Mining

BCE Inc.
Diversified Telecommunication

Bombardier Inc.
Aerospace & Defense

Canadian Imperial Bank of Commerce
Banks of Commerce

Canadian Natural Resources Ltd.
Oil, Gas and Consumable Fuels

Canadian Pacific Railway Ltd.
Road & Rail

Canadian Tire Corporation
Multiline Retail

Cenovus Energy Inc.
Oil, Gas and Consumable Fuels

CGI Inc.
IT services

Manulife Financial
Insurance Corporation

Nutrien Ltd
Chemicals

Rogers Communications Inc.
Diversified Telecommunication

Sun Life Financial Inc.
Insurance

Suncor Energy Inc.
Oil, Gas and Consumable Fuels

Teck Resources Ltd.
Metals & Mining

Telus Corporation
Diversified Telecommunication

Thomson Reuters Corporation
Media

TC Energy Corporation
Oil, Gas and Consumable Fuels

Compensation Levels

The following table shows the compensation levels for CN's non-executive directors during 2019. The Corporate Governance and Nominating Committee reviewed the compensation levels for CN's non-executive directors in 2019 and in light of the flat fee compensation structure, resolved that such compensation levels remain unchanged for 2020. Directors' compensation levels have therefore remained the same since 2015.

TYPE OF FEE ⁽¹⁾	FEES (U.S.\$) 2019
Board Chair Cash Retainer ⁽²⁾	175,000
Board Chair Share Grant Retainer ⁽²⁾	375,000
Director Cash Retainer	35,000
Director Share Grant Retainer	200,000
Committee Chair Cash Retainers ⁽³⁾	
Audit and HRC Committees Chairs	75,000
Other Committees Chairs	65,000
Committee Member Cash Retainer	55,000

- (1) The non-executive directors (including the Board Chair) may choose to receive all or part of their cash retainers in common shares or DSUs (see the following Compensation Tables for details) and their common share grant retainer can also be received in DSUs. The common shares are purchased on the open market.
- (2) The Board Chair receives no additional director retainer nor committee chair or committee member retainer.
- (3) Committee chairs receive no additional committee chair or committee member retainer.

Compensation Table in Canadian Dollars⁽¹⁾

The table below reflects in detail the compensation earned by the Company's non-executive directors, expressed in Canadian dollars, in the 12-month period ended December 31, 2019, in accordance with the disclosure rules issued by the Canadian Securities Administrators (the "CSA"). Directors' compensation has been set in U.S. dollars since 2002 and the fluctuation in the exchange rate affects year-over-year comparability. Please see footnote 1 in the below table for currency exchange information, and the Compensation Table in U.S. dollars.

Fees Earned (Canadian \$)

NAME OF DIRECTOR	DIRECTOR AND BOARD CHAIR CASH RETAINER	COMMITTEE CHAIR & COMMITTEE MEMBER CASH RETAINER	TOTAL CASH RETAINERS ⁽²⁾	SHARE-BASED AWARDS ⁽³⁾	ALL OTHER COMPENSATION	TOTAL COMPENSATION	PERCENTAGE OF TOTAL FEES RECEIVED IN COMMON SHARES AND/OR DSUs ⁽⁵⁾
Shauneen Bruder	46,004	72,292	118,296	262,880		381,176	100%
Donald J. Carty	46,004	98,580	144,584	262,880		407,464	100%
Ambassador Gordon D. Giffin	46,442	72,980	119,422	262,880		382,302	69%
Julie Godin	46,004	72,292	118,296	262,880		381,176	100%
Edith E. Holiday	46,442	86,249	132,691	262,880		395,571	66%
V. Maureen Kempston Darkes	46,442	72,980	119,422	262,880		382,302	69%
The Hon. Denis Losier	46,442	86,249	132,691	262,880		395,571	66%
The Hon. Kevin G. Lynch	46,004	98,580	144,584	262,880		407,464	100%
James E. O'Connor	46,442	86,249	132,691	262,880		395,571	66%
Robert Pace	232,208	-	232,208	492,900	1,752 ⁽⁴⁾	726,860	68%
Robert L. Phillips	46,442	86,249	132,691	262,880		395,571	66%
Laura Stein	46,004	85,436	131,440	262,880		394,320	100%
TOTAL	740,880	918,136	1,659,016	3,384,580		5,045,348	80%

- (1) All directors earned compensation in U.S. dollars. The directors and the Board Chair may choose to receive all or part of their cash retainers in common shares or DSUs, and may also choose to receive their common share grant retainer in DSUs. Compensation received in cash was converted to Canadian dollars using the average rate of exchange of the Bank of Canada for 2019 (U.S.\$1.00 = C\$1.3269). Compensation elected to be received in common shares or DSUs was converted to Canadian dollars using the rate of exchange of the Bank of Canada (U.S.\$1.00 = C\$1.3144), on the purchase or reference day (January 31, 2019).
- (2) The following directors elected to receive cash retainers in common shares or DSUs with respect to the amounts set forth beside their names: Shauneen Bruder (C\$118,296), Donald J. Carty (C\$144,584), Julie Godin (C\$118,296), the Hon. Kevin G. Lynch (C\$144,584), and Laura Stein (C\$131,440).
- (3) Represents a common share grant valued at U.S.\$200,000 received by each non-executive director as part of the director retainer and U.S.\$375,000 for the Board Chair as part of the Board Chair retainer. See Note 1 for currency conversion information.
- (4) Includes the value of insurance premiums for 2019 for North American emergency protection outside Mr. Pace's province of residence. The annual cost to the Company for 2019 for such benefits was C\$1,752.
- (5) This percentage is calculated by dividing the aggregate of the cash retainers elected by non-executive directors to be received in common shares or DSUs described in notes (1) and (3) above and the value provided under the share-based awards column, by the value provided under the total compensation column.

Compensation Table in U.S. Dollars

The table below reflects in detail the compensation earned by the Company's non-executive directors in U.S. dollars in the 12-month period ended December 31, 2019.

Fees Earned (U.S.\$)

NAME OF DIRECTOR	DIRECTOR AND BOARD CHAIR CASH RETAINER	COMMITTEE CHAIR & COMMITTEE MEMBER CASH RETAINER	TOTAL CASH RETAINERS	SHARE BASED AWARDS	TOTAL
Shauneen Bruder	35,000	55,000	90,000	200,000	290,000
Donald J. Carty	35,000	75,000	110,000	200,000	310,000
Ambassador Gordon D. Giffin	35,000	55,000	90,000	200,000	290,000
Julie Godin	35,000	55,000	90,000	200,000	290,000
Edith E. Holiday	35,000	65,000	100,000	200,000	300,000
V. Maureen Kempston Darkes	35,000	55,000	90,000	200,000	290,000
The Hon. Denis Losier	35,000	65,000	100,000	200,000	300,000
The Hon. Kevin G. Lynch	35,000	75,000	110,000	200,000	310,000
James E. O'Connor	35,000	65,000	100,000	200,000	300,000
Robert Pace	175,000	-	175,000	375,000	550,000 ⁽¹⁾
Robert L. Phillips	35,000	65,000	100,000	200,000	300,000
Laura Stein	35,000	65,000	100,000	200,000	300,000
TOTAL	560,000	695,000	1,255,000	2,575,000	3,830,000

(1) Excludes the value of insurance premiums for 2019 for North American emergency protection outside Mr. Pace's province of residence. The annual cost to the Company for such benefits for 2019 was C\$1,752.

Share Ownership

The Directors of the Company play a central role in enhancing shareholder value and each of them has a substantial investment in the Company. The Board revised the share ownership guidelines for non-executive directors in the fall of 2018. Effective January 1, 2019, each non-executive director should own, within five years of joining the Board, common shares, DSUs or similar share equivalents of CN, if any, ("CN Securities") with a value of the Canadian dollar equivalent of five times the aggregate of the annual director retainer (which includes cash and the value of any grant of CN Securities and in the case of the Board Chair, the aggregate of the annual Board Chair retainer in cash and the value of any grant of CN Securities) (the "Minimum Shareholding Requirement"). Each non-executive director is required to continue to hold such value throughout his or her tenure as a director and continue to hold 50% of the Minimum Shareholding Requirement for a period of two years after the director leaves the Board. In addition, the CN Securities held to comply with the Minimum Shareholding Requirement shall not be, during the director's tenure, the object of specific monetization procedures or other hedging procedures to reduce the exposure related to his or her holding.

Directors are required to own, within 5 years of joining the Board, CN shares worth 5 times their annual retainer requirements.

Each non-executive director is required to receive at least 50% of his or her annual director, committee, Board Chair and committee chair cash retainers in CN Securities and may elect to receive up to 100% of such retainers in CN Securities until his or her Minimum Shareholding Requirement is met. Once the Minimum Shareholding Requirement is met, directors may continue to elect to receive up to 100% of such retainers in CN Securities.

Directors' ownership requirement for two years beyond board tenure aligns with longer-term stewardship.

Approximately 80% of the total annual compensation of the non-executive directors for 2019 was in the form of CN Securities. The average value of CN Securities owned by non-executive directors is approximately C\$12.6 million (based on the February 27, 2020 closing price of the common shares of the Company on the TSX (C\$116.24), or the NYSE (U.S.\$85.56) for U.S. directors).

Share Ownership Table

The following table provides information on the number and the value of common shares and DSUs owned by each nominee for election to the Board of Directors as at February 27, 2020, and the Minimum Shareholding Requirement status.

Values Expressed in Canadian \$

NAME OF DIRECTOR	YEAR ⁽¹⁾	NUMBER OF COMMON SHARES OWNED, CONTROLLED OR DIRECTED	TOTAL VALUE OF COMMON SHARES (VALUE AT RISK) ⁽²⁾	NUMBER OF DSUs HELD ⁽³⁾	TOTAL VALUE OF DSUs (VALUE AT RISK) ⁽²⁾	TOTAL NUMBER OF COMMON SHARES OWNED, CONTROLLED OR DIRECTED AND DSUs ⁽³⁾	TOTAL VALUE OF COMMON SHARES AND DSUs (VALUE AT RISK) ⁽²⁾	GUIDELINE MET/ INVESTMENT REQUIRED TO MEET GUIDELINE	VALUE AT RISK AS MULTIPLE OF SHAREHOLDING REQUIREMENT
Shauneen Bruder	2020	-	-	13,125	-	13,125	-		
	2019	-	-	9,873	1,525,650	9,873	1,525,650	44,268	0.9
	Variation	-	-	3,252	-	3,252	-		
Donald J. Carty	2020	84,766	-	20,752	-	105,518	-		
	2019	81,476	9,690,171	20,382	2,372,300	101,858	12,062,471	✓	8
	Variation	3,290	-	370	-	3,660	-		
Ambassador Gordon D. Giffin	2020	52,054	-	53,069	-	105,123	-		
	2019	50,367	5,950,642	51,708	6,066,674	102,075	12,017,316	✓	8
	Variation	1,687	-	1,361	-	3,048	-		
Julie Godin	2020	-	-	13,125	-	13,125	-		
	2019	-	-	9,873	1,525,650	9,873	1,525,650	44,268	0.9
	Variation	-	-	3,252	-	3,252	-		
Edith E. Holiday	2020	73,998	-	37,854	-	111,852	-		
	2019	71,886	8,459,208	37,180	4,327,345	109,066	12,786,553	✓	8
	Variation	2,112	-	674	-	2,786	-		
V. Maureen Kempston Darkes	2020	140,240	-	56,758	-	196,998	-		
	2019	138,262	16,301,498	55,747	6,597,550	194,009	22,899,048	✓	15
	Variation	1,978	-	1,011	-	2,989	-		
The Hon. Denis Losier	2020	171,254	-	127,902	-	299,156	-		
	2019	172,254	19,906,565	123,542	14,867,328	295,796	34,773,893	✓	22
	Variation	(1,000)	-	4,360	-	3,360	-		
The Hon. Kevin G. Lynch	2020	-	-	28,066	-	28,066	-		
	2019	-	-	25,484	3,262,392	25,484	3,262,392	✓	2
	Variation	-	-	2,582	-	2,582	-		
James E. O'Connor	2020	35,436	-	-	-	35,436	-		
	2019	33,315	4,050,927	-	-	33,315	4,050,927	✓	3
	Variation	2,121	-	-	-	2,121	-		
Robert Pace	2020	205,457	-	134,188	-	339,645	-		
	2019	205,457	23,882,322	127,894	15,598,013	333,351	39,480,335	✓	11
	Variation	-	-	6,294	-	6,294	-		
Robert L. Phillips	2020	9,800	-	21,650	-	31,450	-		
	2019	9,625	1,139,152	19,182	2,516,596	28,807	3,655,748	✓	2
	Variation	175	-	2,468	-	2,643	-		
Jean-Jacques Ruest	2020	167,058	-	172,317	-	339,375	-		
	2019	149,034	19,418,822	169,247	20,030,128	318,281	39,448,950	✓	Note 4
	Variation	18,024	-	3,070	-	21,094	-		
Laura Stein	2020	-	-	28,229	-	28,229	-		
	2019	-	-	24,609	3,227,047	24,609	3,227,047	✓	2
	Variation	-	-	3,620	-	3,620	-		

(1) The number of common shares and DSUs held by each director is set out as at February 27, 2020, and for 2019, is set out as at February 27, 2019.

(2) The Total Value is based on the February 27, 2020 closing price of the common shares on the TSX (C\$116.24) or, for Donald J. Carty, Ambassador Gordon D. Giffin, Edith E. Holiday, James E. O'Connor and Laura Stein, the NYSE (U.S.\$85.56) converted into Canadian dollars using the closing exchange rate (U.S.\$1.00 = C\$1.3361) on the same date.

(3) Includes DSUs elected as part of directors' 2020 compensation for non-executive directors and DSUs under the Company's VIDP held by Jean-Jacques Ruest.

(4) For a discussion on Jean-Jacques Ruest's shareholding requirements, please see the section on "Stock Ownership" on page 47 of this Information Circular.

Directors' Deferred Share Unit Plan

Subject to the Minimum Shareholding Requirement, non-executive directors may elect to receive all or part of their director, committee member, Board Chair, and committee chair cash retainers either in cash, common shares of the Company purchased on the open market or DSUs. They may also elect to receive their common share grant retainer in DSUs. Each DSU entitles the beneficiary thereof to receive upon resignation, retirement or death, one common share of the Company purchased on the open market, plus additional DSUs reflecting dividend equivalents.

Each non-executive director has an account where notional DSUs are credited and held until the director leaves the Board. The number of DSUs credited to each non-executive director's account is calculated by dividing the amount elected to be received in DSUs by the common share price on the day the credit is made.

Participants in the DSU Plan are credited additional notional DSUs that are equivalent to the dividends declared on the Company's common shares. The number of DSUs is calculated using the methodology described above, using the total notional dividend amount and the share price on the dividend payment date. Such additional DSUs are credited to each non-executive director's account on each dividend payment date.

When a non-executive director leaves the Board, the Company is required to deliver to such director a number of common shares purchased on the open market equivalent to the number of DSUs held by the non-executive director in the DSU Plan, taking into account the appropriate tax withholdings. All administration costs as well as any brokerage fees associated with the purchase and delivery of common shares are supported by CN.

Statement of Corporate Governance Practices

General

We are committed to adhering to the highest standards of corporate governance and our corporate governance practices were designed in a manner consistent with this objective. The role, specific mandate and functioning rules of the Board of Directors and of each of its committees are set forth in our Corporate Governance Manual which was formally approved by the Board of Directors on January 21, 2003, and last amended on March 10, 2020. Our Corporate Governance Manual is available on our website at www.cn.ca, under Delivering Responsibly/Governance. It is revised regularly with a view to

CN's Corporate Governance Manual is revised regularly with a view to continually improving our practices by assessing their effectiveness and comparing them with evolving best practices, changing circumstances and our needs.

continually improving our practices by assessing their effectiveness and comparing them with evolving best practices, changing circumstances and our needs. Our Corporate Governance Manual forms part of the documentation given to all persons elected or appointed to the Board of Directors.

As a Canadian reporting issuer with securities listed on the TSX and the NYSE, our corporate governance practices comply with applicable rules adopted by the CSA, applicable provisions of the U.S. *Sarbanes-Oxley Act* of 2002 (the "Sarbanes-Oxley Act") and related rules of the SEC. We are exempted from complying with many of the NYSE corporate governance rules,

provided that we comply with Canadian governance requirements. Except as summarized on our website at www.cn.ca, under Delivering Responsibly/Governance, our governance practices comply with the NYSE corporate governance rules in all significant respects.

The CSA adopted, in June 2005, National Instrument 58-101 – *Disclosure of Corporate Governance Practices* (as amended from time to time, the "Disclosure Instrument") and National Policy 58-201 – *Corporate Governance Guidelines* (as amended from time to time, the "Governance Policy"). The Governance Policy provides guidance on governance practices to Canadian issuers, while the Disclosure Instrument requires issuers to make the prescribed disclosure regarding their own governance practices. The Company believes that its corporate governance practices meet and exceed the requirements of the Disclosure Instrument and the Governance Policy. The text set forth hereunder refers to the items of the Disclosure Instrument as well as to the guidelines of the Governance Policy, where applicable. The Company also refers, where appropriate, to the NYSE Corporate Governance Standards (the "NYSE Standards").

The Board of Directors is of the opinion that the Company's corporate governance practices are well designed to assist the Company in achieving its principal corporate objective, which is the enhancement of shareholder value. The mandate of the Board is set out in Schedule A to this Information Circular. The Board of Directors has approved the disclosure of the Company's governance practices described below, on the recommendation of the Corporate Governance and Nominating Committee.

Code of Business Conduct

Our Code of Business Conduct is applicable to all directors, officers and employees of CN. We expect everyone working on our Company's behalf, including consultants, agents, suppliers and business partners, to obey the law and adhere to high ethical standards. The Code of Business Conduct addresses many important matters, including conflicts

CN's Code of Business Conduct clearly communicates CN's organizational mission, values, and principles; and, most importantly, serves as a reference guide for employees to support everyday decision making.

of interest, protection and proper use of corporate assets and opportunities, confidentiality of corporate information, fair dealing, compliance with laws and reporting of any illegal or unethical behaviour. The Corporate Governance and Nominating Committee and the Board of Directors review and update the Code of Business Conduct regularly to ensure that it is consistent with current industry trends and standards; clearly communicates CN's organizational mission, values, and principles; and, most importantly, serves as a reference guide for employees to support everyday decision making. Although waivers to the Code of Business Conduct may be

granted in exceptional circumstances, no waiver has ever been granted to a director or executive officer in connection therewith.

The Corporate Governance and Nominating Committee reviews, monitors and oversees the disclosure relating to the Company's Code of Business Conduct. Each year, management reports to such committee on the implementation of the Code of Business Conduct within the organization and on any significant contravention of the Code of Business Conduct by employees of the Company. The Office

of the Ombudsman offers a confidential, neutral and informal avenue which facilitates fair and equitable resolutions to concerns arising within the Company. Yearly, the CN Ombudsman presents a report that summarizes all cases logged and handled by the Office of the Ombudsman to the Corporate Governance and Nominating Committee. The Company believes that ethical business conduct is an important part of its success. Hence, the mandate of the Board attached as Schedule A to this Information Circular states that the Board has the responsibility for overseeing management in the competent and ethical operation of the Company.

The Board of Directors and management are committed to maintaining and instilling a strong ethical culture at CN, and as such, have developed a solid ethics program based on CN's core values of integrity and respect. The Code of Business Conduct is regularly reviewed to ensure it reflects those core values and remains consistent with industry trends and standards. Each director, executive officer and management employee must certify annually his or her compliance with the Code of Business Conduct and employees are required to complete an on-line training course on the Code of Business Conduct. An integrity training is also part of every new employee's onboarding program on our core values of integrity and respect, and the importance of protecting CN's reputation, understanding what *Doing the Right Thing* means and how to identify and avoid potential conflict of interest situations.

As part of such ethics program, employees are required to avoid outside interests that may impair or appear to impair the effective performance of their responsibilities to the Company, and be fair and impartial in all dealings with customers, suppliers and partners. Employees must report to their manager any real or potential conflict of interest, and as required, provide written disclosure of such conflict.

Similarly, the Board requests that every director disclose any direct or indirect interest he or she has in any organization, business or association, which could place the director in a conflict of interest. Every year, a questionnaire is sent to each director to ensure that the director is in no such conflict that has not been disclosed. Should there be a discussion or decision relating to an organization, business or association in which a director has an interest, the Board will request that such director not participate or vote in any such discussion or decision.

The Board of Directors also adopted procedures allowing interested parties (i) to submit accounting and auditing complaints or concerns to CN; and (ii) to communicate directly with the Board Chair, who presides over all non-executive director sessions. These procedures are described on our website at www.cn.ca, under Delivering Responsibly/Governance. The Code of Business Conduct provides that concerns of employees regarding any potential or real wrongdoing in terms of accounting or auditing matters may be submitted confidentially through CN's Hotline.

The Code of Business Conduct is available on our website at www.cn.ca, under Delivering Responsibly/Governance and in print to any shareholder who requests a copy by contacting our Corporate Secretary. The Code of Business Conduct has also been filed with the Canadian and U.S. securities regulatory authorities.

Independence of Directors

To better align the interests of the Board of Directors with those of our shareholders, with the exception of our President and Chief Executive Officer, all of the nominees

12 of the 13 nominees for election to the Board of Directors are independent.

for election to the Board of Directors are independent. In determining whether a director is an independent director, the Board of Directors applies the standards developed by the CSA, the NYSE and the additional standards adopted by the

Board. These standards are set out in CN's Corporate Governance Manual which is available on our website at www.cn.ca, under Delivering Responsibly/Governance.

As shown in the table to the right, 12 of the 13 nominees for election to the Board of Directors are independent:

Independence Status of Board of Directors

INDEPENDENT	NON-INDEPENDENT AND REASON FOR NON-INDEPENDENCE STATUS
Shauneen Bruder	Jean-Jacques Ruest, President and CEO, CN
Donald J. Carty	
Ambassador Gordon D. Giffin	
Julie Godin	
Edith E. Holiday	
V. Maureen Kempston Darkes	
The Hon. Denis Losier	
The Hon. Kevin G. Lynch	
James E. O'Connor	
Robert Pace	
Robert L. Phillips	
Laura Stein	

Independent Chair of the Board

The Company's Board has been led by a non-executive Chair since CN became public in 1995 and we believe that the separation of the positions of President and Chief Executive Officer and Chair of the Board contributes to allowing the Board to function independently of management. Our Corporate Governance Manual provides that the Board Chair must be an independent director who is designated by the Board. The Corporate Governance Manual describes the responsibilities of the Chair of the Board. The key role of the Board

Chair is to take all reasonable measures to ensure that the Board (i) has structures and procedures in place to enable it to function independently of management; (ii) carries out its responsibilities effectively; and (iii) clearly understands and respects the boundaries between the responsibilities of the Board and those of management. Mr. Pace, who is the current independent Chair, became Chair of the Board on April 23, 2014.

Position Descriptions

Our Corporate Governance Manual includes position descriptions for the Board Chair and the Committee Chairs, as well as a position description for the President and Chief Executive Officer of the Company.

Committees of the Board

Given the size, nature and geographical scope of our activities and the great number of laws and regulations to which we are subject, the Board of Directors has subdivided its supervision mandate into six areas and has established committees that have certain responsibilities for such areas. These committees are: Audit, Finance, Corporate Governance and Nominating, Human Resources and Compensation, Environment, Safety and Security and Strategic Planning. Their charters are available as part of CN's Corporate Governance Manual. The Board of Directors also established the Pension and Investment Committee and the Donations and Sponsorships Committee, which are mixed committees composed of members of the Board of Directors as well as officers of the Company. Each committee reports to the Board of Directors and, subject to certain limited exceptions, there are no standing delegations of the Board of Directors' decision-making authority to any committees. A report of each committee's activities over the past year can be found at Schedule B of this Information Circular.

The following is a brief summary of the mandate of each committee of the Board of Directors.

Audit Committee

The Audit Committee is responsible for overseeing the Company's financial reporting, monitoring risk management, internal controls and internal and external auditors. The mandate of the Audit Committee is further described in "Schedule C – Additional Audit Committee Disclosure" and in its charter which is included in our Corporate Governance Manual. The charter of the Audit Committee provides that it must be composed solely of independent directors. As at March 10, 2020, each member of the Audit Committee is independent.

No member of the Audit Committee receives, other than in his or her capacity as a Director or member of a Board committee, directly or indirectly, any fee from the Company or any subsidiary of the Company, nor is an affiliated person of the Company, or any subsidiary of the Company.

Finance Committee

The Finance Committee has the responsibility of overseeing the Company's financial policies and strategy, and authorizing, approving and recommending certain financial activities. As part of these responsibilities, the Finance Committee provides oversight with respect to our capital structure, dividend strategy, share repurchase program, cash flows and key financial ratios, reviews the opportunities and parameters for debt or equity financing, reviews financing documents and, within the scope of its authority levels established by the Board, may authorize the borrowing of money, the issuing of debt securities or other forms of financing, and makes recommendations to the Board thereon. The responsibilities, powers and operation of the Finance Committee are further described in its charter which is included in our Corporate Governance Manual.

Corporate Governance and Nominating Committee

The Corporate Governance and Nominating Committee has the responsibility of monitoring the composition of the Board of Directors and its committees and overseeing corporate governance matters. As part of its responsibilities, the Corporate Governance and Nominating Committee develops, reviews and monitors criteria for selecting directors, including required or desired competencies and skills to improve the Board of Directors and, in consultation with the Board Chair, identifies candidates qualified to become Board members.

This Committee reviews the corporate governance guidelines applicable to the Company, recommends any change that should be made thereto and monitors the disclosure of its practices. The responsibilities, powers and operation of the Corporate Governance and Nominating Committee are further described in its charter which is included in our Corporate Governance Manual.

The charter of the Corporate Governance and Nominating Committee provides that it must be composed solely of independent directors. As at March 10, 2020, each member of the Corporate Governance and Nominating Committee is independent.

Human Resources and Compensation Committee

The Human Resources and Compensation Committee has the responsibility of monitoring executive management's performance assessment, compensation and succession planning. This Committee also has the mandate to review human resources practices by ensuring, amongst other things, that appropriate human resources systems are in place so that the Company can attract, motivate and retain the quality of personnel required to meet its business objectives. The mandate of the Human Resources and Compensation Committee is further described in the section entitled "Statement of Executive Compensation – Human Resources and Compensation Committee" on page 36 of this Information Circular and in its charter which is included in our Corporate Governance Manual. The charter of the Human Resources and Compensation Committee provides that it must be composed solely of independent directors. As at March 10, 2020, each member of the Human Resources and Compensation Committee is independent.

The Board has adopted a policy, which is included in our Corporate Governance Manual, providing that no more than one in three members

of the Human Resources and Compensation Committee shall be a sitting CEO of another company, at least one member shall be experienced in executive compensation, and the President and Chief Executive Officer of the Company shall be excluded from the Committee member selection process.

Reference is made to the subsection entitled "Statement of Executive Compensation – Human Resources and Compensation Committee – Independent Advice" on page 37 of this Information Circular for disclosure in respect of the executive compensation consultant.

Environment, Safety and Security Committee

The Environment, Safety and Security Committee has the responsibility, amongst other things, of overseeing the development and implementation of environmental, safety and security policies, assessing environmental, safety and security practices, and reviewing the Company's business plan to ascertain whether environmental, safety and security issues are adequately taken into consideration. The responsibilities, powers and operation of the Environment, Safety and Security Committee are further described in its charter which is included in our Corporate Governance Manual.

Strategic Planning Committee

The Strategic Planning Committee, which is composed of all of the members of the Board of Directors, focuses on strategic and financial issues, including the review of the key assumptions, as well as the economic, business, regulatory and competitive conditions underlying the Company's business plan. It also reviews, with the President and Chief Executive Officer and other appropriate executive officers, the Company's business plan and capital budget prior to their formal approval by the Board of Directors. The responsibilities, powers and operation of the Strategic Planning Committee are further described in its charter which is included in our Corporate Governance Manual.

Pension and Investment Committee

The Pension and Investment Committee, which is a mixed committee composed of directors and officers, has the responsibility to review pension-related matters broadly, including reviewing the activities of the CN Investment Division ("CNID"), reviewing and approving CNID Incentive Plan and award payouts thereunder, advising CNID on investment of assets of CN's Pension Trust Funds, approving certain of the investments made by CN's Pension Trust Funds, and being informed of all matters related to pension liabilities or that are otherwise relevant in developing CN's pension risk management strategy and pension plan design. The responsibilities, powers and operation of the Pension and Investment Committee are further described in its charter which is included in our Corporate Governance Manual.

Donations and Sponsorships Committee

The Donations and Sponsorships Committee, which is a mixed committee composed of directors and officers, has the responsibility, amongst other things, of developing a donations and sponsorships strategy and of reviewing and approving donation and sponsorship requests. The responsibilities, powers and operation of the Donations and Sponsorships Committee are further described in its charter which is included in our Corporate Governance Manual.

Risk Management Oversight

At CN, the Board is entrusted with the responsibility to oversee that management identifies and evaluates the significant business risks that the Company is exposed to and implements processes and programs to manage these risks. A significant risk is generally defined as an exposure that has the potential to materially impact CN's ability to meet or support its business objectives.

The Board achieves this risk oversight through strategic overviews of significant risks and issues, and business updates with the President and Chief Executive Officer, and executives.

The overviews may cover among others, risks related to:

- general economic conditions;
- foreign currency;
- capital investments;
- information technology and cybersecurity;
- environment;
- existing operations, such as labour disputes; and
- developments in regulations: tax legislation and safety regulations.

Company officers provide, to the Board or one of its committees, regular presentations and updates on the execution of business strategies, business opportunities, risk and safety management, ethical conduct, and detailed reports on specific risk issues.

The risk oversight responsibility is shared between the Board and its committees. The Board delegates responsibility for oversight of certain risk elements to the various committees in order to ensure appropriate expertise, attention and diligence. The Board may use external resources when appropriate to assess enterprise risk and management processes. Risk information is reviewed by the Board and/or committees of the Board throughout the year.

Committees and Key Risks Overseen

AUDIT

Financial – Taxation – Business Interruption – Information and Operational Technology Security – Cybersecurity – ERM Framework (Program) – Compliance with Laws and Regulations

FINANCE

Credit – Commodity Price – Interest Rate – Foreign Currency – Liquidity – Pension Funding

CORPORATE GOVERNANCE & NOMINATING

Compliance and Ethics – Compliance with Governance rules

HUMAN RESOURCE & COMPENSATION

Human Capital – Compensation – Succession Planning – Employee Benefit Obligations – Pension Plan

ENVIRONMENT, SAFETY AND SECURITY

Health & Safety – Injury and Accident – Security – Regulatory – Environmental

STRATEGIC PLANNING

Economic – Market – Competitive – Regulatory

PENSION & INVESTMENT

Pension Investment – Pension Plan

Board and Committee Meetings

Process

The Board Chair, in collaboration with the Corporate Secretary, has the responsibility of establishing a schedule for the meetings of the Board of Directors and its committees. During this process, the Corporate Secretary, in collaboration with the Board and committee chairs and the appropriate executive officers, establishes Board and committee working plans for the year. We believe that proceeding in this manner helps in the preparation of in-depth presentations conducive to meaningful information sessions and discussions while allowing management to plan ahead. If, during the course of the year, events or circumstances require Board or committee action or consideration, additional meetings are called. The total number of meetings and the attendance record for each director for all Board and committee meetings held during the course of 2019 are set out in the section entitled “Statement of Corporate Governance Practices – Board and Committee Attendance” of this Information Circular.

The Audit Committee is responsible for ensuring that appropriate risk management processes are in place across the organization. It considers the effectiveness of the operation of CN’s internal control procedures and reviews reports from CN’s internal and external auditors. As part of its risk oversight activities, the Audit Committee ensures that significant risks identified are referred to a Board committee or the Board, as appropriate. Specifically, the Audit Committee reviews the Company’s risk assessment, including risk oversight and risk management policies under the Enterprise Risk Management (“ERM”) program. Management undertakes an enterprise-wide process to identify, classify, assess and report on CN’s significant risks and mitigation strategies.

The ERM program provides a common risk management framework/environment to identify, assess, monitor, and mitigate key business risks. Management provides to the Audit Committee an annual ERM update. Risks are given a rating based on an assessment of inherent risk, after considering mitigating processes and controls in place. Each risk is assigned to members of senior management who develop and implement controls to mitigate the risks. In addition, the Audit Committee requests that an independent review of the mitigating controls be performed on the identified risks on a rotational basis.

For a detailed explanation of the material risks applicable to CN and its affiliates, see the section entitled “Business risks” in CN’s Management’s Discussion and Analysis included in CN’s 2019 Annual Report, available on SEDAR at www.sedar.com, on the SEC website at www.sec.gov through EDGAR and on CN’s website at www.cn.ca.

Independent members of the Board hold *in camera* meetings at or after every regular in-person meeting of the Board.

Communication regularly takes place between the Board Chair and the Company’s executives and, through the Office of the Corporate Secretary, between executive officers having responsibilities for matters placed under the supervision of particular committees and the Chairs of such committees. This open communication

ensures that all meaningful information concerning the affairs and progress of the Company are transmitted to those members of the Board of Directors or committees having special supervisory responsibilities.

In Camera Meetings

The independent directors meet at or after every regular in-person meeting of the Board of Directors during *in camera* sessions, without the presence of management and under the chairmanship of the Board Chair. During the financial year ended December 31, 2019, there were 10 *in camera* sessions that were attended exclusively by non-executive directors.

Board and Committee Attendance

The following table shows the record of attendance for each current director at meetings of the Board and its committees, of which they were members, as well as the number of Board and Board committee meetings held during the 12-month period that ended on December 31, 2019.

Attendance and Meetings Held Table

NAME OF DIRECTOR	NUMBER AND % OF MEETINGS ATTENDED IN 2019										
	BOARD	AUDIT COMMITTEE	CORPORATE GOVERNANCE AND NOMINATING COMMITTEE	DONATIONS AND SPONSORSHIPS COMMITTEE	ENVIRONMENT, SAFETY AND SECURITY COMMITTEE	FINANCE COMMITTEE ⁽¹⁾	HUMAN RESOURCES AND COMPENSATION COMMITTEE ⁽¹⁾	PENSION AND INVESTMENT COMMITTEE	STRATEGIC PLANNING COMMITTEE	COMMITTEES (TOTAL)	OVERALL ATTENDANCE/ MEETINGS HELD
Shauneen Bruder	10/10 (100%)			2/2	2/2 ⁽²⁾	8/8	6/6	2/2 ⁽³⁾	4/4	24/24 (100%)	34/34 (100%)
Donald J. Carty	10/10 (100%)	5/5 (Chair)			4/4		6/6	6/6	4/4	25/25 (100%)	35/35 (100%)
Ambassador Gordon D. Giffin	10/10 (100%)		4/4		4/4			6/6	4/4	18/18 (100%)	28/28 (100%)
Julie Godin	10/10 (100%)		4/4		2/2 ⁽³⁾	8/8	6/6	4/4 ⁽²⁾	4/4	28/28 (100%)	38/38 (100%)
Edith E. Holiday	10/10 (100%)	5/5				8/8		6/6 (Chair)	4/4	23/23 (100%)	33/33 (100%)
V. Maureen Kempston Darkes	10/10 (100%)	5/5	4/4			8/8		6/6	4/4	27/27 (100%)	37/37 (100%)
The Hon. Denis Losier	10/10 (100%)		4/4 (Chair)	2/2				6/6	4/4	16/16 (100%)	26/26 (100%)
The Hon. Kevin G. Lynch	10/10 (100%)	5/5	4/4				6/6 (Chair)	6/6	4/4	25/25 (100%)	35/35 (100%)
James E. O'Connor	10/10 (100%)	5/5		2/2	4/4	8/8			4/4 (Chair)	23/23 (100%)	33/33 (100%)
Robert Pace	10/10 (100%) (Chair)		4/4	2/2 (Chair)	4/4				4/4	14/14 (100%)	24/24 (100%)
Robert L. Phillips	10/10 (100%)		4/4		4/4	8/8 (Chair)	6/6		4/4	26/26 (100%)	36/36 (100%)
Jean-Jacques Ruest	10/10 (100%)			2/2					4/4	6/6 (100%)	16/16 (100%)
Laura Stein	10/10 (100%)	5/5			4/4 (Chair)	8/8	6/6		4/4	27/27 (100%)	37/37 (100%)
NUMBER OF MEETINGS HELD	10	5	4	2	4	8	6	6	4	39	49

(1) In addition to committee members, all non-executive board members were invited to attend the meetings of the Human Resources and Compensation Committee held in January, July and December, and meetings of the Finance Committee held in March, July and October.

(2) Became a member of the Committee on April 30, 2019.

(3) Stepped down from the Committee on April 30, 2019.

Director Selection

Review of Credentials

In consultation with the Board Chair, the Corporate Governance and Nominating Committee annually reviews the credentials of nominees for election or re-election as members of the Board of Directors.

CN's competency matrix is based on areas of knowledge, expertise, diversity, age, gender and geography, and identifies any gaps to be addressed in the nomination process.

It considers their qualifications, the validity of the credentials underlying each nomination, and, for nominees who are already directors of the Company, an evaluation of their effectiveness and performance as members of the Board of Directors, including their attendance at Board and committee meetings. Board and Board committee members are expected to attend all meetings. As stated in our Corporate Governance Manual, any director who has attended less than 75% of meetings of the Board or meetings of committees on which they sit, for more than two consecutive years, without a valid reason for the absences, will not be renominated.

The Corporate Governance and Nominating Committee monitors and is constantly on the lookout for new candidates for nomination to the Board of Directors and is mindful of the mandatory retirement dates of current directors.

Competency Matrix

The Corporate Governance and Nominating Committee, together with the Board Chair, is responsible for determining the needs of the Board in the long term and identifying new candidates to stand as nominees for election or appointment as directors. Over the last few years, the Corporate Governance and Nominating Committee and the Board Chair focused on board renewal and succession in light of upcoming director retirements and on expanding and completing the Board's overall expertise in certain areas and diversity. The Board Chair and the Corporate Governance and Nominating Committee continue to engage in an ongoing, in-depth succession planning process. Board renewal and succession has been an item at most meetings of the Corporate Governance and Nominating Committee. In proposing the list of Board nominees, the Board of Directors is guided by the process described in our Corporate Governance Manual. As part of the process, the Board Chair, in consultation with the Corporate Governance and Nominating Committee, develops a competency matrix based on knowledge areas, types of expertise, gender, age and geographical

representation, and identifies any gaps to be addressed in the director nomination process. The Board ensures that the skill set developed by directors, through their business expertise and experience, meets the needs of the Board. The Board also gives careful consideration to factors such as age, diversity (including gender and other Designated Groups), geographical location, competencies and experience of current directors, the suitability and performance of directors proposed for election, as well as their independence, qualifications, financial acumen, business judgment and board dynamics. This competency matrix is reviewed regularly by the Board Chair with Board members, and is updated as may be required.

The Corporate Governance and Nominating Committee regularly reviews its competency matrix with a view of expanding the Board's overall experience and expertise and filling any gaps so that the needs of the Board are met. The Corporate Governance and Nominating Committee and the Board have approved the below matrix.

In order to assist the Corporate Governance and Nominating Committee and the Board Chair in recommending candidates to become directors of CN, the Corporate Governance and Nominating Committee has constituted, together with the Board Chair, an evergreen list of potential Board candidates, which it updates from time to time. Prior to nominating a new director for election or appointment, the Board Chair and the President and Chief Executive Officer meet with the candidate to discuss his or her interest and willingness to serve on CN's Board, potential conflicts of interest, and his or her ability to devote sufficient time and energy to the Board of Directors.

The following table identifies the competencies of each nominee for election to the Board of Directors, together with their gender, age range and tenure at CN.

NAME OF DIRECTOR	COMPETENCIES								GENDER	AGE RANGE			BOARD TENURE		
	SALES / MARKETING	FINANCE / ACCOUNTING	LEGAL	STRATEGY	HUMAN RESOURCES	ENGINEERING/ ENVIRONMENT	TRANSPORT INDUSTRY/ SAFETY	PUBLIC POLICY		59 AND UNDER	60-65	66-75	0-5 YEARS	6-10 YEARS	11+ YEARS
Shauneen Bruder	✓	✓		✓	✓	✓	✓	✓	F		✓		✓		
Donald J. Carty	✓	✓		✓	✓	✓	✓	✓	M			✓		✓	
Ambassador Gordon D. Giffin	✓	✓	✓	✓	✓		✓	✓	M			✓			✓
Julie Godin	✓	✓		✓	✓		✓	✓	F	✓			✓		
Edith E. Holiday	✓	✓	✓	✓	✓		✓	✓	F			✓			✓
V. Maureen Kempston Darkes	✓	✓	✓	✓	✓	✓	✓	✓	F			✓			✓
The Hon. Denis Losier	✓	✓		✓	✓		✓	✓	M			✓			✓
The Hon. Kevin G. Lynch	✓	✓		✓	✓		✓	✓	M			✓		✓	
James E. O'Connor	✓	✓		✓	✓	✓	✓	✓	M			✓		✓	
Robert Pace	✓	✓	✓	✓	✓	✓	✓	✓	M		✓				✓
Robert L. Phillips	✓	✓	✓	✓	✓	✓	✓	✓	M			✓		✓	
Jean-Jacques Ruest	✓	✓		✓	✓	✓	✓	✓	M		✓		✓		
Laura Stein	✓	✓	✓	✓	✓	✓	✓	✓	F	✓				✓	

Description of Competencies

- **Sales/Marketing:** Experience as a senior executive in a product, service or distribution company; experience in supply chain management and strong knowledge of CN's markets, customers and strategy.
- **Finance/Accounting:** Experience in corporate finance, overseeing complex financial transactions, investment management; experience in financial accounting and reporting, auditing, and internal controls.
- **Legal:** Experience as a senior practicing lawyer either in private practice or the legal department of a major public entity.
- **Strategy:** Experience in strategic planning and leading growth for a major public entity.
- **Human Resources:** Experience in oversight of compensation programs, particularly compensation programs for executive level employees and incentive based compensation programs; experience with talent management, succession planning, leadership development and executive recruitment.
- **Engineering/Environment:** Thorough understanding of the operations of the transportation industry (particularly the rail industry), environmental issues and transportation industry regulations.
- **Transport Industry/ Safety:** Knowledge and experience in the transportation industry, including strategic context and business and safety issues facing the transportation industry.
- **Public Policy:** Experience in, or a strong understanding of, the workings of government and public policy in Canada and the United States.

Diversity at CN

CN recognizes the importance of creating a diverse and inclusive work environment that respects and values the contribution and uniqueness of every individual. The Company also believes in the benefits of having diversity at the Board and executive management levels. Diversity promotes the inclusion of different perspectives and ideas, mitigates the risk of groupthink and improves oversight. Diversity at CN favours effective, inclusive and nuanced decision-making and contributes to implementing the highest governance standards while signalling CN's core values and culture to various stakeholders. While setting the tone at the top, CN is committed to diversity at all levels within the Company and to fostering an inclusive diverse culture based on merit, a variety of perspectives and free of conscious or unconscious bias.

Our commitment is anchored in our Diversity and Inclusion Plan ("Diversity Plan") which is part of our talent acquisition strategy designed to increase the representation of designated groups (such groups including women, Aboriginal peoples, members of visible minorities and persons with disabilities) ("Designated Groups") within CN's workforce and to develop a more inclusive workplace. Our Diversity Plan, that applies at all levels within the Company, includes strategies on sourcing (including scholarships and internships), selection, hiring, training and development of diverse candidates, and it touches everyone including the Board members, our executive management and employees, and external candidates. The strategy of building a diverse and inclusive workforce involves an integrated approach on sensitizing, recognizing and building awareness on diversity and inclusion in the workplace.

In an increasingly complex global marketplace, the ability to draw on a wide-range of viewpoints, backgrounds, skills, and experience is critical to the Company's success. While CN remains committed to selecting the best candidate to fulfil Board and executive roles and appointment decisions are based foremost on merit, it also believes that diversity of profiles among the members of the Board and executive management allows for more effective oversight, stewardship and management. Accordingly, in selecting qualified candidates, a wide-range of aspects of diversity are considered, to ensure that the Board and executive management, as a whole, reflect a range of viewpoints, backgrounds, skills, experience and expertise.

Board Diversity

The Board's Corporate Governance and Nominating Committee, in consultation with the Board Chair, is responsible for recommending qualified persons to serve on the Board.

In connection with its efforts to create and maintain a diverse Board, on March 10, 2015, the Corporate Governance and Nominating Committee recommended, and the Board approved, the adoption of a diversity policy for the Board. As

CN believes that a diverse board has the potential for richer discussion and debate that may increase effectiveness in decision-making and advising functions.

further set forth below, this policy was further revised on March 10, 2020 to broaden its scope and include new, more ambitious targets so as to include all members of Designated Groups. The revised diversity policy with respect to directors and executive management ("Diversity Policy") provides that, in considering the Board's composition and making recommendations for Board members, the Corporate Governance and Nominating Committee will take into account: (i) the size of the Board;

(ii) the particular competencies, skills and experience currently sought by the Board, including requirements to staff certain Board committees; (iii) the competencies, skills and experience each of the current directors possesses; and (iv) personal attributes and other qualities of each director, having regard to the

benefits of all aspects of diversity on the Board. Under the Diversity Policy and as part of its mandate, in order to ensure its effective implementation, the Corporate Governance and Nominating Committee:

- has created a search process that seeks qualified Board candidates from, among other areas, the traditional pool of corporate directors and officers, government, academic institutions, private enterprise, non-profit organizations, trade associations and professions such as accounting, human resources, and legal services;
- uses CN's network of organizations and trade groups that may help identify diverse candidates;
- has in the past and may again retain an executive search firm to help meet the Board's diversity objectives;
- periodically reviews its recruitment and selection processes to ensure that diversity remains a component of any director search; and
- endeavors to consider the level of representation of Designated Groups on the Board in identifying and nominating candidates for election or re-election to the Board.

Diversity and Executive Management

CN recognizes the importance of having a diverse executive management team which offers a depth of perspectives, enhances the Company's operations and is essential in maintaining a competitive focus.

On March 10, 2020, the Board adopted the Diversity Policy that now applies, in addition to Board members, also to executive management positions. Pursuant to the revised Diversity Policy, the Human Resources and Compensation Committee is responsible for considering candidates for executive management appointments that possess the qualifications, competencies, experience, leadership skills and level of commitment required to fulfill executive functions.

In fulfilling its oversight role, the Human Resources and Compensation Committee regularly reviews CN's integrated approach to executive and high-potential talent management and succession planning. The Committee also considers processes and practices for leadership development and reviews the depth of succession pools for senior leadership roles across the Company in order to ensure that CN has a pool of potential diverse successors for the executive functions.

Appointments are based on a balance of criteria, including merit, skill, background, experience and competency of the individual at the relevant time. Nonetheless, executive management appointments are reviewed with our diversity and talent management objectives in mind, including the level of representation of Designated Groups.

Diversity Initiatives

Strengthening Partnerships to Increase Opportunities for Aboriginal People

Over the past few years, our CN Aboriginal Affairs and Talent Acquisition teams have worked closely together to increase our visibility within Aboriginal communities to promote CN employment opportunities. We were invited by First Nation leaders to hold individual career planning and career fair events. These opportunities have led to further discussions on post-secondary training partnerships and future invitations to work with Aboriginal People in promoting CN as a long-term employer. We also provide sensitivity training on diversity and inclusion as part of our hiring, onboarding and development programs.

In 2018, CN was certified at the bronze level by Progressive Aboriginal Relations, signaling to communities that we are committed to building positive relationships and partnerships with Aboriginal communities. Supported by management and the Board, these initiatives are examples of CN's commitment to diversity and inclusion across the Company. As well, CN is honored to have been recognized as one of Canada's Best Diversity Employers and one of Montreal's Top Employers in 2019.

Talent Recruitment and Diversity – Ensuring a Diverse Pipeline of Applicants

Having a workforce with unique talents that reflects the diversity of our customers and communities where we operate is a key contributor to our success. We are focused on hiring diverse and qualified candidates – encouraging collaboration and creative thinking. We continue to build a diverse pipeline of applicants through targeted recruitment campaigns, strategic partnerships and strengthened outreach. Last year, our targeted recruitment campaigns enabled us to promote opportunities for women in non-traditional roles and build stronger relationships with Aboriginal People. We also strengthened our technology platforms by implementing a new talent acquisition module. The module provides CN recruiters and Human Resources managers access to candidates who self-identified as part of a Designated Group and the representation of diverse candidates for CN positions.

Diversity Statistics and Targets

In 2015, CN adopted a target of having a Board composed of at least one-third (33%) of women directors by 2017. That same year, CN also became a member of the Canadian Chapter of the 30% Club, an organization with an aspirational objective of having representation of at least 30% women on boards by 2019. This target was achieved at the beginning of 2017. Currently five out of 13 (38%) of our Board members and nominees are women.

In furtherance of its continued commitment to diversity and inclusion, the Board has decided to set new aspirational diversity targets related to the inclusion of qualified candidates issued from the Designated Groups among its directors. Accordingly, the revised Diversity Policy provides that CN aspires to maintain at least one-third (33%) representation by women on the Board and attain, by the end of 2022, and thereafter maintain, a Board composition in which at least forty percent (40%) of the Board members are members of the Designated Groups. The Board has also elected to set targets for its executive management team (being all Vice-Presidents and more senior positions) comprising 30 positions, of which 20% are currently held by women. As such, the Company aspires to have, by the end of 2022, and thereafter maintain, an executive management team in which at least thirty percent (30%) are women. Our targets align with CN's pledge to accelerate the advancement of women in business, as set out in the Catalyst Accord 2022, to which CN is a signatory. We have set aspirational targets for women only on the executive team at this time and not for any other members of Designated Groups as CN has determined to make this a priority and is working on programs and processes that clearly support women's career development and a better gender balance. CN is also committed to taking concrete steps to further the advancement of women, by proactively identifying

talented women and encouraging them to apply for more senior roles, implementing development opportunities for high potential women, ensuring that selection and promotion processes are free of gender bias, analyzing statistics and progress on an annual basis, promoting the importance of diversity to managers of the Company and raising their awareness as to their roles and obligations. The Corporation's Diversity Plan, internal recruitment processes and other diversity initiatives constitute however concrete steps in ensuring that CN's talent pool of senior managers is properly developed and candidates from all Designated Groups are actively sought, beyond the gender diversity target.

The current representation of each Designated Group on the Board and among executive officers is set out in the tables below. The following disclosure is derived from information provided by the directors and executive officers. In accordance with privacy legislation, such information was collected on a voluntary basis, and where a particular individual chose not to respond, CN did not make any assumptions or otherwise assign data to that individual. The executive officers are a sub-set of the executive management team and comprises 10 positions.

As at March 10, 2020

DIRECTOR NOMINEES:	# OF DIRECTORS / TOTAL # OF DIRECTORS	%
Women	5/13	38%
Aboriginal Peoples – Persons with Disabilities – Members of Visible Minorities	0/13	0%

As at March 10, 2020

EXECUTIVE OFFICERS:	# OF EXECUTIVE OFFICERS / TOTAL # OF EXECUTIVE OFFICERS	%
Women	2/10	20%
Aboriginal Peoples – Persons with Disabilities – Members of Visible Minorities	0/10	0%

On an annual basis, the Corporate Governance and Nominating Committee (in connection with diversity among directors) and the Human Resources and Compensation Committee (in connection with diversity among executive management) assess the effectiveness of the nomination/appointment process in achieving CN's diversity objectives and measure the annual and cumulative progress in achieving its diversity targets.

The Diversity Policy is available on our website at www.cn.ca, under Delivering Responsibly/Governance.

Board Renewal and Other Practices

Retirement from the Board

The Board has adopted a policy on the mandatory retirement age for directors whereby a director would not, unless otherwise determined by the Board, in its discretion, be nominated for re-election at the annual meeting of shareholders following his or her 75th birthday.

Board Tenure and Term Limits

On November 21, 2016, the Board approved an amendment to its Tenure Policy, to the effect that any new individual nominated or elected to the Board of Directors, effective as of April 25, 2017, would be subject to term limits. Effective as of April 25, 2017, new members of the Board of Directors may serve for a maximum term of fourteen (14) years.

Effective as of April 25, 2017, new members of the Board may serve for a maximum term of fourteen (14) years.

The Board has also adopted a policy, which is part of CN's Corporate Governance Manual, to the effect that the Board Chair and the Committee Chair tenure would be subject to term limits. The Board of Directors is of the view

that CN's policy on Chair term limits, together with its policy on mandatory retirement age and its new director term limits, establishes a mechanism that ensures Board Chair, committee chair, and director renewal, provides a fresh perspective in the boardroom and improves the Board's ability to plan its composition over a longer period of time.

- Effective as of April 23, 2014, but without regard to past service, CN's Board Chair may serve for a term of five (5) years, renewable annually for up to a maximum of three (3) more years, subject to the discretion of the Board of Directors to further extend the term, if deemed appropriate. At the end of the term(s) as Board Chair, the departing Board Chair would not stand for election as a director of CN at the next annual shareholders' meeting. The above term(s) for the Board Chair would remain subject to the mandatory retirement age limit of 75 years of age.
- Effective as of April 23, 2014, but without regard to past service, committee chairs will serve for a term of three (3) years, renewable for one further two (2) year term, subject to the discretion of the Board of Directors to extend the term, if deemed appropriate.

The election or appointment of the CN Board Chair or committee chairs, respectively, is subject to annual review and election/appointment. In addition, directors are expected to inform the Board Chair of any major change in their principal occupation so that the Board will have the opportunity to decide the appropriateness of such director's continuance as a member of the Board or of a Board committee.

In early 2020, the Corporate Governance and Nominating Committee and the Board, after giving careful consideration to the board composition, including diversity, competencies, experience and performance of current directors, as well as their independence, qualifications, financial acumen, business judgment and board dynamics, unanimously recommended that all current directors stand for election at the 2020 Meeting.

Common Directorships

With a view to further strengthen directors' independence, the Board has adopted a policy pursuant to which a director shall not accept the invitation to join an outside board on which a director of CN already sits without previously obtaining the approval of the Corporate Governance and Nominating Committee. In addition, the Board has adopted a policy, which is included in our Corporate Governance Manual, to the effect that no more than two of the Company's directors should generally serve on the same outside board or outside board committee.

As of March 10, 2020, no members of our Board of Directors served together on the boards of other public companies.

Number of Directorships

CN recognizes that Board membership requires a significant dedication of time. As a result, the number of boards on which an individual can serve is necessarily limited. With a view to taking reasonable steps to ensure the ability of each candidate to make the commitment of time necessary to be a director of CN, the Board will apply the following guidelines when considering candidates to become directors of CN:

- for candidates that are chief executive officers or other senior executives of public corporations, the Board will prefer individuals who hold no more than two (2) public corporation directorships in total (including CN's Board and membership on the board of the corporation at which an individual is employed); and

Board Performance Assessment

Process

The Board of Directors has implemented, and reviews, from time to time, a comprehensive process to annually assess its effectiveness, the effectiveness of its committees, the Board Chair, the committee chairs and individual directors. This process is under the supervision of the Corporate Governance and Nominating Committee and the Board Chair and is comprised of the following steps:

- The following questionnaires are prepared by the Office of the Corporate Secretary and approved by the Corporate Governance and Nominating Committee and the Board Chair, taking into account current issues, the findings of previous years and input from the Board of Directors:
 - Board and committee performance evaluation questionnaires, including a self-assessment by individual directors;
 - Board Chair evaluation questionnaire; and
 - Committee Chair evaluation questionnaires.
- Each questionnaire is then sent to every director and a complete set of the responses is forwarded to the Board Chair, except for the responses to the evaluation questionnaire relating to the Board Chair, which is forwarded directly to each of the Chairs of the Corporate Governance and Nominating Committee and the Human Resources and Compensation Committee.

- for other candidates, the Board will prefer individuals who hold no more than five (5) public corporation directorships in total (including CN's Board).

Directors are expected to provide the Board Chair with information as to all boards of directors that they sit on or that they have been asked to join so as to allow the Board to determine whether it is appropriate for such director to continue to serve as a member of the Board or of a Board Committee. The Corporate Governance and Nominating Committee and the Board Chair will apply Board nominee selection criteria, including directors' past contributions to the Board and availability to devote sufficient time to fulfill their responsibilities, prior to recommending directors for re-election for another term.

The biographies on pages 10 to 16 of this Information Circular identify the other reporting issuers of which each nominee is a director.

Director Emeritus

The Board of Directors confers, from time to time, the honorary status of Director Emeritus to retiring or former directors who have made significant contributions to the Board through long and distinguished service and accomplishments. Currently, lifetime emeritus status has been bestowed upon Raymond Cyr, James Gray, Michael Armellino, Hugh Bolton, Charles Baillie, Edward Lumley and David McLean as Chairman Emeritus, as well as upon the late Purdy Crawford and the late Cedric Ritchie.

Directors Emeritus are invited to attend the annual meeting of shareholders and certain Company or Board events taking place in their geographic area of residence and are reimbursed for reasonable travel and other out-of-pocket expenses in connection with attendance at such events.

- Following receipt of the completed questionnaires, the Board Chair contacts every director and conducts open and confidential one-on-one meetings. The purpose of these meetings is to discuss the answers received from and in respect of each director, to take into account any comments which the director may have and to review the self-evaluation of each director. One of the Corporate Governance and Nominating Committee or Human Resources and Compensation Committee Chairs also discusses individually with each director his or her responses and comments on the Board Chair evaluation questionnaire.
- Reports are then made by the Board Chair, the Corporate Governance and Nominating Committee and Human Resources and Compensation Committee Chairs to the Board of Directors, with suggestions to improve the effectiveness of the Board of Directors, Board committees, Board and committee chairs, and separately to individual directors in respect of their personal performance.
- The Board Chair and committee chairs take into consideration the overall results and suggestions derived from the annual Board performance assessment in order to improve the functioning and activities of the Board and Board committees.

Peer Assessment and Independent Advisor

The Board Chair leads on an annual basis a peer review process through one-on-one meetings with each individual director. In addition, the Board may, from time to time, hire an independent advisor to assist the Board of Directors in independently assessing the performance of the Board of Directors, Board committees, Board and committee chairs and individual directors.

The Corporate Governance and Nominating Committee also considers on an annual basis the appropriateness of conducting a peer assessment through an independent advisor. In 2016, an outside consultant was retained to conduct a peer review. The peer evaluation process provided for feedback on the effectiveness of individual directors. Each director was given the opportunity to assess the contribution of each of his or her peers relative to the performance standards for the

The overall results and suggestions derived from the annual **Board performance assessment** are taken into consideration to improve the functioning and activities of the Board and its committees.

director position description as set out in CN's Corporate Governance Manual. The results were compiled and reviewed confidentially by the outside consultant. The Chair then received the results of each director's peer assessment and met with each director to discuss his or her respective assessment.

The Board performance assessment process is further described in CN's Corporate Governance Manual which is available on our website at www.cn.ca, under Delivering Responsibly/Governance.

Director Orientation and Continuing Education

Orientation

Our orientation program includes presentations by the Company's officers on CN's organizational structure and the nature and operation of its business, a review with the Board Chair of the methods of operation and the roles of the Board and its committees, a discussion on the contribution individual directors are expected to make and access to appropriate information or outside resources as required. New directors are provided with the following: a directors' handbook containing corporate and other information required to familiarize themselves with the Company, its organization and operations and CN's key corporate governance and public disclosure documents, including CN's Corporate Governance Manual and board and committee charters; information regarding the review process for the Board, its committees and their chairs, and individual directors; CN's important policies and procedures, including CN's Code of Business Conduct; and organizational charts and other business orientation materials, including CN's Investor Fact Book, sustainability and safety brochures, financial statements and regulatory information.

In addition, meetings are arranged with new directors and members of CN's Leadership team to provide an overview of their areas of responsibility and their function/department. These areas include finance, corporate services, marketing, operations, technology, human resources and investor relations.

New directors also receive presentations by the Company's officers on CN's business and operations, safety, security, sustainability, community outreach initiatives and talent development, amongst others. New directors are also invited to attend the following Company events:

- Annual business plan meeting with top 200 employees;
- Annual sales meetings;
- Industry conferences or CN's analyst/investor meetings;
- Leadership training sessions and dinners with participants; and
- Other company events on an *ad hoc* basis.

In addition, new directors are encouraged to visit sites across CN's network relating to the Company's operations. These sites include mechanical and car shops, intermodal and engineering groups, data centres, training centres, railway yards and ports and terminals.

Continuing Education

The Board recognizes the importance of ongoing director education and the need for each director to take personal responsibility for this process. To facilitate ongoing education, the Company:

- maintains a membership for each director in an organization dedicated to corporate governance and ongoing director education;
- encourages and funds the attendance of each director at seminars or conferences of interest and relevance;

- encourages presentations by outside experts to the Board or committees on matters of particular importance or emerging significance; and
- at least annually, holds a Board meeting at or near an operating site or other facility of the Company, a key customer, supplier or affiliated company.

The Board Chair arranges for Board members to have access to education and information on an ongoing basis pertaining to Board effectiveness and the best practices associated with successful boards, briefings on factors or emerging trends that may be relevant to the Company's business strategy and other material as deemed appropriate by the Board Chair. The Company also makes available, at its cost, a host of educational programs provided by leading institutions. We encourage directors to attend seminars and other educational programs and to report back to the Board on the quality of such programs. Educational reading materials on corporate governance and other topics are also included in the materials provided to the Board in advance of meetings.

In 2019, Board members were provided with educational reading materials and presentations on a variety of matters and topics, including corporate governance, executive compensation, executive succession planning, shareholders and shareholder associations, key accounting considerations, financial strategy, risk management and disclosure, and Canadian and U.S. securities law developments. The Board regularly received updates and reports by CN's internal counsel on regulatory matters of importance and emerging issues of significance to CN and the railway industry, such as diversity, safety, technology and risk mitigation.

In addition, in 2019, members of the Board attended courses in subject areas which included effective corporate boards, board structure, processes and composition and participated in discussion panels.

Directors also interacted with executive and senior management at every Board meeting and received regular and extensive presentations on matters of strategic importance to the Company's business, including presentations on its customer engagement initiatives, safety, stakeholder and community outreach initiatives, business growth strategy, operating plans, supply chain strategy, car management, CN's sustainability initiatives, cybersecurity and regulatory matters relevant to the business of the Company.

Moreover, the directors have, from time to time, been provided with first-hand opportunities to visit certain sites where CN has made significant investments. They have visited our Information Technology command centre, certain CN main yards such as Kirk Yard, the CN Woodcrest Shops and the Elgin, Joliet and Eastern Railway properties in the United States. The Board has also visited CN's two state-of-the-art training centres in Winnipeg, Manitoba and near Chicago, Illinois, and toured a Geometry Test Car. In 2016, the Board visited Two Harbours, Minnesota to tour CN's iron ore dock operations and the E.H. Gott vessel, for an in-depth review of the vessel and dock operations. In 2017, the Board, as part of its stakeholder engagement initiatives, attended community

events in Regina, Saskatchewan and Ottawa, Ontario. In 2018, the Board visited the Port of Prince Rupert for a detailed tour of customer operations in Prince Rupert (DP World) and Ridley Island (Ray-Mont Logistics and Ridley Terminals). In 2019, the Board, the President and CEO and other executive officers attended meetings and event in Singapore, including a tour of the Port of Singapore, to provide our

directors with the opportunity to see first-hand the scope of the thriving economic activities in South East Asia and gain an understanding of North America's trade potential with South East Asia.

The following table lists seminars and courses by external providers, as well as dedicated internal sessions and presentations on key CN subject matters, that the directors of the Company attended in 2019 and early 2020.

SUBJECT MATTER	TOPIC PRESENTED	PRESENTED/HOSTED BY	ATTENDED BY
SAFETY	Safety Update	CN Safety & Environment	All directors
	Incident / Crisis Management	CN Corporate Services	All directors
	Engineering Review	CN Mechanical & Engineering	All directors
CUSTOMER RELATIONS	Operational and Service Excellence	CN Operations & Marketing	All directors
INVESTOR RELATIONS	Competitive Context	CN Investor Relations	All directors
	Investor Engagement	CN Investor Relations	All directors
MARKETING	Market Updates	CN Marketing	All directors
SUSTAINABILITY	Fuel Productivity	CN Financial Planning	All directors
	Workforce Renewal & Talent Value	CN Human Resources	All directors
TECHNOLOGY	Positive Train Control Updates	CN Information Technology	Audit Committee members
	Enhanced Train Control Updates	CN Information Technology	All directors
	Cybersecurity and Information Technology	CN Information Technology	All directors
	Technology and Innovation	CN Information Technology	All directors
LAW & GOVERNMENT AFFAIRS	Updates on Canadian and U.S. Regulatory and Political environment	CN Corporate Services	All directors
	Updates on NAFTA/USMCA and Trade	CN Corporate Development	All directors
	Leading Governance and Board Diversity Practices	CN Corporate Services	All directors
FINANCE	Credit Rating Presentation	CN Treasury and Credit Rating Agency	All directors

Stakeholder Engagement

CN is recognized as a company that delivers responsibly, is a key part of the solution for customers, and is a true backbone of the economy. Over the year, we continued to deepen the Company's sustainability agenda: moving customer goods safely and efficiently, ensuring environmental stewardship, attracting and developing the best railroaders, adhering to the highest ethical standards and building safer, stronger communities.

Shareholders Engagement

CN recognizes the importance of strong and consistent engagement with its shareholders and we welcome and encourage interaction with our shareholders as we believe it is important to have direct frequent engagement in order to allow and encourage an open dialogue and exchange of ideas. Our Investor Relations department actively engages with the broad investment community, including shareholders, sell-side analysts, potential investors, as well as shareholder advocacy groups, to provide public information on the Company, as well as to address any specific questions or concerns. Over the last year, we have engaged in the following initiatives, among others:

- Earnings calls: engagement by CN executives on a quarterly basis with the investment community to review our quarterly financial and operating results;
- Investor Day: approximately every two years, engagement by CN executive team and senior management with the investment community to discuss the Company's strategic agenda. In 2019, CN invited investors to "Experience a Day in the Life of a Railroad", including a tour of Macmillan Yard and Brampton Intermodal Terminal in the Toronto area;
- Non-deal roadshows: throughout the year, multiple engagements by CN executives and the Vice-President, Investor Relations with institutional investors to provide public information on our strategic agenda, business and operations; and

- Sell-side-sponsored conferences: throughout the year, CN executives speak at industry investors conferences on CN's business and operations. The presentations are webcast and available to listen live via the CN website at www.cn.ca.

We have in place various means of communication for receiving feedback from interested parties, such as a toll-free number for general inquiries (1-888-888-5909). Shareholders and other interested parties may also communicate with the Board and its Chair by calling 514-399-6544.

The Board of Directors also adopted procedures allowing interested parties (i) to submit accounting and auditing complaints or concerns to us and (ii) to communicate directly with the Chair of the Board, who presides over all non-executive director sessions. These procedures are described on our website at www.cn.ca, under *Delivering Responsibly/ Governance*.

In addition, the Company continued its stakeholder activities by:

- engaging with all levels of government as a participant on advisory councils, review boards and regulatory proceedings;
- conducting community outreach;
- working collaboratively with supply chain partners;
- participating in industry associations (Railway Association of Canada; Association of American Railroads);
- engaging with suppliers at our annual supplier council and through our Sustainable Procurement Excellence program;
- strengthening our relationships and improving our communication with customers;
- ensuring the opportunity for regular two-way communication with employees; and
- taking part in structured community engagement.

For the year 2019, CN received a number of awards and recognition including:

- Ranked among the best 50 corporate citizens in Canada by Corporate Knights
- Listed on the Jantzi Social Index
- Listed on FTSE4Good Index
- Listed on Canada's Top 100 Employers
- Named to Dow Jones Sustainability World Index for the eighth consecutive year and to the DJSI North American Index for the 11th consecutive year

Examples of the Company's Aboriginal engagement activities include:

- Support of and attendance at the Assembly of First Nations Annual General Assembly and Circle of Trade Tradeshow
- Safety presentations made to First Nations
- Celebration of National Indigenous Peoples Day
- Partnerships with Indspire, Level and Tech for Canada, three national organizations aimed at empowering Aboriginal peoples through education
- Sponsorship and participation in numerous PowWows to celebrate Aboriginal culture

Aboriginal Engagement

The Company is committed to developing respectful and mutually-beneficial relationships with all Aboriginal peoples and does so by:

- proactively engaging Aboriginal communities and maintaining open dialogue;
- promoting opportunities for Aboriginal peoples to join the Company's workforce;
- supporting Aboriginal Community initiatives and participating in Aboriginal organizations; and
- seeking out and encouraging opportunities for Aboriginal business and procurement.

In 2015, Canada's Truth and Reconciliation Commission called on corporations to play a role in reconciliation with Canada's Aboriginal peoples, including providing education for management and staff on the history of Aboriginal peoples. As part of its Aboriginal Vision, the Company actively encourages employee sensitivity to Aboriginal issues and has provided in-person cultural awareness training since 2015. An eLearning version of the training was launched in early 2017, providing access to a greater number of employees. As at December 31, 2019, more than 8,200 employees had completed the training. In 2018, this training received a President's Award in the CN Values category, indicating its importance for CN. In 2019, this training became mandatory for all employees in Canada. In 2018, CN was the first transportation company to obtain the bronze certification under the Progressive Aboriginal Relations program of the Canadian Council for Aboriginal Business (CCAB) and one of the first companies to become a Procurement Champion of the CCAB program.

In 2018, the CN Law Department was recognized by Thompson Reuters as the recipient of an *Innovatio* Award in the category of Diversity for all the initiatives in Aboriginal Relations. For more details, please refer to our website at www.cn.ca/aboriginalvision.

Community Engagement

Great community relations are vital to the running of CN's transcontinental railroad. That's why CN strives to be a good neighbour – not only in its commitment to safety and environmental sustainability, but also in making Canada's communities better and safer places to live, work and play. As part of CN's commitment to help build safer, stronger communities, CN is establishing community boards across the country. These boards will be located in all major cities across our network and will guide the CN Stronger Communities Fund's decisions and strengthen community partnerships in these major cities. So far, community boards have been established in Halifax, Saskatoon, Edmonton and Vancouver, Canada.

On the safety front, CN actively engaged communities across its network, meeting with emergency responders and elected officials, providing training and expertise and sharing relevant information on dangerous goods shipments.

Throughout 2019, CN also continued its support of hundreds of CN railroaders in the community who are champions in the causes they choose to support. CN granted C\$1.5 million to support its employees, their families and pensioners in their volunteer efforts.

Statement of Executive Compensation

Dear Shareholder:

On behalf of the Human Resources and Compensation Committee ("Committee") and the Board of Directors we welcome this opportunity to share our approach to executive compensation. Once again in 2019, the Company's annual "Say on Pay" advisory vote received strong support with 97.02% of the votes in favour of CN's disciplined approach to executive compensation, the highest amongst the publicly traded Class I Railroads. CN remains committed to transparency by providing clear and comprehensive disclosure information to its shareholders.

2019 Overview

In July 2019, Robert Reilly was appointed Executive Vice-President and Chief Operating Officer ("COO"). Mr. Reilly has also assumed interim responsibility for CN's Information and Technology function since November 2019. Mr. Reilly's extensive leadership experience includes safety, rail operations, field application of rail technologies, and a deep understanding of the intermodal business at major ports and major terminals. In addition, in December of 2019, Dorothea Klein joined CN as its new Senior Vice-President and Chief Human Resources Officer. Mrs. Klein has served large North American and European companies from various industries and her experience will enable CN to continue to implement and manage leading human resources and labour relations practices.

2019 was a challenging year for both CN and its customers. The early part of the year was characterized by prolonged cold weather, followed by a decrease in volumes due to weak demand across the rail industry, and a work stoppage in November in connection with the conductor strike. Despite these challenges, the Company was able to achieve solid financial performance delivering C\$596 million of revenue growth compared to last year. Diluted earnings per share was C\$5.83 and adjusted diluted earnings per share^(a) increased by 5% to C\$5.80 in 2019.

	2015	2016	2017	2018	2019
Revenues (C\$ million)	12,611	12,037	13,041	14,321	14,917
Operating income (C\$ million)	5,155	5,032	5,243	5,493	5,593
Operating ratio (%)	59.1	58.2	59.8	61.6	62.5
Adjusted diluted earnings per share (C\$) ^(a)	4.44	4.59	4.99	5.50	5.80

(a) This non-GAAP measure has no standardized meaning prescribed by U.S. GAAP and, therefore, may not be comparable to similar measures presented by other companies and as such, should not be considered in isolation. See the section entitled Adjusted performance measures in CN's Management's Discussion and Analysis included in the Company's 2019, 2018 and 2017 Annual Reports for an explanation of this measure and reconciliation to the nearest GAAP measure.

CN continued to invest significantly in its capital program, with an overall investment in 2019 of C\$3.9 billion, a record level for the Company, including C\$1.6 billion invested to maintain the safety and integrity of the network. CN's capital spending also included C\$1.2 billion on strategic initiatives to increase capacity, enable growth and improve network resiliency, including line capacity upgrades and information technology initiatives.

The Company maintained its commitment to shareholders by returning over C\$3.2 billion through share buybacks and dividends in 2019. CN's capital allocations and its strong performance continued to be recognized by the market with a share price increase over the past three years of 30% in Canada, compared to a 11.6% increase over the same period for the S&P/TSX Composite Index. In addition, the Company's market capitalization in Canada has increased by nearly C\$14.7 billion during that same period.⁽¹⁾



On the safety side, the Company continued to focus on becoming the safest railroad in North America. Although CN's Federal Railroad Administration ("FRA") accident ratio⁽²⁾ over the last 3 years is 29% better than the average FRA accident ratio for the U.S. Class I Railroads⁽³⁾ over the same period, CN did not meet its safety targets for the year 2019. CN continues to invest significantly in training, coaching, recognition and employee involvement initiatives, with a focus on safety to reduce injuries. CN recently launched an important safety campaign that focuses on a singular goal: reduce serious injuries and fatalities to zero at CN so everyone can go home safely every single day. The campaign is based on a set of rules developed by the Company, called Life Critical Rules, that if not followed to the letter can lead to serious injury or even death. In addition to this new campaign, the two CN campuses trained over 8,900 experienced railroaders, new hires and customers over the year 2019. The Company also continued its successful *Looking Out for Each Other* program, which urges its team members to work together to be vigilant about safety and to speak up if they spot an unsafe situation.

Disciplined Approach to Compensation

CN's approach to executive compensation continues to be driven by our goal to deliver sustainable and solid returns to shareholders. CN exercises a disciplined approach by ensuring that target compensation supports the attraction and retention of executive talent while remaining within our executive compensation policy. In addition, short- and long-term incentive plans are structured to align realized pay and shareholder returns through the use of various key performance measures, including the use of Relative Total Shareholder Return ("Relative TSR") performance measures.

Long-term growth and value creation remain central to our pay strategy and targets are set to ensure that our compensation policies do not encourage undue risk-taking on the part of our executives. CN's executive compensation program also supports safe and reliable operations, environmentally and socially responsible practices and industry-leading returns.

CN's executive compensation policy positions target total direct compensation between the median and the 60th percentile of the executives' respective comparator group. Our disciplined approach to compensation continues to ensure sound and performance driven compensation which is reviewed annually by the Committee. The Committee also independently retains the services of Hugessen Consulting, Inc. ("Hugessen") to provide advice on compensation recommendations that are presented for Committee approval.

(1) Market capitalization increase is based on the period running from December 31, 2016 to December 31, 2019.

(2) Accident rate (per million train miles) based on FRA reporting criteria.

(3) CSX, NS, BNSF, UP, KCS

Compensation Decisions in 2019

The compensation of our NEOs is paid in U.S. dollars to provide a more precise, meaningful and stable comparison with U.S. denominated compensation of incumbents in equivalent positions within the comparator group. Given that Canadian securities regulations require that the compensation information provided in the Summary Compensation Table and other prescribed tables be stated in Canadian dollars, currency fluctuations impact the year-over-year comparability of compensation levels. The Committee believes that the Company's comparator groups and the U.S. dollar denominated approach to compensation for the NEOs are appropriate and, combined with an overall disciplined approach, provide a competitive total compensation package.

Base Salary

CN's policy for base salaries and target bonuses continues to be at the median of the comparator group. In 2019, the overall salary positioning for the NEOs was aligned with the policy. The Committee continues to closely monitor the compensation paid to all executives to ensure it supports a market competitive compensation envelope.

Annual Incentive Bonus Plan ("AIBP")

The 2019 annual incentive target was adjusted to 140% for the President and Chief Executive Officer and remained constant at 80% of base salary for the Executive Vice-Presidents, and 65% of base salary for the Senior Vice-Presidents. The AIBP was comprised of three (3) components: corporate financial (70%), safety (10%) and individual performance (20%).

In 2019, changes were made to the AIBP to notably emphasize the shared leadership accountability in the achievement of CN's safety agenda. These changes included the extension of the corporate safety component to all senior management employees. The retirement notice period for executives and senior management employees was also reduced from six to three months.

The corporate financial component is designed to measure and reward against challenging targets for revenue, operating income, diluted earnings per share, ROIC, and free cash flow. For 2019, the Company did not meet its corporate financial objectives. Given that annual incentive bonus payout under the AIBP is conditional on the achievement of the corporate financial objectives, no bonus was paid for the year 2019.

Long-Term Incentive Program

In order to align certain features with market practice, changes were also made to the Long-Term Incentive ("LTI") plans design in 2019, including a change to the retirement definition as well as adjustments to the vesting provisions in case of involuntary termination without cause or death. A detailed explanation of the changes implemented in 2019 is presented on page 45.

Plan Changes in 2020

In 2019, the Committee continued its review of the Company's compensation plans and approved changes to its short- and long-term incentive plans to be effective in 2020. The changes principally aim at further enhancing the link between corporate financial performance and payouts under the AIBP, and CN's relative performance and payouts under the LTI plans. The changes are summarized below with a detailed explanation presented on page 49.

- Reduction of the number of metrics used in the corporate financial component of the AIBP
- Introduction of a threshold performance and higher maximum bonus trigger level for the AIBP objectives
- Increased weighting on Relative TSR in the Performance Share Units ("PSUs")
- Extension of the vesting period for stock options from four to five years
- Extension of the time period to exercise stock options and for stock options to vest in case of retirement

Compensation Risk Mitigation

Our compensation programs are designed to encourage appropriate behaviours and include appropriate risk mitigation mechanisms. In 2019, Willis Towers Watson conducted its annual review, reflecting the plan changes in 2020, and confirmed its view that "there does not appear to be significant risks arising from CN's compensation programs that are reasonably likely to have a material adverse effect on the Company". At its December 2019 meeting, the Committee reviewed the Willis Towers Watson risk assessment report and supported its conclusions. In its own assessment, the Committee has determined that proper risk mitigation features are in place within the Company's compensation programs.

Conclusion

The Committee and the Board of Directors believe that compensation outcomes are appropriate and aligned with CN's approach to executive compensation. The Committee remains fully engaged in ensuring that CN's executive compensation remains anchored to a disciplined approach, linked to performance, and is market competitive. The Chair of the Committee and other members of the Committee will be present during the Meeting to answer questions you may have about CN's executive compensation. We believe that our approach to executive compensation supports the execution of the Company's strategic plan, and we remain committed to developing compensation programs that will continue to be aligned with our shareholders' long-term interests.



Robert Pace

Robert Pace
Chair of the Board



Kevin Lynch

The Honorable Kevin G. Lynch
Chair of the
Human Resources and
Compensation Committee

Human Resources and Compensation Committee

Composition of the Human Resources and Compensation Committee

The Committee is composed of six independent members. All members have a thorough understanding of compensation policies and principles related to executive compensation and have experience in human resources and compensation matters. Furthermore, they are also members of other committees of the Board and this overlap provides for a strong link between the Committees' risk oversight responsibilities.

The following is a description of the education, skills and experience of each member of the Committee as at the date of this Information Circular that are relevant to the performance of his/her responsibilities as a member of the Committee, including skills and experience enabling the Committee to make decisions on the suitability of the Company's compensation policies and practices:

- Ms. Bruder is the retired Executive Vice-President, Operations at the Royal Bank of Canada where she was responsible for operations related to all personal and business clients in Canada delivered through more than 8,000 employees. In her corporate and board roles she gained extensive experience overseeing human resource matters including compensation design, performance management and talent/succession planning.
- Mr. Carty spent 30 years in the airline business before retiring as Vice-Chairman and Chief Financial Officer of Dell, Inc. Mr. Carty has experience in developing and implementing compensation plans and performance-based goals for executive and enterprise-wide personnel. Mr. Carty served as chair of the Human Resources Committee of Talisman Energy, Inc. until 2015 and is actively involved in human resources as chair of the board of directors of Porter Airlines, Inc., and past chair of the board of directors of Virgin America Inc.

- Ms. Godin is Co-Chair of the Board and Executive Vice-President, Strategic Planning and Corporate Development of CGI where she collaborates with the CGI Board to set the strategic direction of the company and maintain equilibrium among CGI's three stakeholders— clients, employees (whom CGI calls members) and shareholders — to ensure each stakeholders' long-term success. She also oversees the ongoing development of the CGI Management Foundation, which includes the key elements and best practices that define and guide the company's actions, along with leading CGI's strategic planning, marketing, communications and IP strategy functions.

Previously Ms. Godin was Vice-Chair of the Board and Executive Vice-President, Chief Planning and Administration Officer, where Ms. Godin oversaw a number of functions across the company, including global security, mergers and acquisitions, and global human resources.

- Mr. Lynch, chair of the Committee, held various senior positions in the Government of Canada, including Clerk of the Privy Council, Secretary to the Cabinet and Head of the Public Service of Canada where he was responsible for the overall management of 263,000 employees in 80 departments and agencies of the Canadian government. Mr. Lynch is a member of the Leadership Council of the Bank of Montreal and is the chair of the board of directors of SNC-Lavalin Group Inc. He was chair of the Corporate Governance Committee and a member of the Human Resources Committee of Empire Company Limited (Sobeys) until 2017.
- Mr. Phillips served as President and Chief Executive Officer of various companies, including Dresco Energy Services, Ltd., PTI Group, Inc., and British Columbia Railway Corporation where he gained in-depth exposure to human resources and compensation matters. He currently serves on the Human Resources and Compensation Committee of Canadian Western Bank and West Fraser Timber Co. Ltd. Mr. Phillips was inducted as a fellow of the Institute of Corporate Directors in June 2017.

- Ms. Stein currently serves as Executive Vice-President — General Counsel & Corporate Affairs at The Clorox Company. She also served as Senior Vice-President and General Counsel at H.J. Heinz Company. In her role as general counsel for two Fortune 500 companies working closely with the board of directors, the chief executive officer and the head of human resources, Ms. Stein gained extensive experience and expertise in a large variety of human resources and compensation matters, such as succession planning, talent development, inclusion and diversity. Ms. Stein has also engaged with shareholders' advisory groups on various compensation matters.

The following table summarizes the Committee members' human resources and compensation-related experience:

AREA OF EXPERIENCE	NUMBER OF COMMITTEE MEMBERS WITH VERY STRONG OR STRONG EXPERIENCE	
Membership on HR committees	6/6	100%
Organizational exposure to the HR function	6/6	100%
Leadership and succession planning, talent development	6/6	100%
Approval of employment contracts	6/6	100%
Development/oversight of incentive programs	5/6	83%
Oversight of stress-testing of incentive programs vs. business/operating performance	6/6	100%
Pension plan administration/oversight	4/6	67%
Interpretation and application of regulatory requirements related to compensation policies and practices	5/6	83%
Engagement with investors and investor representatives on compensation issues	4/6	67%
Oversight of financial analysis related to compensation policies and practices	5/6	83%
Exposure to market analysis related to compensation policies and practices	5/6	83%
Drafting or review of contracts and other legal materials related to compensation policies and practices	4/6	67%
Oversight of labour matters	5/6	83%

Mandate of the Human Resources and Compensation Committee

The Committee's responsibilities include:

- ensuring that appropriate mechanisms are in place regarding succession planning for the executive management positions, including that of the President and Chief Executive Officer;
- reviewing the President and CEO and his direct reports' performance assessment;
- reviewing leadership and talent management for the Company's key positions;
- overseeing the identification and management of risks associated with CN's compensation policies and practices and reviewing disclosure on: (i) the role of the Committee in that respect; (ii) any practices that CN uses to identify and mitigate such risks; and, (iii) any identified risk arising from CN's compensation policies and practices that is reasonably likely to have a material adverse effect on CN;
- overseeing the selection of any benchmark group used in determining compensation or any element of compensation and reviewing disclosure on such group;

- retaining outside advisors to assist in the performance of its functions and responsibilities, including compensation consultants, independent legal counsel or other independent advisors, and overseeing their work;
- evaluating the independence of compensation consultants in accordance with applicable NYSE listing standards or other applicable laws, rules or regulations;
- recommending to the Board of Directors the President and CEO and his direct reports' compensation; and
- reviewing human resources practices by ensuring, among other things, that appropriate human resources systems are in place to allow the Company to attract, motivate and retain the quality of personnel required to meet its business objectives.

The Committee's full charter is available as part of CN's Corporate Governance Manual at www.cn.ca, under Delivering Responsibly/ Governance. Finally, the Committee met six (6) times in 2019 and held *in camera* sessions during each meeting. The report of the Committee, set forth in Schedule B to this Information Circular, outlines the major subject areas reviewed by the Committee during the year.

Talent Management and Succession Planning

Effective talent management, leadership development, succession planning, and employee engagement are priorities for the Board of Directors and the Committee. A comprehensive framework, focusing on the identification, assessment, and development of talent is used to ensure that the Company has an appropriate pipeline of potential successors at the executive and management levels.

CN prepares talent for broader and more complex roles by differentiating development needs and providing meaningful professional experiences. When required, the Company also uses external hiring to address succession gaps and procure critical skills.

Regular updates on the talent management and leadership development of each function are reviewed by the Committee. Throughout the year, the Committee also conducts in-depth executive reviews focused on the strength and diversity of succession pools for key leadership roles across CN. The Company also integrates a more precise approach for high-potentials in an effort to prepare them for broader and more complex roles while developing critical leadership capabilities.

A complete review of the contingency as well as short-, medium- and long-term succession plans for the executive team is conducted annually, and specific plans to address identified gaps are reviewed.

In 2019, CN supplemented its executive talent with both seasoned expertise and new skill set to better position itself for the future. In conjunction, CN intensified its focus on the assessment and development of the next cohort of leadership to drive effective succession planning and strengthen the diverse talent pipeline. The Committee also continued to monitor the development of members of the executive team and to initiate customized development plans as required. CN also regularly hones its career development program to provide targeted training and practical work experience that will reinforce the development of talent.

The Committee is satisfied that the proper talent management and succession planning strategies are in place to ensure the Company's ongoing success.

Independent Advice

The Committee retains the services of executive compensation consultants to provide advice on compensation recommendations that are presented for Committee approval. Since October 2007, the Committee has retained the services of Hugessen for that purpose. The Committee mandated Hugessen to review and provide advice directly to the Committee on executive compensation recommendations and related questions. In aggregate, the fees invoiced by Hugessen in 2019 totalled approximately C\$388,700. Services performed by Hugessen were compensation-related services in light of the review of the various compensation plans performed in 2019 and were provided directly to the Committee and to the Pension and Investment Committee. The Committee has also reviewed Hugessen's independence and evaluated its performance for 2019. The Committee is satisfied with the advice received from Hugessen and that such advice is objective and independent. Hugessen also meets the independence requirements of the NYSE Listing Standards and confirmed that, on an annualized basis, the amount of fees received by the firm from CN represents less than 5% of Hugessen's total fees.

Since 2007, the Board of Directors has adopted a policy to the effect that the Chair of the Committee must pre-approve all non-compensation services provided to the Company by the consultant retained by the Committee to perform executive compensation-related services. Pursuant to an understanding between the Committee and Hugessen, the latter has agreed not to perform any work for management.

Executive Compensation – Related Fees

	SERVICES RENDERED IN 2019 (C\$)		SERVICES RENDERED IN 2018 (C\$)	
	EXECUTIVE COMPENSATION - RELATED FEES	ALL OTHER FEES	EXECUTIVE COMPENSATION - RELATED FEES	ALL OTHER FEES
Hugessen	388,700	0	268,900	0

Compensation Discussion and Analysis

Executive Summary

Named Executive Officers

This Compensation Discussion and Analysis ("CD&A") section covers executive compensation for the year ended December 31, 2019, and focuses on the following NEOs who appear in the compensation tables:

Jean-Jacques Ruest

President and Chief Executive Officer ("President and CEO")

Ghislain Houle

Executive Vice-President and Chief Financial Officer ("CFO")

Robert Reilly

Executive Vice-President and Chief Operating Officer ("COO") and Interim Chief Information and Technology Officer

Sean Finn

Executive Vice-President Corporate Services and Chief Legal Officer ("CLO")

Dorothea Klein

Senior Vice-President and Chief Human Resources Officer ("CHRO")

Robert Reilly joined CN in June 2019 as Executive Vice-President, transitioning into the role of COO, function he assumed on July 1, 2019. Mr. Reilly has also assumed interim responsibility for CN's Information and Technology function since November 2019. In addition, in December 2019, Dorothea Klein joined CN as its new Senior Vice-President and Chief Human Resources Officer.

Compensation Framework

The Company follows a comprehensive executive compensation program for NEOs which includes: i) base salary; ii) annual incentive bonus; iii) long-term incentives; iv) pension benefits; and v) executive perquisites. The first three elements define total direct compensation. The objective of CN's compensation program is to attract, retain and engage top talent by ensuring that there is a clear link between the Company's long-term strategy, its business plan and executive rewards.

Decisions on how much to pay the NEOs and all other executives in terms of total direct compensation are based on the Company's executive compensation policy. The policy aims to position target total direct compensation between the median and the 60th percentile of the executives' respective comparator groups. For the President and CEO, and the Executive Vice-Presidents, the comparator group consists of select Class I Railroads (Union Pacific Corporation, CSX Corporation, Norfolk Southern Corporation and Canadian Pacific Railway Limited). For all other executives, including the CHRO, the comparator group is comprised of a broad sample of U.S. industrial organizations with revenues between U.S.\$6 billion and U.S.\$15 billion that participate in Willis Towers Watson's proprietary database. CN generated revenues of C\$14.9 billion in 2019. For executives in group or division level positions, a complete sample of the U.S. industrial organizations is used, with revenue ranges aligned to reflect the scope of the role of the respective CN executives. More information on the comparator groups can be found on page 41.

In December 2019, as part of the annual compensation review process, Willis Towers Watson provided an assessment of how total direct compensation offered to all executives during the year compared against that of the respective comparator groups. Willis Towers Watson reported that the overall aggregate positioning of all executives' total direct compensation is aligned with CN's comparator group.

Decision Process

The compensation of the NEOs, other than that of the President and CEO, is recommended by the President and CEO and reviewed and recommended by the Committee for approval by the Board of Directors. The compensation of the President and CEO is recommended by the Committee and approved by the independent members of the Board of Directors. The President and CEO serves at the discretion of the Board. Neither the President and CEO nor the other NEOs have employment contracts.

2019 Base Salary

The base salaries of the President and CEO, Executive Vice-Presidents and Senior Vice-Presidents are paid in U.S. dollars in order to provide for a more precise, meaningful and stable comparison with U.S. denominated salaries in equivalent positions within the comparator group. As part of the NEOs' annual compensation review, base salaries were set with reference to the median of the applicable comparator group. Salary increases reflect market competitiveness, leadership abilities, retention considerations and succession plans. For more information on base salaries, please refer to page 43.

2019 Annual Bonus Results

In 2019, the President and CEO's target bonus was adjusted to 140% of base salary, the Executive Vice-Presidents' target bonus was 80% of base salary, and the Senior Vice-Presidents' target bonus was 65% of base salary. For 2019, the AIBP was comprised of corporate financial (70%), safety (10%) and individual (20%) performance components.

The corporate financial component was measured against challenging targets for revenue, operating income, diluted earnings per share, ROIC and free cash flow. The Board of Directors is of the view that its chosen corporate financial performance objectives are appropriate for a capital-intensive business such as CN.

2019 was a challenging year for both CN and its customers. The early part of the year was characterized by prolonged cold weather, followed by a decrease in volumes due to weak demand across the rail industry, and a work stoppage in November in connection with the conductor strike. Consequently, the Company did not meet its corporate financial objectives and the Board of Directors assessed the performance of the Company at "does not meet", resulting in a corporate financial bonus factor of 0%. Given that annual incentive bonus payout under the AIBP is conditional on the achievement of the corporate financial objectives, no bonus was paid for the year 2019. The table showing the 2019 corporate financial performance objectives, as approved by the Board of Directors in January 2019, and the 2019 results can be found on page 44.

2019 Long-Term Incentives

In determining the appropriate long-term incentive fair value of LTI granted to NEOs, the Committee considered external market data, as well as other factors such as individual performance, retention risk and succession plans, and the Company's compensation policy. The fair value of LTI grants for NEOs is determined with reference to the 60th percentile of the applicable comparator group.

To align with mid- and long-term business performance and shareholder value creation, long-term incentives consist of a combination of PSUs and stock options, respectively weighing 55% and 45% of the long-term incentive fair value granted⁽¹⁾.

(1) The weighting of the 2019 long-term incentive grant value for the President and CEO was different (67% PSUs and 33% Stock Options) to reflect stock option distribution requirements which limit the number of stock options, as per stock exchanges rule, that may be awarded during any calendar year to any individual participant to a maximum of 20% of the stock options awarded in that year.

The payout of PSUs granted in 2019 to NEOs is subject to two distinct performance measures. 70% of the PSU award is subject to the achievement of solid ROIC performance for the period ending on December 31, 2021, and to the attainment of a minimum average closing share price established at the beginning of the cycle. The remaining 30% is subject to CN's Relative TSR measured against two comparator groups: i) selected Class I Railroads and ii) S&P/TSX 60 companies for the same period ending on December 31, 2021.

The stock options granted in 2019 are conventional and vest over four years at a rate of 25% at each anniversary date. Stock options have a 10-year term.

The table summarizing the performance objectives and payout condition of the 2019 PSU award can be found on page 46.

2017 Performance Share Units Award Payout

The Committee reviewed the vesting of the 2017 PSU award against the performance targets for each measure: ROIC PSUs and Relative TSR PSUs.

ROIC PSUs: The Company achieved a three-year average ROIC to December 31, 2019, of 16.69%. In accordance with the plan rules and considering the achievement of the minimum average closing share price condition, a performance vesting factor of 169.4% (out of a maximum of 200%) was applied for the ROIC PSUs awarded in 2017.

Relative TSR PSUs: The Company delivered a Relative TSR performance of 37.82%⁽¹⁾ over the period from January 1, 2017 to December 31, 2019, resulting in an overall performance vesting factor of 100% (out of a maximum of 200%), reflecting the weighted average performance vesting factor of both measures (0% for Class I Railroads and 200% for S&P/TSX 60).

As part of the equity-settlement conversion, PSUs were settled on February 25, 2020 in CN common shares purchased on the open market to encourage share ownership among participants, subject to compliance with the other conditions of the award agreements. The table illustrating the 2017 PSU performance objectives and results can be found on page 46.

Non-Compete, Non-Solicitation and Non-Disclosure

The railroad industry operates in a highly competitive market. In recent years, the Company has continued in its efforts to protect its interests and its confidential information. Accordingly, the Company's long-term incentive award agreements, as well as its non-registered pension plans, contain non-compete, non-solicitation, non-disclosure of confidential information and other restrictive clauses. Payouts under the long-term incentive plans or the non-registered pension plans are conditional upon current or former employees continuing to comply with these restrictive commitments for a period of two years following their termination of employment or retirement from the Company. Further details related to CN's non-compete and non-solicitation provisions are available on page 48.

Risk Mitigation in Our Compensation Program

The Company has a formalized compensation policy to guide compensation program design and decisions. Many of the characteristics inherent in the Company's executive compensation program encourage the right behaviours, thus mitigating risks and aligning long-term results with shareholder interests. The following are examples of such characteristics:

- Appropriate balance between fixed and variable pay, as well as short- and long-term incentives;
- Multiple performance measures to be met or exceeded in the AIBP;
- Inclusion of a safety component in the AIBP;
- Capped incentive payout opportunities with no minimum guaranteed payout;
- The use of Relative TSR performance measures in the PSUs strengthen alignment between executive pay and shareholders return;
- Cannot engage in hedging activity or in any form of transactions in publicly-traded options on CN securities;
- Executive compensation clawback policy is in place and was amended in 2017 to allow the clawback of bonus or incentive based compensation awarded after March 7, 2017 in circumstances of gross negligence, intentional misconduct, fraud, theft or embezzlement without the need for a financial restatement;
- Stock ownership guidelines apply to executives and senior management employees, including post-employment constraints for the President and CEO; and
- The Committee retains the services of an independent executive compensation consultant.

A complete list and description of these risk-mitigating features is available on page 49.

In December 2019, following an annual review of the Company's compensation policy, programs and practices, Willis Towers Watson concluded again this year that "there does not appear to be significant risks arising from CN's compensation programs that are reasonably likely to have a material adverse effect on the Company". The Committee supports the conclusions from Willis Towers Watson's risk assessment report and, in its own assessment, determined that proper risk mitigation features are in place within the Company's compensation program.

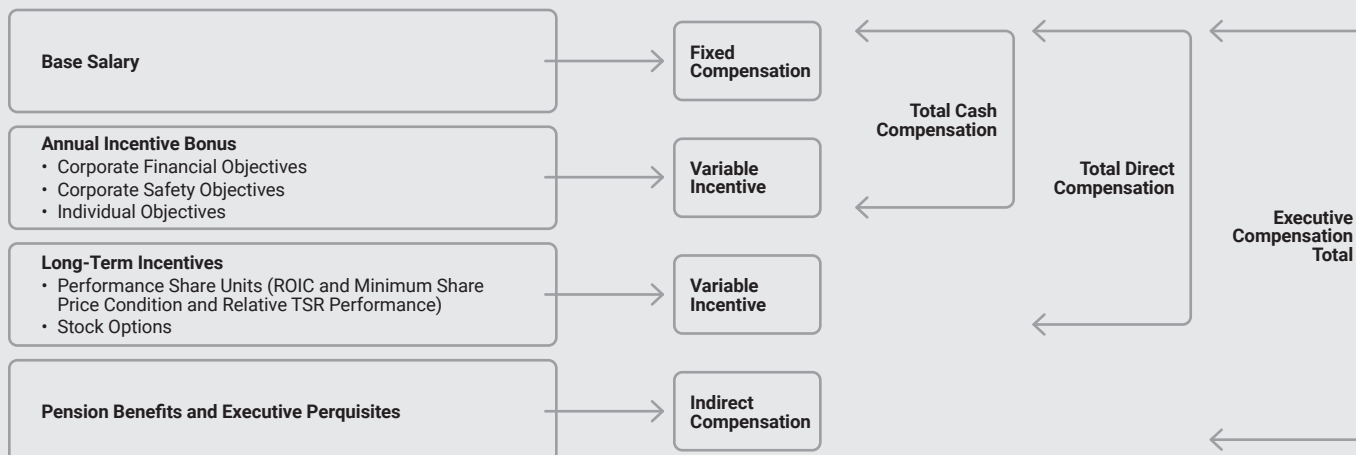
Vertical Pay Ratio

Based on the constructive engagement with the BC Government and Service Employees' Union ("BCGEU"), an investor of CN, following the receipt of its shareholder proposal for the Meeting and which was later withdrawn, starting with the review of compensation programs for 2021, the Committee will review a NEOs vertical pay ratio analysis, including a comparison between the NEOs' total direct compensation and the median annual total direct compensation for all employees. This analysis will be provided for the Committee's information to provide additional context when the Committee reviews the Company's compensation programs.

(1) Relative TSR performance is calculated using CNR 20-day share price average immediately prior to January 1, 2017 (including dividend reinvestment) and CNR 20-day share price average ending on December 31, 2019 (including dividend reinvestment). The same calculation is used for all companies part of both comparator groups.

Executive Compensation Policy Objectives

The Company's executive compensation policy and programs are designed to ensure that there is a clear link between the Company's long-term strategy, its business plan and executive rewards, thus encouraging appropriate behaviour. A significant proportion of executive incentive compensation is, as a result, tied to key corporate objectives that play a critical role in driving the organization's short- and long-term profitability and return to shareholders. The executive compensation program is also designed to be competitive in order to attract, retain and motivate outstanding executive talent while providing for appropriate risk control features.



The executive compensation program is comprised of five elements: i) base salary; ii) annual incentive bonus; iii) long-term incentives; iv) pension benefits; and, v) executive perquisites. The combination of base salary, annual incentive bonus and long-term incentives defines the total direct compensation offering, which is weighted towards variable, "pay-for-performance" elements.

Compensation Policy

The Company's Executive Compensation Policy

The executive compensation policy aims to target total direct compensation between the median and 60th percentile of the executives' respective comparator groups. Base salaries and target annual bonuses are set with reference to the median level of the respective comparator group, whereas the grant date fair value of long-term incentives is set with reference to the 60th percentile. The Committee believes that the compensation policy and its principles provide for competitive and reasonable compensation levels.

Compensation Decisions and Process

The compensation is determined as part of an annual process followed by the Committee and outlined in the chart below:

STEP 1 – September to December

- Business plan review and approval by the Board
- Definition of performance criteria and targets based on Business Plan

STEP 2 – December

- Evaluation of the individual performance assessment for the NEOs
- Review of compensation benchmark, and pay positioning
- Annual review of risk and assessment of risk mitigation features

STEP 3 – January

- Review of annual and long-term incentive payouts for the prior year
- Review of compensation programs and annual compensation adjustments
- Review of new annual targets and long-term incentive awards and performance-vesting conditions
- Stress-testing of incentive grants

STEP 4 – March to October

- Monitoring and evaluation of progress and performance of compensation programs
- Talent management reviews

The Committee reviews benchmark information in December each year, and approves compensation adjustments in January of the following year by taking into consideration comparator group practices, economic outlook, individual performance, leadership abilities, retention considerations and succession plans.

The Committee reviews and recommends for approval by the Board of Directors the performance targets related to both the AIBP and the PSUs in January. Aside from the Relative TSR targets, these targets are derived from CN's annual business plan, which is prepared by management and reviewed with the full Board during the Strategic Planning Committee meeting prior to the beginning of the applicable year. Business planning is an extensive process during which Management examines with the Board the economic, business, regulatory and competitive conditions which affect or can be expected to affect CN's business in the following three-year period. Throughout the year, members of the Committee are provided with updates related to the Company's performance against targets.

The Board and Committee also have open access to executive management throughout the year, should they wish to discuss specific business issues or seek clarification. The Board and the Committee are therefore confident that they have detailed visibility of the Company's financial performance and that they are appropriately equipped to recommend executive compensation decisions. Finally, throughout the annual executive compensation review process, the Committee also receives and considers advice from its independent compensation consultant, Hugessen.

The annual grant of PSUs and stock options to NEOs and other eligible employees is reviewed and approved by the Board of Directors in January for the then current year. In determining the appropriate long-term incentive fair value granted to each NEO, the Committee considered external market data, as discussed in the "Benchmarking Using Comparator Groups" section, as well as other factors such as individual performance, leadership, and talent retention.

Benchmarking Using Comparator Groups

The median and 60th percentile competitive pay levels are determined using comparator groups, which have been carefully reviewed and endorsed by the Committee as being appropriate for the level and nature of the benchmarked positions. In determining compensation for the President and CEO and the Executive Vice-Presidents, the Company considers a comparator group of North American companies comprised of the following Class I Railroads: Union Pacific Corporation, CSX Corporation, Norfolk Southern Corporation, and Canadian Pacific Railway Limited.

These companies are similar in terms of industry and complexity, including size, revenue, capital investment, and market capitalization and directly compete with CN for key talent. Furthermore, half of CN's Relative TSR performance indicator for the PSUs is measured against the same comparator group (please refer to page 46 for a description of the plan).

The following table shows CN's positioning relative to the primary comparator group for the President and CEO and the Executive Vice-Presidents. Data is as at December 31, 2019.

COMPARATOR GROUP	REVENUE (MILLIONS)	NET INCOME (MILLIONS)	MARKET CAPITALIZATION (MILLIONS)	AVERAGE NUMBER OF EMPLOYEES
Union Pacific Corporation	U.S.\$21,708	U.S.\$5,919	U.S.\$125,500	37,483
CSX Corporation	U.S.\$11,937	U.S.\$3,331	U.S.\$56,600	21,561
Norfolk Southern Corporation	U.S.\$11,296	U.S.\$2,722	U.S.\$50,600	24,442
Canadian Pacific Railway, Limited	C\$7,792	C\$2,440	C\$45,400	13,103
AVERAGE ⁽¹⁾	C\$16,856	C\$4,581	C\$86,900	24,147
Canadian National Railway Company	C\$14,917	C\$4,216	C\$84,000	26,733
RANK ⁽¹⁾	4	3	2	2

(1) Values were converted into Canadian dollars using the 2019 average exchange rate of U.S.\$1.00 = CAD\$1.3269, except for the market capitalization where the December 31, 2019 exchange rate of U.S.\$1.00 = CAD\$1.2990 was used.

The comparator group used for the benchmarking of compensation for all executives other than the President and CEO and Executive Vice-Presidents is a broad sample of comparably-sized U.S. industrial organizations with revenues between U.S.\$6 billion and U.S.\$15 billion that participate in Willis Towers Watson's proprietary database. For more clarity, this comparator group is used for the CHRO. For executives in group or division level positions, a complete sample of the U.S. industrial organizations is used, with revenue ranges aligned to reflect the scope of the role of the respective CN executive. The Committee also considers data from this sample for the President and CEO and the Executive Vice-Presidents for purposes of verifying the alignment with general compensation trends, but not for direct benchmarking purposes, given the direct comparability of the above-mentioned Class I Railroads.

Components of the 2019 Executive Compensation Program

The following table summarizes the components of the Company's executive compensation program, which is driven by the executive compensation policy and weighted towards variable, "pay-for-performance" elements. Each component is then further detailed in this section.

COMPONENT AND FORM	2019 DESIGN SUMMARY	OPPORTUNITY	RISK-MITIGATING ELEMENTS	OBJECTIVES AND RATIONALE
Base Salary Cash	Fixed rate of pay Individual salary recommendations based on competitive assessment and economic outlook, leadership, retention and succession considerations	Set with reference to median of the respective comparator group	Provides for a balanced mix of pay components (fixed vs. variable) Use of external advisor and peer group analysis	Provide competitive level of fixed compensation Recognize sustained individual performance Reflect increase in role responsibility and/or growth in role
Annual Incentive Bonus Cash-based performance pay	Annual awards based on achievement of five pre-determined corporate financial performance objectives (70%), two pre-determined corporate safety performance objectives (10%) and individual performance (20%) Performance period: 1 year	Target is 140% of base salary for the President and CEO, 80% for the Executive Vice-Presidents, and 65% for the Senior Vice-Presidents. Maximum payout is limited to 2.0 times the target For other eligible management employees, target is based on grade level with a maximum payout limited to 1.5 or 2.0 times the target	Use of multiple performance measures Plan targets reviewed and approved annually based on in-depth review of annual business plan Payout trigger based on corporate performance Increased diversification with the addition of a safety component Payouts are capped No guaranteed minimum payout Payouts subject to a clawback policy Payouts for executives, and senior management employees are subject to a three-month notice period in the year of retirement.	Reward the achievement of a balanced set of annual corporate financial performance objectives Reward the achievement of a set of annual corporate safety performance objectives Reward the achievement of personal objectives aligned with each employee's area of responsibility and role in realizing operating results Drive superior corporate financial and safety as well as individual performance

COMPONENT AND FORM	2019 DESIGN SUMMARY	OPPORTUNITY	RISK-MITIGATING ELEMENTS	OBJECTIVES AND RATIONALE
Long-Term Incentives Performance-based share units payable in equity, purchased in the market	PERFORMANCE SHARE UNITS (55%) 70% of the PSU value is subject to the attainment of three-year average ROIC targets and to the attainment of a minimum average closing share price established at the beginning of the cycle 30% of the PSU value is subject to CN's relative performance against selected Class I Railroads and S&P/TSX 60 companies In the case of retirement, employees must remain in active and continuous service until March 31 of the year following the year in which the grant was made to be eligible for payout Performance period: Three years	Long-term incentive grant date fair value determined with reference to the 60 th percentile of the applicable comparator group PSU performance vesting factor capped at 200%	Significant weighting towards long-term incentive compensation Overlapping multi-year performance periods Mix of financial, market and relative performance measures PSU payouts are capped and there is no minimum guaranteed payout Payouts subject to a clawback policy Payouts subject to non-compete provisions	Align management interests with shareholder value growth and total return relative to comparable groups Reward the achievement of sustained financial performance Contribute to retention of key talent Recognize individual contribution and potential
Stock options	STOCK OPTIONS (45%) Conventional stock options that vest over four years at a rate of 25% per year In the case of retirement, employees must remain in active and continuous service until the last day of the year in which the grant was made to be eligible for payout Performance period: Four-year vesting, ten-year term			
Pension Benefits Cash payments following retirement	CANADIAN PENSION PLANS Defined Benefit Plan ⁽¹⁾ : Benefits payable calculated as a percentage of the five-year highest average earnings multiplied by pensionable service Pensionable service period for most defined benefit plans: Maximum of 35 years Defined Contribution Plan ⁽²⁾ : Benefits based on the participant's required and optional contributions and on Company-matched contributions Non-registered plans: Supplement to the registered plans and provide benefits in excess of the Canadian Income Tax Act limits U.S. PENSION PLANS Defined Benefit Plan: Benefits payable calculated as a percentage of the five-year highest average earnings (out of the last 10 years) multiplied by credited service Maximum of 35 years of credited service for most defined benefit plans Savings Plan: 401(k) benefits based on the participant's voluntary contributions and 50% matching by the Company, limited to 3% of base pay Defined Contribution Feature: Additional benefits included in the Savings Plan based on Company contributions equal to 3.5% of base pay Non-registered plans: Supplement to the registered plans and provide benefits in excess of IRS and Railroad Retirement Board limits	Non-registered plans restricted to executives and senior management employees Most retirement benefits for executives and senior management employees are calculated using base salary and annual bonus (up to target levels)	The COO and the CHRO participate in a Defined Contribution Plan, which limits CN's exposure to risk. Payouts subject to non-compete for non-registered plans	Provide an effective and attractive executive compensation program
Executive Perquisites Non-cash perquisites	Healthcare and life insurance benefits, annual physical exam, club membership, company-leased vehicle, parking, financial counselling and tax services	Competitive		Use of corporate aircraft restricted to business-related purposes

(1) Applies to employees hired prior to 2006.

(2) Applies to employees hired after 2005 or who have elected to convert from a defined benefit plan.

Base Salary

The Committee normally reviews the base salaries of executives in January each year, by taking into consideration median comparator group practices, economic outlook, leadership abilities, retention considerations, and succession plans. The base salaries of the President and CEO, the Executive Vice-Presidents, and the Senior Vice-Presidents are paid in U.S. dollars in order to provide for a more precise, meaningful and stable comparison with U.S.-denominated salaries of incumbents in equivalent positions within the comparator group.

Annual Incentive Bonus Plan

In addition to the NEOs, approximately 4,750 active management employees are eligible to participate in an annual performance-based bonus plan. Under the Company's AIBP, minimum, target and maximum payouts, expressed as a percentage (%) of base salary, are as follows for the President and CEO, the Executive Vice-Presidents, the Senior Vice-Presidents and Vice-Presidents:

POSITION	MINIMUM	TARGET ⁽¹⁾	MAXIMUM ⁽¹⁾
President and CEO	0%	140% ⁽²⁾	280% ⁽²⁾
Executive Vice-Presidents	0%	80%	160%
Senior Vice-Presidents	0%	65%	130%
Vice-Presidents	0%	50/60%	100/120%

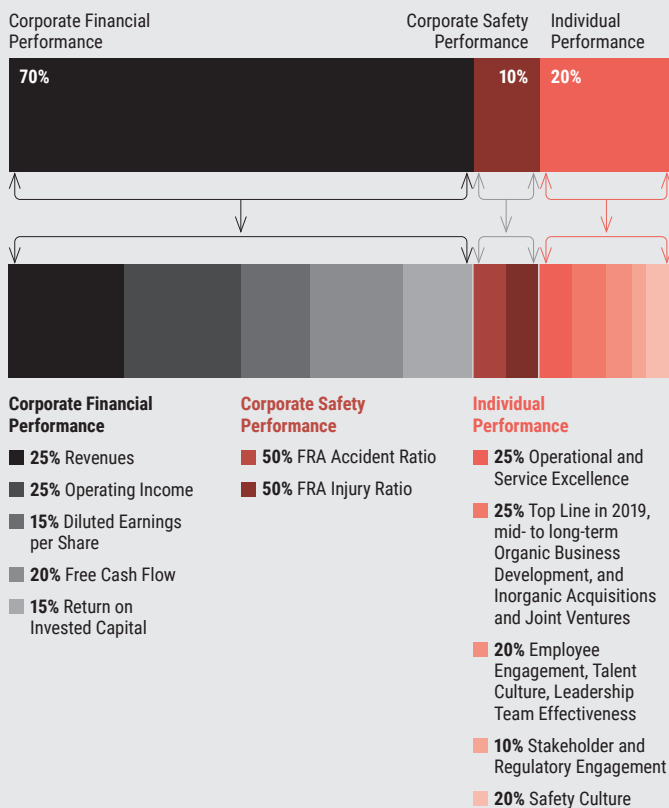
(1) As a percentage of base salary as at December 31, 2019.

(2) Adjusted as of January 1, 2019.

The bonus payout received under the AIBP for the executives depends on the achievement of corporate financial (70%) and safety (10%), and individual (20%) objectives. This design reflects the Company's view that any short-term incentive should be tied both to the overall financial and operational performance of the Company and to those areas of its business that each employee can influence directly.

The following illustrates the 2019 AIBP for the President and CEO:

AIBP for the President and CEO



For 2019, the AIBP was comprised of the following components:

1. Corporate Financial Performance:

70% of the bonus was linked to the achievement of a balanced set of objectives that contribute to the Company's long-term financial growth and profitability. The Committee ensures that performance goals and conditions are directly aligned with the achievement of the Company's corporate objectives as set out in the Company's business plan, which is recommended by the Strategic Planning Committee and reviewed and approved by the Board of Directors. These corporate objectives are taken into account in establishing the Company's targets under the AIBP. In addition, in setting the AIBP targets for the upcoming year, the Company generally excludes items from the prior year that did not necessarily arise as part of the normal business of the Company, which can impact the comparability of the Company's year-over-year financial performance and the Company's current year targets in relation to the prior year's results.

In 2019, the Board of Directors assessed the Company's corporate financial performance against targets for revenues, operating income, diluted earnings per share, free cash flow, and one-year ROIC. These measures were selected because they are quantifiable measures that play an important role in driving the organization's profitability and return to shareholders. Additionally, the Board is of the view that its chosen corporate objectives are appropriate for a capital-intensive business like CN. The 2019 targets were approved by the Board of Directors in January 2019 based on the Company's business and financial outlook at that time.

Under the terms of the AIBP, a maximum corporate performance factor of 200% for executives and senior management employees can be applied to an eligible employee's annual bonus payout when financial results exceed all five corporate performance stretch (maximum) objectives. There is no payout under a given measure if base performance is not achieved. Base performance is equivalent to "target" performance as generally understood with the exception that performance below "base" for a given measure does not trigger any payment under that measure.

Performance Objectives and Results – 2019 Annual Incentive Bonus Plan

In January 2019, the performance targets were set assuming an exchange rate of U.S.\$1.00 = C\$1.30. During the year, the actual average exchange rate was at U.S.\$1.00 = C\$1.33. At the end of 2019, the Company's targets, with the exception of ROIC, were adjusted to take into consideration the foreign exchange and, in the case of Revenues, the difference between actual and forecasted oil and diesel prices with respect to the Company's fuel surcharges. The following table, therefore, compares the 2019 adjusted performance targets with the actual 2019 results as reported by the Company.

IN MILLIONS (EXCEPT PER SHARE DATA AND ROIC)	WEIGHT	CORPORATE OBJECTIVES AS OF JANUARY 1, 2019 ⁽¹⁾		CORPORATE OBJECTIVES AS ADJUSTED ⁽²⁾		RESULTS 2019 ⁽³⁾ (C\$)	PERFORMANCE ASSESSMENT
		BASE (THRESHOLD/ TARGET) (C\$)	STRETCH (MAXIMUM) (C\$)	BASE (THRESHOLD/ TARGET) (C\$)	STRETCH (MAXIMUM) (C\$)		
Revenues	25%	15,507	15,717	15,629 ⁽⁴⁾	15,839 ⁽⁴⁾	14,595	Does not Meet
Operating Income	25%	6,135	6,280	6,245	6,390	5,594	Does not Meet
Diluted Earnings per Share	15%	\$6.00	\$6.15	\$6.10	\$6.25	\$5.68	Does not Meet
Free Cash Flow ^{(5) (6)}	20%	2,235	2,350	2,352	2,467	1,992	Does not Meet
ROIC ^{(5) (7)}	15%	15.30%	15.90%	15.30%	15.90%	14.88%	Does not Meet

(1) Corporate objectives assume an average exchange rate of U.S.\$1.00 = C\$1.30.

(2) Corporate objectives and results reflect an actual average exchange rate of U.S.\$1.00 = C\$1.33.

(3) Results exclude TransX and H&R as these businesses were not part of Board approved Targets set in January. Diluted Earnings per Share and ROIC results have also been adjusted to remove the impact of tax enactments.

(4) Revenues target has been adjusted to reflect actual fuel surcharges invoiced to clients based on actual oil and diesel prices in 2019.

(5) ROIC and Free cash flow are non-GAAP measures that have no standardized meaning prescribed by U.S. GAAP and, therefore, may not be comparable to similar measures presented by other companies and as such, should not be considered in isolation. See the sections entitled "Return on invested capital (ROIC) and adjusted ROIC" and "Liquidity and capital resources – Free cash flow" in CN's Management's Discussion and Analysis included in the Company's 2019 Annual Report for explanations of these measures and reconciliations to the nearest U.S. GAAP measure.

(6) As indicated in note (5), free cash flow does not have any standardized meaning prescribed by U.S. GAAP and, therefore, may not be comparable to similar measures presented by other companies. The Company believes that free cash flow is a useful measure of liquidity as it demonstrates the Company's ability to generate cash for debt obligations and for discretionary uses such as payment of dividends, share repurchases and strategic opportunities. The Company defines its free cash flow measure as the difference between net cash provided by operating activities and net cash used in investing activities; adjusted for the impact of business acquisitions, if any.

(7) As indicated in note (5) ROIC does not have any standardized meaning prescribed by U.S. GAAP and, therefore, may not be comparable to similar measures presented by other companies. ROIC measures the Company's efficiency in the use of its capital funds and is viewed as a key measure of long-term value generation to its shareholders. ROIC is generally calculated as net income plus interest expense after-tax divided by the total of the average net indebtedness and the average shareholders' equity and may, in certain instances, be adjusted for certain items as determined by the Committee. As such in 2019, and consistent with previous years, ROIC result was adjusted to reflect Accumulated Other Comprehensive Income (AOCI) level used upon setting the targets.

For 2019, despite having achieved solid financial results, the Company did not meet its corporate financial targets and, the Board of Directors assessed the corporate performance at "does not meet", resulting in no bonus payout for the year 2019.

2. Corporate Safety Performance:

10% of the annual bonus target was linked to the Company's safety performance. In 2019, the Board of Directors assessed the Company's corporate safety performance against two safety performance metrics with equal weighting: FRA accident and injury ratio.

Under the terms of the AIBP, the performance factor for the corporate safety component can range from 0% to 200%.

Corporate Safety Performance Objectives and Results – 2019 Annual Incentive Bonus Plan

	WEIGHT	SAFETY OBJECTIVES AS OF JANUARY 1, 2019		RESULTS 2019	PERFORMANCE ASSESSMENT
		BASE (THRESHOLD)	STRETCH (MAXIMUM)		
FRA Accident Ratio (per million of train miles)	50%	1.60	1.50	2.11	Does Not Meet
FRA Injury Ratio (per 200,000 person hours)	50%	1.60	1.50	1.91	Does Not Meet

In 2019, CN continued to focus on its objective of being the safest railroad in North America. Although CN's FRA accident ratio over the last 3 years is 29% better than the average FRA accident ratio for the U.S. Class I Railroads⁽¹⁾ over the same period, CN did not meet its safety targets for the year 2019. CN continues to invest significantly in training, coaching, recognition and employee involvement initiatives, with a focus on safety to reduce injuries. CN recently launched an important safety campaign that focuses on a singular goal: reduce serious injuries and fatalities to zero at CN so everyone can go home safely every single day. The campaign is based on a set of rules

developed by the Company, called Life Critical Rules, that if not followed to the letter can lead to serious injury or even death. In addition to this new campaign, the two CN campuses trained over 8,900 experienced railroaders, new hires and customers over the year 2019. The Company also continued its successful *Looking Out for Each Other* program, which urges its team members to work together to be vigilant about safety and to speak up if they spot an unsafe situation.

For 2019, after considering the operational results against established safety objectives, the Board of Directors assessed the corporate safety performance of the Company at "does not meet", resulting in no payout for the safety bonus component. Given that payout under the corporate safety component is conditional upon a payout being declared under the corporate financial component, no payout would have occurred for the year 2019, notwithstanding the corporate safety performance of the Company.

3. Individual Performance:

20% of the bonus was based on personal business-oriented objectives that considered the strategic and operational priorities related to each executive's respective function, with a strong overall focus on: operations and service excellence, top line focus, mid- to long-term organic business development, and inorganic acquisitions and joint ventures, employee engagement, talent culture, leadership team effectiveness, stakeholder and regulatory engagement, and safety culture. The individual performance factor can range from 0% to 200% for NEOs, other executives and senior management employees. The individual performance factor for the President and CEO position is based on an individual assessment reviewed and approved by the Committee.

(1) CSX, NS, BNSF, UP, KCS

In 2019, the individual objectives of the NEOs included both quantitative measures and qualitative strategic and operational considerations related to their function. At year-end, the President and CEO reviewed the performance of the other NEOs, taking into consideration their achievements against their pre-determined individual objectives and determined their individual bonus factor, subject to Committee review and Board approval. The Committee then reviewed and reflected on each NEO's individual achievements against objectives, as well as their overall leadership in meeting their function's objectives.

For 2019, the overall average individual bonus factor for the NEOs was 104%. However, given that annual incentive bonus payout under the individual component is conditional upon a payout being declared under the corporate financial component, no bonus was paid for the year 2019.

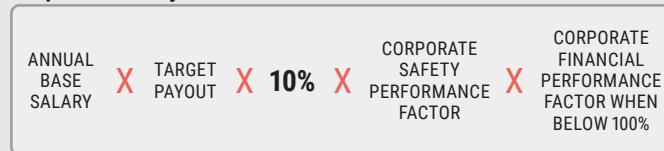
The following formula illustrates how an eligible executive employee's annual base salary (as at December 31, 2019), target payout (expressed as a percentage of base salary), corporate financial, corporate safety and individual performance factors interact in the determination of the actual annual bonus payout:

Annual Bonus Payout Formula

Corporate Financial Performance



Corporate Safety Performance +



Individual Performance +



For the year 2019, as the Company did not achieve its corporate financial objectives, there was no bonus payout for the management team, including the President and CEO and all other executives.

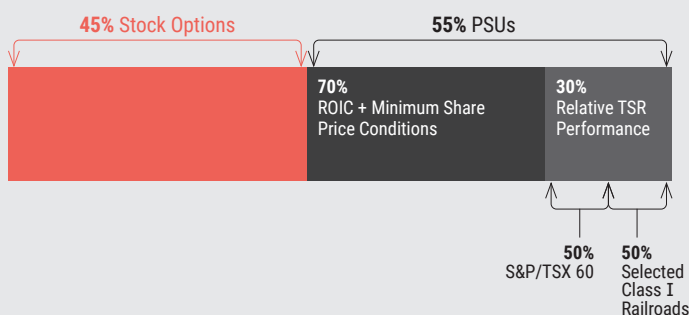
Long-Term Incentives

The Board of Directors considers a number of factors to assess the Company's long-term incentive strategy, including the balance between long-term value creation and shareholder wealth protection, executive stock ownership position versus stock option holdings, executive retention risk, as well as the dilution impact of different long-term incentive vehicles. Since 2005, the Board of Directors has elected to grant a combination of stock options and PSUs to NEOs, as well as to executives and senior management employees.

LTI values disclosed in the Summary Compensation Table on page 55 are calculated using the Willis Towers Watson expected life binomial methodology. The same valuation methodology is also used for benchmark and grant purposes. This valuation methodology provides for precise and comparable compensation information. The Company uses a rolling three-year valuation factor to limit year-over-year fluctuations of the valuation factor for both stock options and PSUs.

PSUs and stock options are weighted 55% and 45% of the long-term incentive award value, respectively, except for the President and CEO position. The President and CEO's long-term incentive award has a smaller relative weight in stock option value, due to the 20% limitation on the number of stock options that can be awarded to any one individual in a particular year, pursuant to the terms of the Management Long-Term Incentive Plan ("MLTIP") and the stock exchanges rule (please refer to page 61 for a description of the plan).

LTI Award



The annual grant of PSUs and stock options to NEOs and other eligible employees is reviewed and approved at the meetings of the Committee and the Board of Directors, which occur each year in January. In order to determine each NEO's LTI award, the Committee takes into consideration individual performance, retention risk and succession plans, as well as the Company's compensation policy and the value of LTIs granted by the applicable comparator group (please refer to section "Benchmarking Using Comparator Groups" on page 41). The Committee does not consider previous executive grants when setting the individual awards, as the LTI plans are inherently performance-based. The Board may also, at its discretion, approve additional grants of PSUs and stock options to NEOs during the year.

The exercise price of the stock options granted is equal to the closing price of the Company's common shares on the TSX or the NYSE on the grant date.

A minimum active service condition exists for stock options and PSUs to support the retention of key talent approaching retirement. The minimum active service condition is 12 months for stock options and 15 months for PSUs. Should an executive, including NEOs, or other management employees retire prior to the end of the minimum service condition in the award agreement, PSUs and stock options awarded pursuant to that agreement would be forfeited.

In 2018, the Committee initiated its review of CN's compensation programs and approved changes to CN's LTI plans effective as of January 1, 2019, which aim to further align certain plan features with market practice.

- The retirement definition for the LTI plans was amended for awards made in 2019 and after to the earlier of (i) 55 years of age and 12 years of continuous service, or (ii) 60 years of age and 7 years of continuous service. The same retirement definition applied to the AIBP starting on January 1, 2020.

- In the case of an involuntary termination without cause, death or disability, the vesting of the PSUs, for awards made in 2019 and after will be prorated based on the number of completed months in active service during the three-year plan period. It was previously based on the prorated number of years in active service during the plan period, where a year was considered completed if 9 months had elapsed during such year.
- In the case of an involuntary termination without cause, the three-month continued vesting provision applicable to stock options was removed for awards made in 2019 and after. The vested stock options at the time of involuntary termination without cause remain exercisable for a period of three months from the termination date, however, no stock options can vest during such three-month period.
- In the case of death, all unvested options will vest immediately and shall remain exercisable for a period of 12 months from the date of death. Previously the vesting was prorated upon death.

Performance Share Units: 2019 Award

The objective of the PSUs is to enhance the Company's ability to attract and retain talented employees and to provide alignment of interests between such employees and the shareholders of the Company.

PSUs vest after three years and the grant date fair value of the PSUs awarded to each NEO in 2019 is included in the Summary Compensation Table on page 55, under the Share-Based Awards column. The vesting of PSUs is subject to the achievement of performance measures defined at the beginning of the cycle and the payout can range from 0% to 200%. At the end of the performance cycle, the number of PSUs will be adjusted based on the achievement of the performance conditions detailed below. PSUs will be settled in CN common shares purchased on the open market.

PSUs awarded in 2019 are subject to the following two performance measures:

1. ROIC PSUs

Seventy percent (70%) of the PSU award value is subject to the achievement of a target related to the Company's average three-year ROIC over the plan period and the payment will be conditional upon meeting a minimum average closing share price during the last three months of 2021. The ROIC for each of the applicable plan years is generally calculated as net income before interest expense, divided by the total of the Company's average net indebtedness and the average shareholders' equity, and may, in certain instances, be adjusted for certain items as determined by the Committee. ROIC measures the Company's efficiency in the use of its capital funds and is viewed as a key measure of long-term value generation to its shareholders. ROIC performance objectives are based on CN's business plan.

ROIC PSUs granted in 2019 to NEOs and other designated employees are subject to the attainment of the performance measures presented in the table below:

ROIC PSUs performance measure

	OBJECTIVE	PERFORMANCE VESTING FACTOR ⁽¹⁾
PERFORMANCE OBJECTIVE:		
Average ROIC for the three-year period ending on December 31, 2021	Below 13.5%	0%
	13.5%	50%
	14.5%	100%
	16.0%	125%
	16.5%	150%
	17.0% and above	200%
PAYOUT CONDITION:		
Minimum average closing share price for the last three months of 2021	C\$104.19 on the TSX or U.S.\$77.08 on the NYSE	

(1) Interpolation applies between objectives.

2. Relative TSR PSUs

Thirty percent (30%) of the PSU award value is subject to CN's Relative TSR measured against two equally-weighted comparator groups: i) selected Class I Railroads, and ii) S&P/TSX 60 companies. Relative TSR performance measures CN's share price appreciation, inclusive of dividends, over the three-year plan period against the companies within each comparator group.

Relative TSR PSUs awarded in 2019 to NEOs and other designated employees are subject to the attainment of the performance measures presented in the table below:

TSR relative to S&P/TSX 60		TSR relative to Selected Class I railways	
CNR	PAYOUT ⁽¹⁾	CNR	PAYOUT
75 th Percentile and above	200%	1 st	200%
50 th Percentile	100%	2 nd	150%
25 th Percentile	50%	3 rd	100%
Less than the 25 th Percentile	0%	4 th	50%
		5 th	0%

(1) Interpolation between points.

The grant date fair value of the PSUs awarded to each NEO in 2019 is included in the Summary Compensation Table on page 55, under the Share-Based Awards column.

Performance Share Units: 2017 Award Payout

PSUs awarded in 2017 to NEOs and other designated employees vested based on the achievement of performance targets for each measure: ROIC PSUs and Relative TSR PSUs.

ROIC PSUs (70% of the grant value): The Company delivered a three-year average ROIC of 16.69%, resulting in a performance vesting factor of 169.4% (out of a maximum of 200%). As the minimum average closing share price condition was also met, payout occurred in February 2020 in accordance with the Share Units Plan and the 2017 award agreement.

Relative TSR PSUs (30% of the grant value): The Company delivered a TSR performance of 37.82%⁽¹⁾ over the period from January 1, 2017 to December 31, 2019, resulting in an overall performance vesting factor of 100% (out of a maximum of 200%), reflecting the weighted average performance vesting factor of both measures (0% for Class I Railroads and 200% for S&P/TSX 60).

As part of the equity-settlement conversion, PSUs were settled on February 25, 2020 in CN common shares purchased on the open market.

Performance Objectives and Results – Performance Share Units – 2017 Award

ROIC PSUs – 70% of the grant value:

	OBJECTIVE	PERFORMANCE VESTING FACTOR ⁽¹⁾	RESULTS
PERFORMANCE OBJECTIVE:			
Average ROIC for the three-year period ended on December 31, 2019	Below 13.5%	0%	
	13.5%	50%	
	14.5%	100%	16.69% ⁽²⁾
	16.0%	125%	translating into a payout factor of 169.4%
	16.5%	150%	
	17.0% and above	200%	
PAYOUT CONDITION:			
Minimum average closing share price for the last three months of 2019	C\$90.56 on the TSX or U.S.\$67.92 on the NYSE		C\$118.71 or U.S.\$89.87

(1) Interpolation applies between objectives.

(2) Adjusted to exclude deferred income taxes resulting from various tax enactments, including U.S. tax changes.

(1) TSR performance is calculated using CNR 20-day share price average immediately prior to January 1, 2017 (including dividend reinvestment) and CNR 20-day share price average ending on December 31, 2019 (including dividend reinvestment). The same calculation is used for all companies part of both comparator groups.

Relative TSR PSUs – 30% of the grant value:

TSR relative to S&P/TSX 60 (15% of the grant value)

CNR	PAYOUT ⁽¹⁾	RESULTS
75 th Percentile and above	200%	
50 th Percentile	100%	37.82% TSR resulting in the 75 th percentile and translating into a payout factor of 200%
25 th Percentile	50%	
Less than the 25 th Percentile	0%	

(1) Interpolation applies between objectives.

TSR relative to selected Class I Railways (15% of the grant value)

CNR	PAYOUT	RESULTS
1 st	200%	
2 nd	150%	37.82% TSR resulting in the 5 th place ranking and translating into a payout factor of 0%
3 rd	100%	
4 th	50%	
5 th	0%	

The value vested during the year for each NEO is included in the table Incentive Plan Awards – Value Vested or Earned During the Year, and under the Share-Based Awards – Value Vested During the Year column on page 60.

Stock Options

Stock options were granted in 2019 to NEOs and other designated employees pursuant to the MLTIP. Please refer to page 61 for details of the MLTIP. The stock options granted in 2019 vest over four years at a rate of 25% at each anniversary date and have a ten-year term. Grants were made in the currency of the recipient's salary.

Stock options are granted with the objective of rewarding NEOs and other designated employees for creating sustainable, long-term shareholder value. If the share price increases between the grant date and the vesting date, stock options will have a realizable value. Gains are realized once the stock options are exercised. The gain will be equivalent to the difference between the share price on the date of exercise and the grant date share price, multiplied by the number of stock options exercised.

The grant date fair value of the stock options awarded to NEOs in 2019 is included in the Summary Compensation Table on page 55, under the Option-Based Awards column.

Executive Perquisites

NEOs are eligible to receive perquisites and personal benefits in accordance with the Company's policy and in line with general market practice. These typically include the use of a Company-leased vehicle, parking, financial counselling and tax services, club membership, certain healthcare benefits and life insurance, and an annual executive physical exam. Other executives and senior management employees

are also eligible to receive select perquisites; the type and value of the perquisites are generally determined by the grade of the employee's position. All executives must comply with the aircraft utilization policy, which restricts the usage of the corporate aircraft to business-related purposes only, save for exceptional circumstances and provided all incremental costs are fully reimbursed.

Employee Share Investment Plan

The Employee Share Investment Plan ("ESIP"), available to all Company employees, provides the opportunity to participate in CN's ownership through the purchase of CN common shares on the open market via payroll deductions. Employees may contribute between 1% and 10% of their gross base salary to the ESIP every pay period. The Company provides a 35% match on the first 6% of employee contributions. Since January 1, 2019, Company contributions to the ESIP are subject to a

one-year vesting period and are forfeited should certain participant contributions be sold or disposed of prior to vesting. Over 80% of CN's employees are shareholders of the Company through participation in the ESIP, and in 2019, all NEOs participated in the ESIP.

The value of the Company match received by NEOs in 2019 under the ESIP is indicated in the Details of the All Other Compensation Amounts table on page 58.

Other Key Compensation Programs of the Company

Stock Ownership

The Committee strongly supports stock ownership by executives. Stock ownership guidelines require a minimum level of stock ownership, set as a multiple of base salary, to be achieved within a five-year period (or a seven-year period for the lower level of senior management employees) to align the interests of executives with those of shareholders. As at December 31, 2019, 194 executives and senior management employees were subject to share ownership guidelines. Once executives and senior management employees have met their initial shareholding requirements, they are required to maintain compliance, which is reported annually to the Committee. Stock ownership guidelines can be met through the holding of common shares and vested deferred share units under the Company's Voluntary Incentive Deferral Plan ("VIDP"). Stock options (vested or unvested) and unvested LTI grants are not considered towards the minimum level of stock ownership.

The Company believes that its senior leaders have a very significant impact on CN's financial and operational results as well as its long-term growth. To further align with CN's shareholder interests, the Company has increased its stock ownership guideline levels, as of January 1, 2019, as follows:

	2018 AND BEFORE	2019 AND AFTER ⁽¹⁾
President and CEO	5 times base salary	8 times base salary
Executive Vice-Presidents	3 times base salary	5 times base salary
Senior Vice-Presidents	3 times base salary	4 times base salary
Vice-Presidents	1.5 to 2 times base salary	2 to 2.5 times base salary
Senior Management	1 times base salary	1.5 times base salary

(1) All employees subject to stock ownership guidelines before January 1, 2019 were given an additional two years to comply with the increase in ownership guidelines.

The President and CEO is also required to maintain his stock ownership guideline level until one year after cessation of employment. As at December 31, 2019, all NEOs achieved their share ownership requirements, with the exception of Mr. Reilly and Mrs. Klein who were hired in June 2019 and in December 2019, respectively. They have a five-year period to achieve the minimum stock ownership requirement level.

Stock Ownership Status as at December 31, 2019

NAMED EXECUTIVE OFFICER	NUMBER OF SHARES HELD ⁽¹⁾	VALUE OF HOLDINGS ⁽²⁾ (C\$)	VALUE REQUIRED TO MEET GUIDELINES ⁽³⁾ (C\$)	HOLDINGS AS A MULTIPLE OF BASE SALARY ⁽³⁾
Jean-Jacques Ruest	322,913	37,932,590	7,961,400	38.1 x
Ghislain Houle	121,603	14,284,704	4,013,873	17.8 x
Robert Reilly ⁽⁴⁾	182	21,380	3,648,975	0.0 x
Sean Finn	67,735	7,956,830	3,881,183	10.3 x
Dorothea Klein ⁽⁴⁾	26	3,054	2,468,034	0.0 x

(1) Common shares and/or vested deferred share units as at December 31, 2019.

(2) Value is based on the closing share price of the common shares on December 31, 2019, on the TSX (C\$117.47).

(3) U.S.\$ salaries as at December 31, 2019, were converted to Canadian dollars using the average rate during the year (U.S.\$1.00 = C\$1.3269).

(4) Mr. Reilly and Mrs. Klein joined the Company in June and December 2019, respectively.

Anti-Hedging Policy

Under the Company's Insider Trading and Reporting Policy, no directors, officers or employees can engage in hedging activity or in any form of transactions in publicly-traded options on CN securities. This relates to all forms of derivatives, including "puts" and "calls".

Change of Control Provisions

The MLTIP and the Share Units Plan include "double trigger provisions". Pursuant to such provisions, the vesting of non-performance stock options or PSUs held by a participant would not accelerate upon a Change of Control, unless the participant is terminated without cause or resigns for good reason. A Change of Control means any of the following events:

- in the event the ownership restrictions in the CN *Commercialization Act* are repealed, a formal bid for a majority of the Company's outstanding common shares;
- approval by the Company's shareholders of an amalgamation, merger or consolidation of the Company with or into another corporation, unless the definitive agreement of such transaction provides that at least 51% of the directors of the surviving or resulting corporation immediately after the transaction are the individuals who, at the time of such transaction, constitute the Board and that, in fact, these individuals continue to constitute at least 51% of the board of directors of the surviving or resulting corporation during a period of two consecutive years; or
- approval by the Company's shareholders of a plan of liquidation or dissolution of the Company.

The provisions state that acceleration of vesting would not occur if a proper substitute to the original stock options or PSUs is granted to the participant. If such substitute is granted and a participant is terminated without cause or submits a resignation for good reason within 24 calendar months after a Change of Control, all outstanding substitute stock options or PSUs which are not then exercisable shall vest and become exercisable or payable in full upon such termination or resignation. Substitute stock options that are vested and exercisable shall remain exercisable for a period of 24 calendar months from the date of such termination or resignation and PSUs shall be remitted within 30 days. Discretion is left to the Board of Directors to take into account special circumstances. The definition of a resignation for good reason is included in the Termination and Change of Control Benefits table on page 65.

Non-Compete / Non-Solicitation Provisions

Non-compete and non-solicitation provisions are included in the PSU and stock option award agreements for all executives and other management employees. In 2010, the Board of Directors approved the inclusion of non-compete and non-solicitation provisions in certain supplemental retirement plans and arrangements. Such provisions were also harmonized in 2010 and 2011 across the non-registered pension plans that apply to all executives and senior management employees.

Non-compete and non-solicitation provisions will be applied if a recipient fails to comply with certain commitments for a two-year period following termination of employment. Those commitments prohibit, as detailed in such provisions:

- the use of confidential CN information for any purpose other than performing his or her duties with CN;
- engaging in any business that competes with CN;
- soliciting, accepting the business of a customer, client, supplier or distributor of CN or hiring or engaging employees of CN;
- taking advantage or profit from any business opportunity of which they became aware in the course of employment with CN; and
- taking any action as a result of which relations between CN and its consultants, customers, clients, suppliers, distributors, employees or others may be impaired or which might otherwise be detrimental to the business interests or reputation of CN.

Executive Compensation Clawback

CN's clawback policy applies to all CN executives. Under this policy, the Board may, in its sole discretion, to the full extent permitted by governing laws and to the extent it determines that it is in the Company's best interest to do so, require reimbursement of all or a portion of annual and long-term incentive compensation received by an executive. The Board of Directors may seek reimbursement of full or partial compensation from an executive or former executive in situations where:

- the amount of incentive compensation received by the executive or former executive was calculated based upon, or contingent on, the achievement of certain financial results that were subsequently the subject of or affected by a restatement of all or a portion of the Company's financial statements;
- the executive engaged in gross negligence, intentional misconduct or fraud that caused or partially caused the need for the restatement; and
- the incentive compensation payment received would have been lower had the financial results been properly reported.

In addition, with respect to bonus or long-term incentives awarded after March 7, 2017, in the event that any executive is found to have engaged in gross negligence, intentional misconduct, fraud, theft or embezzlement, whether or not there is a financial restatement, the Board may in its discretion, to the full extent permitted by governing law and to the extent it determines that it is in CN's best interest to do so, require the reimbursement of some or all of the after-tax amount of any incentive compensation already paid in the previous 24 months or forfeit his or her vested or unvested incentive awards in accordance with plan terms.

Plan Changes in 2020

In 2019, the Committee continued its review of the Company's compensation plans and approved changes to its short- and long-term incentive plans effective January 1, 2020. The changes principally aim at further enhancing the link between corporate financial performance and payouts under the AIBP, and CN's relative performance and payouts under the LTI plans.

- The corporate financial performance of the AIBP is now measured using three metrics instead of five: Revenue, Operating Income and Free Cash-Flow. Earnings per share (EPS) and return on invested capital (ROIC) metrics are removed to avoid redundancy, given their correlation with other metrics. In addition, ROIC is a performance metric already measured through CN's PSU.
- The performance ranges relating to the three financial metrics of the AIBP are modified to provide a more balance payout range: A threshold performance level is introduced which would allow for a bonus payout if the Company's performance is below the target level but above the threshold,

whereas performance below the threshold would result in no bonus payout. In return, the maximum performance level is increased, making it more challenging to reach maximum payout.

- The PSU mix is adjusted to increase directional alignment between Relative TSR performance of CN and PSU payouts: The weighting of the ROIC PSUs is reduced from 70% to 60% of the PSU award value and the weighting of the Relative TSR PSUs is increased from 30% to 40% of the PSU award value, equally-weighted between the selected Class I Railroads and S&P/TSX 60 companies.
- The vesting period of the stock options is increased from 4 years to 5 years.
- The time period to exercise stock options in case of retirement is increased from 3 years to 4 years to align with the extended vesting period and to allow for all stock options to vest through retirement.

Risk Mitigation in Our Compensation Program

One of the Company's fundamental goals is to create sustained shareholder value. To support this objective, the Committee focuses on developing and recommending an executive compensation policy and program that aligns with the Company's business strategy, emphasizes pay-for-performance, and encourages the right behaviours. Hence, many characteristics of the Company's executive compensation program serve to mitigate risk and emphasize the importance of longer-term value creation:

Structured Process

- An annual review of the performance measures under the Company's AIBP and Share Units Plan takes place to ensure their continued relevance.
- The Committee completes a formal assessment of performance each year, and can then use discretion to increase or decrease any compensation awards if it deems appropriate based on market factors or other extenuating circumstances.
- Stress-testing exercises are performed annually for proposed LTI grants and results are presented to the Committee for their consideration prior to the Committee and the Board approving such grants.

Balanced Program

- The compensation program appropriately balances fixed and variable pay, as well as short- and long-term incentives (in aggregate, approximately 77% of NEOs' target total direct compensation is directly linked to the Company's performance).
- The corporate component of the AIBP includes performance measures that are appropriately balanced, thus diversifying the risk associated with the use of any single performance measure (please refer to section "Annual Incentive Bonus Plan" on page 43 for more information).
- The safety component of the AIBP includes two standard safety metrics and further increases diversification of the plan, thus mitigating potential risk associated with the plan.
- There are multi-year, overlapping performance periods for the PSUs and stock options, which encourages consistent, long-term behaviour and mitigates risk.

- The LTI awards, which constitute a significant portion of NEO compensation, vest over a three- or four-year period, motivating executives to create longer-term value. Effective January 1, 2020, the vesting period of the stock options is increased from four to five years.
- The performance measures used within the Share Units Plan reflect an appropriate balance between financial and share price conditions.
- Payout of PSUs subject to ROIC performance is also contingent upon meeting a minimum share price condition that triggers payment only if share price appreciates during the three-year term.
- The use of Relative TSR performance measures strengthen alignment between executive pay and shareholders return.

Fixed Limits on Variable Compensation

- The AIBP and the Share Units Plan are designed to include the possibility of a zero payout, as well as a pre-defined maximum.
- The COO and CHRO participate in a Defined Contribution Plan, which limits CN's exposure to risk.

Protection Mechanisms

- The Company's executive compensation clawback policy allows the Board, in certain situations, to request the full or partial reimbursement of annual and long-term incentive awards received by executives (please refer to section "Executive Compensation Clawback" on page 48 for more information).
- The NEOs are not governed by employment contracts and the long-term incentive plans include "double-trigger provisions", such that the vesting of LTI awards would generally not accelerate upon a Change in Control.
- Under the Company's Insider Trading and Reporting Policy, directors, executives and employees are prohibited from engaging in hedging activities against CN securities.
- In order to further align their interests with those of shareholders, executives and senior management employees (194 individuals) are required to meet specific stock ownership guidelines. In addition, the President and CEO must maintain his stock ownership level for one year after cessation of employment (please refer to section "Stock Ownership" on page 47 for more information).

- Commencing at various dates, for executives and senior management employees, the payout of LTI awards and the payment of retirement benefits under the Company's non-registered pension plans are conditional on compliance with the conditions of their benefit plans, award or employment agreements, including, but not limited to, non-compete, non-solicitation, non-disclosure of confidential information and other restrictive covenants (please refer to section "Non-Compete/Non-Solicitation Provisions" on page 48 for more information).

Independent Advice

- Management retains the services of an external executive compensation consultant to assist in compensation-related matters for its executives. The Committee retains the services of an independent executive compensation consultant to provide advice on compensation recommendations that are presented for Committee approval.

In 2019, Willis Towers Watson was mandated to review the Company's compensation policy, programs and practices and assessed any potential risk implications and concluded that "there does not appear to be significant risks arising from CN's compensation programs that are reasonably likely to have a material adverse effect on the Company". The Committee played an active role in reviewing the risk assessment report and in discussing the finding provided by Willis Towers Watson.

Compensation of the NEOs

Jean-Jacques Ruest

President and Chief Executive Officer

Mr. Ruest was appointed President and CEO on July 24, 2018, after having served as Interim President and Chief Executive Officer from March 5, 2018. He joined CN in 1996 and held several positions within the sales and marketing team, including the position of Executive Vice-President and Chief Marketing Officer ("CMO") from January 2010 to July 2018. Mr. Ruest is a seasoned executive and has extensive marketing experience within the railway industry. Prior to joining CN, he had more than 15 years of experience working for a major international chemical company. Mr. Ruest holds a Master's in Business Administration in Marketing from HEC Montréal and a Bachelor of Science degree in Applied Chemistry from Université de Sherbrooke. He also completed the executive program from the University of Michigan's business school.

As President and CEO, Mr. Ruest is responsible for providing leadership and vision for CN, as well as achieving strategic and operational goals that will build long-term shareholder value. More details on his role are available in the Company's Corporate Governance Manual, available at www.cn.ca, under Delivering Responsibly/Governance.

Compensation

The President and CEO's annual compensation takes into account factors such as competitive positioning against market, economic outlook, and leadership abilities. The President and CEO's annual compensation is recommended by the Committee and approved by the independent members of the Board of Directors. The President and CEO serves at the discretion of the Board and does not have an employment contract.

In 2019, Mr. Ruest's base salary was maintained at U.S.\$750,000 (C\$995,175). Under the AIBP, Mr. Ruest's target bonus was adjusted to 140% of his base salary.

PSUs and stock options are granted to the President and CEO pursuant to the Share Units Plan and the Management Long-Term Incentive Plan. Grants to the President and CEO are made on the same basis and conditions as those of the other NEOs of the Company, subject to the 20% limitation under the MLTIP⁽¹⁾. In 2019, Mr. Ruest received 79,294 PSUs and 157,000 stock options. The fair value of these awards is included in the Summary Compensation Table on page 55, under the Share-Based Awards and Option-Based Awards columns.

The Committee supports the conclusion from the Willis Towers Watson risk assessment report and in its own assessment determined that proper risk mitigation features are in place within the Company's compensation programs.

Throughout the year, the Committee plays an important oversight role related to the identification and management of risks associated with CN's compensation programs and practices. For example, *in camera* sessions, restricted to members of the Committee, are held at the start of each of the Committee meetings to allow for discussion regarding any compensation or risk-related issue. The Committee also believes in the benefits of a certain level of overlapping membership between the Audit and the Human Resources and Compensation Committees, particularly with regard to risk monitoring. As such, Donald J. Carty, Chair of the Audit Committee, is a member of the Human Resources and Compensation Committee; and, the Honorable Kevin G. Lynch, Chair of the Human Resources and Compensation Committee, is a member of the Audit Committee and of the Pension and Investment Committee. The Honorable Kevin G. Lynch is also a member of the Strategic Planning Committee. These overlaps effectively provide a link between committees' risk oversight responsibilities.

2019 Key Accomplishments and Determination of the Annual Incentive Bonus Award

Mr. Ruest's performance is measured against objectives approved annually by the Committee and the Board. In 2019, the individual goals as President and CEO for Mr. Ruest included: operations and service excellence (25%); top-line focus, mid- to long-term organic business development, and inorganic acquisitions and joint ventures (25%); employee engagement, talent culture and leadership team effectiveness (20%); stakeholder and regulatory engagement (10%); and safety culture (20%).

Specific measures, both quantitative and qualitative, are considered in each of the above-mentioned categories. Additional details on each category are presented below. The Committee reviewed Mr. Ruest's performance in each category and recommended for Board approval the recommendation of an individual performance factor of 100%. However, as the Company did not meet its corporate financial objectives, there was no bonus payout for the year 2019.

Operations and Service Excellence

In 2019, capital investments were deployed to enhance cost, service reliability and ultimately to build a competitive edge. Investments included C\$1.2 billion on strategic initiatives to increase capacity, enable growth and improve network resiliency, including line capacity upgrades and information technology initiatives. The deployment of advanced technologies has also started with the goal of taking Precision Scheduled Railroading to the next level. Eight Autonomous Track Inspection Cars were commissioned in 2019, inspecting 74% of CN's core mainline. In addition, Automated Inspection Portals, which are a set of cameras that have the ability to automatically capture and identify images of car components, defects and conditions at track speed, were completed in Winnipeg, Toronto and Memphis. Mobile devices have also been rolled out to about 11,000 employees with three applications completed: Car Maintenance, Local Service Assignments, and Electronic Operating Documents. Finally, in 2019, CN successfully met the federal requirement to operate Positive Train Control (PTC) on all 35 of its U.S. subdivisions required to be equipped with PTC. CN accomplished this milestone 13 months ahead of the December 31, 2020 deadline.

(1) Under the MLTIP and as per stock exchanges rule, no executive can be granted more than 20% of the overall grant in a year.

Top-Line in 2019, Mid- to Long-Term Organic Business Development, and Inorganic Acquisitions and Joint Ventures

2019 was a challenging year characterized by a lower volume environment, which led to negative volume growth for the Company. Nonetheless, CN carloads and RTM volumes for 2019 outperformed the North American Class I Railroad average. CN's inorganic growth vision continued in 2019 with the agreement reached to acquire the Massena rail line from CSX Corporation, and the acquisition of the intermodal temperature-controlled transportation division of the Alberta-based H&R Transport Limited. These acquisitions will allow the Company to expand capacity and foster additional supply chain solutions, to continue to create value for customers.

Employee Engagement, Talent Culture, and Leadership Team Effectiveness

As at December 31, 2019, CN employed a total of 25,975 employees of which approximately 75% were unionized employees. 2019 was an important year in terms of labour relations, as the Company renewed 17 collective agreements, 11 in Canada and 6 in the U.S.

Continuing to build a solid team of railroaders is a key component of CN's strategic agenda and takes many forms, from diversity and talent development, to training and innovation. The Company continued its efforts to advance diversity across the organization resulting in CN being recognized as one of Canada's Best Diversity Employers for a third consecutive year. As at December 31, 2019, 20% of executive management (30 employees) are women, and the Company aspires to bring this ratio to 30% by the end of 2022. The Company also continued on its initiatives to develop talent through the sustained implementation of the Talent to Value methodology. This approach focuses on defining value drivers essential to achieving the Company's strategic plan and, identifying critical roles (both enterprise and functional) required to deliver against those value drivers. CN also updated its HR operating model to align resources and talent to best support the business and drive development of the associated talent. In addition, CN continued to maintain broad leadership development, and deepen the succession pipeline.

Stakeholder and Regulatory Engagement

In 2019, CN continued its community and stakeholder engagement efforts. CN is actively involved in building safer, stronger communities through the direct connections it makes with the communities in which it operates, like engaging with the farming community through an increased presence, community partnerships, social media and a new podcast.

In 2019, CN continued to engage with the investment community, from the Company's largest shareholders and to potential investors, in order to communicate its strategic agenda. Investor Day presentations to investors and analysts took place in Toronto on June 3 and 4, 2019. CN also continued in its commitment to be a leader in safety, sustainability, innovation and growth, and again, in 2019, earned a place on the Dow Jones Sustainability World Index for the eighth consecutive year and to the DJSI North American Index for the 11th consecutive year.

The Company also celebrated its 100th anniversary, where the Company toured parts of North America with *CN 100: A Moving Celebration*. The moving interactive container village celebrated the people, history and future of CN along with the communities along CN's network. In each city where the festivities occurred, CN also created a Community Board of community leaders to guide its Stronger Communities Fund decisions and strengthen community partnerships. The Company also planted commemorative forests of 100 mature trees as a legacy gift for the host cities.

Safety Culture

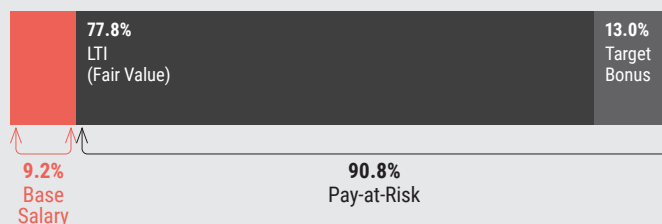
CN continues to have an unwavering commitment to safety and connectivity with its employees, which is central to having a skilled, safe and engaged workforce. The Company connects employees to this core value by sharing the message that safety is everyone's responsibility and engaging leaders in the field, who have the greatest ability and impact to make safety a priority. Since January 1, 2019, all senior management employees have a safety component as part of their AIBP, in addition to executive employees who already had the safety component included in their AIBP.

A strong focus is on reducing employee injuries. CN recently launched an important safety campaign that focuses on a singular goal: reduce serious injuries and fatalities to zero at CN so everyone can go home safely every single day. The campaign is based on a set of rules, called Life Critical Rules, developed by the Company that if not followed to the letter can lead to serious injury or even death. In addition to this new campaign, the two CN campuses trained over 8,900 experienced railroaders, new hires and customers over the year 2019. The Company also continued its successful *Looking Out for Each Other* program, which urges its team members to work together to be vigilant about safety and to speak up if they spot an unsafe situation.

2019 Target Total Direct Compensation Summary

	2019 TOTAL DIRECT COMPENSATION (AT TARGET)	
	U.S.\$	AS A % OF TOTAL DIRECT COMPENSATION
Salary	750,000	9.2%
AT-RISK COMPENSATION		
Annual Incentive Bonus	1,050,000	13.0%
Performance Share Units	4,202,226	51.9%
Stock Options	2,097,520	25.9%
TOTAL DIRECT COMPENSATION (target)	8,099,746	

2019 Target Pay Mix



Ghislain Houle

Executive Vice-President and Chief Financial Officer

Mr. Houle was appointed Executive Vice-President and CFO on July 1, 2016. His responsibilities at CN include financial management, procurement and supply management. Mr. Houle joined the Company in 1997 and occupied various executive roles, including Vice-President and Corporate Comptroller and Vice-President, Financial Planning, before being appointed to his current position.

In 2019, Mr. Houle's base salary was increased to U.S.\$605,000 (C\$802,775) to reflect his competitive positioning and experience. As in 2018, Mr. Houle's target bonus for 2019 was 80% of base salary under the AIBP. In addition, Mr. Houle received 19,202 PSUs and 62,298 stock options in 2019, in accordance with the terms of the Share Units Plan and the MLTIP, respectively.

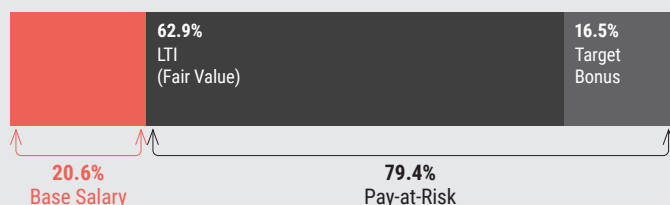
2019 AIBP Objectives

Mr. Houle's performance in 2019 was assessed against individual performance objectives which included: solid, disciplined finance function; operational and service excellence; top line focus, mid-to long-term organic business development, inorganic acquisitions and joint ventures; employee engagement, talent culture, leadership team effectiveness; stakeholder and regulatory engagement; and safety. Mr. Houle was assessed as having met his overall individual performance objectives. However, as the Company did not meet its corporate financial objectives, there was no bonus payout for the year 2019.

2019 Target Total Direct Compensation Summary

	2019 TOTAL DIRECT COMPENSATION (AT TARGET)	
	U.S. \$	AS A % OF TOTAL DIRECT COMPENSATION
Salary	605,000	20.6%
AT-RISK COMPENSATION		
Annual Incentive Bonus	484,000	16.5%
Performance Share Units	1,017,622	34.6%
Stock Options	832,301	28.3%
TOTAL DIRECT COMPENSATION (target)	2,938,923	

2019 Target Pay Mix



Robert Reilly

Executive Vice-President and Chief Operating Officer and Interim Chief Information and Technology Officer

Mr. Reilly joined CN in June 2019 as Executive Vice-President, transitioning into the role of COO, function he assumed on July 1, 2019. Mr. Reilly has also assumed interim responsibility for CN's Information and Technology function since November 2019. As COO, Mr. Reilly is responsible for CN's continuous operations, overseeing about 20,000 railroaders from the Transportation, Engineering, Mechanical, Network Operations and Safety groups across North America. Prior to his role at CN, Mr. Reilly joined the Atchison, Topeka and Santa Fe Company (now known as BNSF) in 1989. With his 30 years of experience in the rail industry, Mr. Reilly brings to the Company extensive leadership in safety, rail operations, field application of rail technologies, and a deep understanding of the intermodal business at major ports and large terminals. He is a graduate of Washburn University, Kansas, U.S. and he completed the Executive Program at Stanford University.

Upon his hiring in June 2019, Mr. Reilly's base salary was set at U.S.\$550,000 (C\$729,795) to reflect his competitive positioning and experience. Mr. Reilly's target bonus for 2019 was 80% of base salary under the AIBP. In addition, Mr. Reilly received 14,225 PSUs and 46,152 stock options, in accordance with the terms of the Share Units Plan and the MLTIP, respectively.

2019 AIBP Objectives

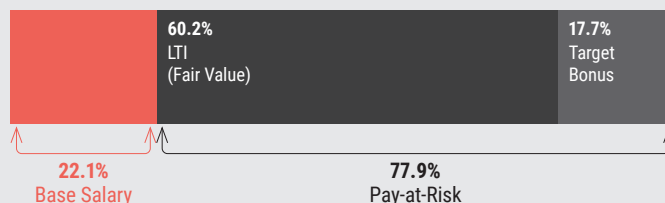
Mr. Reilly's performance in 2019 was assessed against individual performance objectives which included: safety, operational and service excellence; creating value for customers and shareholders; and people. Mr. Reilly was assessed as having met his overall individual performance objectives. However, as the Company did not meet its corporate financial objectives, there was no bonus payout for the year 2019.

2019 Target Total Direct Compensation Summary

	2019 TOTAL DIRECT COMPENSATION (AT TARGET) ⁽¹⁾	
	U.S. \$	AS A % OF TOTAL DIRECT COMPENSATION
Salary	550,000	22.1%
AT-RISK COMPENSATION		
Annual Incentive Bonus	440,000	17.7%
Performance Share Units	825,044	33.1%
Stock Options	675,204	27.1%
TOTAL DIRECT COMPENSATION (target)	2,490,248	

(1) Amounts are on an annualized basis and exclude the special hiring award of U.S.\$1,750,000 granted to Mr. Reilly, which was paid entirely in cash. The special award was provided to Mr. Reilly upon his hiring at CN in June 2019 in order to mitigate the compensation losses he incurred by leaving BNSF and was determined based on a review of his then outstanding short- and long-term compensation, both in terms of form and timing, with a view to attracting his valued experience and skill set to CN. The special award is subject to a 24-month clawback provision in the case of resignation or termination for cause. In 2019, Mr. Reilly relocated to CN's head office in Canada, and amounts also exclude the 2019 tax equalization amount (U.S.\$799,159) provided by the Company to maintain Mr. Reilly's compensation, on a post-tax basis, at a similar level had he remained in the U.S. Details regarding Mr. Reilly's compensation are included in the amounts set forth in the Summary Compensation Table on page 55.

2019 Target Pay Mix



Sean Finn

Executive Vice-President Corporate Services and Chief Legal Officer

Mr. Finn was appointed Senior Vice-President, Chief Legal Officer and Corporate Secretary, in December 2000 and CN's Executive Vice-President Corporate Services and CLO in December 2008. He is responsible for a wide array of legal, governmental, regulatory, public affairs, risk mitigation and security matters. As Corporate Secretary, he is also responsible for CN's Corporate Governance practices, as well as overseeing CN's Code of Business Conduct and ethics program.

Mr. Finn led CN's tax function and was appointed CN's Vice-President, Treasurer and Principal Tax Counsel, in January 2000. Before joining the Company, he was the Managing Tax Partner for a major Montreal law firm. Mr. Finn graduated from the Faculty of Law of Université de Montréal, after which he was admitted to the Quebec Bar, and is a member of the Canadian and American Bar Associations. Mr. Finn has completed the Directors Education Program offered by the Institute of Corporate Directors and the Rotman School of Management, as well as the Excellence in the Boardroom Program at the Rotman School of Management, Executive Programs, University of Toronto.

In 2019, Mr. Finn's base salary was increased to U.S.\$585,000 (C\$776,237) to reflect his competitive positioning and experience. As in 2018, Mr. Finn's target bonus for 2019 was 80% of base salary under the AIBP. In addition, Mr. Finn received 15,050 PSUs and 48,829 stock options, in accordance with the terms of the Share Units Plan and the MLTIP, respectively.

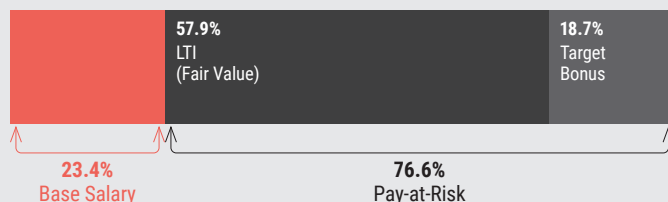
2019 AIBP Objectives

Mr. Finn's performance in 2019 was assessed against individual performance objectives which included: successfully taking CN's stakeholder engagement to the highest standards; successfully leading key strategic initiatives associated with corporate services; leadership development and succession; corporate governance and CN Board; and being a trusted advisor to the CEO and the executive team at CN and to the Board. Mr. Finn was assessed as having met his overall individual performance objectives. However, as the Company did not meet its corporate financial objectives, there was no bonus payout for the year 2019.

2019 Target Total Direct Compensation Summary

	2019 TOTAL DIRECT COMPENSATION (AT TARGET) ⁽¹⁾	
	U.S. \$	AS A % OF TOTAL DIRECT COMPENSATION
Salary	585,000	23.4%
AT-RISK COMPENSATION		
Annual Incentive Bonus	468,000	18.7%
Performance Share Units	797,591	31.9%
Stock Options	652,355	26.0%
TOTAL DIRECT COMPENSATION (target)	2,502,946	

2019 Target Pay Mix



Dorothea Klein

Senior Vice-President and Chief Human Resources Officer

Mrs. Klein joined CN in December 2019 as Senior Vice-President and CHRO where she leads the human resources and labour relations function. Mrs. Klein came to CN from ABB, where she was most recently Senior Vice-President, Human Resources of the Electrification Business that counts over 50,000 employees. Mrs. Klein has an extensive human resources, finance and M&A background, having served large North American and European companies in various industries, notably pharmaceuticals and healthcare, over the past 30 years. Mrs. Klein is a graduate of Business Administration at University of Reutlingen ESB Business School, Germany, and the CESEM-NEOMA business school in Reims, France. She also completed Executive Management programs at LSU in Baton Rouge, USA, as well as Wharton and INSEAD.

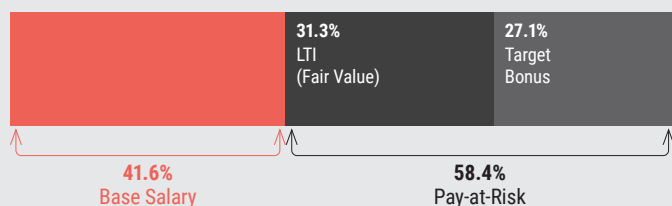
Upon her hiring in December 2019, Mrs. Klein's base salary was set at U.S.\$465,000 (C\$617,009) to reflect her competitive positioning and experience. Mrs. Klein's target bonus for 2019 was 65% of base salary under the AIBP. In addition, Mrs. Klein received 3,384 PSUs and 10,975 stock options, in accordance with the terms of the Share Units Plan and the MLTIP, respectively.

2019 Target Total Direct Compensation Summary

	2019 TOTAL DIRECT COMPENSATION (AT TARGET) ⁽¹⁾	
	U.S. \$	AS A % OF TOTAL DIRECT COMPENSATION
Salary	465,000	41.6%
AT-RISK COMPENSATION		
Annual Incentive Bonus	302,250	27.1%
Performance Share Units	192,599	17.2%
Stock Options	157,491	14.1%
TOTAL DIRECT COMPENSATION (target)	1,117,340	

(1) Amounts are on an annualized basis and exclude the special hiring award of U.S.\$535,000 granted to Mrs. Klein, which was paid entirely in cash. The special award was provided to Mrs. Klein upon her hiring at CN in December 2019 in order to mitigate the compensation losses she incurred by leaving ABB and was determined based on a review of her then outstanding short- and long-term compensation, both in terms of form and timing, with a view to attracting her valued experience and skill set to CN. The special award is subject to a 24-month clawback provision in the case of resignation or termination for cause. In 2019, Mrs. Klein relocated to CN's head office in Canada, and the amounts also exclude the 2019 tax equalization amount (U.S.\$94,735) provided by the Company to maintain Mrs. Klein's compensation, on a post-tax basis, at a similar level had she remained in the U.S. Details regarding Mrs. Klein's compensation are included in the amounts set forth in the Summary Compensation Table on page 55.

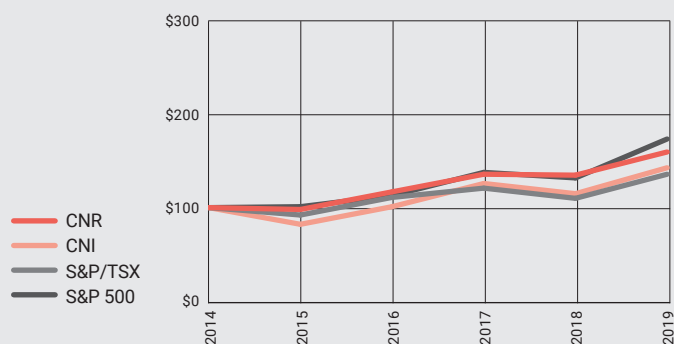
2019 Target Pay Mix



President and CEO Compensation Look-Back Table and Five-Year TSR Comparison

CN's compensation plans are designed to align compensation with the creation of shareholder value. As a result, a significant portion of compensation is at risk and long-term incentives are structured to deliver compensation value to the President and CEO if value is created for shareholders. In a low share performance environment, limited value would be delivered to the President and CEO. Over the last five years, CN's strong operational and financial performance resulted in above target payouts, reflective of the Company's TSR performance of 60%.

The table below compares the total direct compensation awarded to CN's President and CEOs over the past five years, as reflected in the Summary Compensation Table, to the current value (both realized and realizable) as at December 31, 2019. Compensation outcomes are set against the performance graph on the right which indicates the yearly cumulative total shareholder return on a \$100 investment in CN's common shares compared with the cumulative total return of the S&P/TSX and the S&P 500 Indices from the period beginning December 31, 2014 to the period ended December 31, 2019. It assumes reinvestment of all dividends during the covered period.



	DEC-14	DEC-15	DEC-16	DEC-17	DEC-18	DEC-19
CNR (C\$)	100	98	117	136	135	160
CNI (U.S.\$)	100	82	101	126	115	143
S&P/TSX (C\$)	100	92	111	121	110	136
S&P 500 (U.S.\$)	100	101	113	138	132	174

		TOTAL DIRECT COMPENSATION AWARDED ⁽¹⁾ (C\$000s)	CURRENT VALUE AS AT DEC. 31, 2019 ⁽²⁾ (C\$000s)
Claude Mongeau	2015	9,847	18,013
Claude Mongeau ⁽³⁾	2016	5,742	6,645 ⁽⁴⁾
Luc Jobin ⁽⁵⁾	2016	5,478	12,897
Luc Jobin	2017	11,792	15,734 ⁽⁶⁾
Luc Jobin ⁽⁷⁾	2018	2,089	348 ⁽⁸⁾
Jean-Jacques Ruest ⁽⁹⁾	2018	4,575	4,777
Jean-Jacques Ruest	2019	9,266	11,724

- (1) Includes salary and variable compensation awarded during the year, as reported in the Summary Compensation Table each year.
- (2) For any given year, the current value includes salary and annual incentive awarded and the value of long-term incentives (realized and realizable). Long-term incentives for any given year include the value of any exercised stock options, the value of unexercised "in-the-money" stock options as at December 31, 2019, the value attributed to vested PSUs and the value of unvested PSUs as at December 31, 2019, assuming a 100% performance factor.
- (3) The compensation awarded for Mr. Mongeau was pro-rated to June 30, 2016.
- (4) PSUs awarded in 2016 were forfeited upon retirement on January 31, 2017 and were not included as at December 31, 2019.
- (5) The compensation awarded for Mr. Jobin was pro-rated to reflect the appointment date of July 1, 2016.
- (6) As part of his separation agreement, Mr. Jobin agreed to waive any and all rights to 50% of PSUs awarded to him in 2017. Therefore, these PSUs were cancelled and were not included as at December 31, 2019.
- (7) The compensation awarded for Mr. Jobin was pro-rated to his departure date.
- (8) PSUs and stock options awarded in 2018 were forfeited upon his departure in March 2018 and were not included as at December 31, 2019.
- (9) The compensation awarded for Mr. Ruest was pro-rated to reflect the appointment date of July 24, 2018.

Cost of Management Ratio

The cost of management ratio expresses the total compensation reported for the NEOs as a percentage of the Company's adjusted net income.

	2015	2016	2017	2018	2019
Total compensation reported for the NEOs (C\$ million) ⁽¹⁾	25.8	29.8	29.2	25.0	21.7
Adjusted Net Income (C\$ million) ⁽²⁾	3,580	3,581	3,778	4,056	4,189
COST OF MANAGEMENT RATIO	0.7%	0.8%	0.8%	0.6%	0.5%

- (1) Total compensation as reported in the summary compensation table each year (including only active NEOs as at December 31 of any year).
- (2) See the section entitled Adjusted performance measures in CN's Management's Discussion and Analysis included in the Company's 2019, 2018 and 2017 Annual Reports for an explanation of this measure and reconciliation to the nearest GAAP measure.

Over the last five years, the total compensation in Canadian dollars paid, as per the Summary Compensation Table, decreased by an average of 3.4% per year for the NEOs as a result of no bonus having been paid for the year 2019. The total compensation for our NEOs over that period was generally aligned with the experience of our shareholders, as a substantial portion of NEOs total compensation is at risk and directly linked to CN's share price performance. The Committee believes that the Company's executive compensation policy is effective and appropriately supports a strong relationship between the compensation earned by NEOs and the investment return of shareholders.

Compensation of the NEOs has been paid in U.S. dollars since 2002 as it provides a more precise, meaningful and stable comparison basis for compensation decisions with U.S.-denominated compensation from the selected Class I Railroad comparator group. A table presenting the compensation paid in U.S. dollars for the NEOs is presented on page 56 – Total Compensation for the NEOs in U.S. Dollars.

Summary Compensation Table in Canadian Dollars

The following table sets forth the annual total compensation in Canadian dollars for the NEOs, in accordance with the Canadian securities disclosure rules issued by the CSA, for the years ended December 31, 2019, 2018, and 2017. Fluctuation in the exchange rate affects year-over-year comparability.

Compensation in Canadian \$

NAME AND PRINCIPAL POSITION	YEAR	SALARY (C\$)	SHARE-BASED AWARDS ⁽¹⁾ (C\$)	OPTION-BASED AWARDS ⁽¹⁾ (C\$)	NON-EQUITY INCENTIVE PLAN COMPENSATION –	PENSION VALUE ⁽⁴⁾ (C\$)	ALL OTHER COMPENSATION ⁽⁵⁾ (C\$)	TOTAL COMPENSATION (C\$)
					ANNUAL INCENTIVE PLANS ⁽³⁾ (C\$)			
Jean-Jacques Ruest President and Chief Executive Officer	2019	995,175	5,516,472	2,753,780	0	(351,000)	26,120	8,940,547
	2018	873,383 ⁽⁶⁾	2,508,845	2,052,555	1,577,598	1,449,000	24,034	8,485,415
	2017	772,667	1,297,533	1,061,254	957,407	531,000	21,535	4,641,396
Ghislain Houle Executive Vice-President and Chief Financial Officer	2019	802,775	1,335,883	1,092,707	0	(88,000)	20,375	3,163,740
	2018	764,463	1,155,645	945,292	991,246	268,000	19,828	4,144,474
	2017	733,709	1,081,352	884,373	920,499	506,000	18,722	4,144,655
Robert Reilly Executive Vice-President and Chief Operating Officer And Interim Chief & Technology Information Officer	2019	425,713 ⁽⁷⁾	1,086,153	888,426	0	51,833	3,388,254 ⁽⁸⁾⁽⁹⁾	5,840,379
	2018	0	0	0	0	0	0	0
	2017	0	0	0	0	0	0	0
Sean Finn Executive Vice-President Corporate Services and Chief Legal Officer	2019	776,237	1,047,037	856,461	0	(282,000)	20,618	2,418,353
	2018	738,549	1,010,640	826,679	932,771	466,000	19,884	3,994,523
	2017	720,723	1,009,208	825,423	893,044	318,000	19,143	3,785,541
Dorothea Klein Senior Vice-President and Chief Human Resources Officer	2019	51,417 ⁽¹⁰⁾	255,519	208,964	0	4,102	836,673 ⁽¹¹⁾⁽¹²⁾	1,356,675
	2018	0	0	0	0	0	0	0
	2017	0	0	0	0	0	0	0

(1) Valuation Disclosure for Share-Based Awards – The fair value of share-based awards at the grant date, as shown in the Summary Compensation Table above, reflects the number of PSUs awarded multiplied by the value calculated using the Willis Towers Watson expected life binomial methodology. This methodology was selected as it provides alignment throughout the compensation review process by using the same methodology for benchmarking, grant and disclosure purposes.

A summary of the valuation factors calculated using the Willis Towers Watson expected life binomial methodology as well as under the accounting valuation methodology is presented in the following table. Detailed assumptions and valuation factors are presented on page 57.

	WILLIS TOWERS WATSON EXPECTED LIFE BINOMIAL METHODOLOGY		ACCOUNTING VALUATION METHODOLOGY		VARIANCE WILLIS TOWERS WATSON VS. ACCOUNTING	
	VALUATION FACTOR	GRANT DATE FAIR VALUE	VALUATION FACTOR	GRANT DATE FAIR VALUE		
2019 SHARE-BASED AWARDS						
ROIC	59%	January 31 – C\$64.69	63.5%	January 31 – C\$69.62	January 31 – (C\$4.93)	
		June 25 – C\$71.00		75.1%	June 25 – C\$90.38	June 25 – (C\$19.38)
		December 6 – C\$70.21		72.6%	December 6 – C\$86.40	December 6 – (C\$16.19)
TSR	77%	January 31 – C\$84.43	116.2%	January 31 – C\$127.41	January 31 – (C\$42.98)	
		June 25 – C\$92.66		117.7%	June 25 – C\$141.65	June 25 – (C\$48.99)
		December 6 – C\$91.63		108.5%	December 6 – C\$129.17	December 6 – (C\$37.54)
2018 SHARE-BASED AWARD						
ROIC	59%	January 25 – C\$57.24	50.9%	January 25 – C\$49.39 ^(a)	January 25 – C\$7.85	
		March 8 – C\$56.10		50.9%	March 8 – C\$49.39 ^(a)	March 8 – C\$6.71
		March 19 – C\$56.05		50.9%	March 19 – C\$49.39 ^(a)	March 19 – C\$6.66
		July 26 – C\$69.50		74.4%	July 26 – C\$87.61	July 26 – (C\$18.11)
TSR	77%	January 25 – C\$74.71	105.9%	January 25 – C\$102.74 ^(a)	January 25 – (C\$28.03)	
		March 8 – C\$73.21		105.9%	March 8 – C\$102.74 ^(a)	March 8 – (C\$29.53)
		March 19 – C\$73.15		105.9%	March 19 – C\$102.74 ^(a)	March 19 – (C\$29.59)
		July 26 – C\$90.71		130.5%	July 26 – C\$153.67	July 26 – (C\$62.96)
2017 SHARE-BASED AWARD						
ROIC	59%	C\$54.23	57.9%	C\$53.19	C\$1.04	
TSR	77%	C\$70.77	112.5%	C\$103.37	(C\$32.60)	

(a) All off-cycle ROIC and TSR awards granted in the first quarter of 2018 were expensed at a grant date fair value of C\$49.39 and C\$102.74 respectively.

(2) Valuation Disclosure for Option-Based Awards – The fair value of option-based awards at the grant date, as shown in the Summary Compensation Table above, reflects the number of stock options awarded multiplied by the value calculated using the Willis Towers Watson expected life binomial methodology. This methodology was selected as it provides alignment throughout the compensation review process by using the same methodology for benchmarking, grant and disclosure purposes.

A summary of the valuation factors calculated using the Willis Towers Watson expected life binomial methodology as well as under the accounting valuation methodology is presented in the following table. Detailed assumptions for both methodologies are presented on page 57.

	WILLIS TOWERS WATSON EXPECTED LIFE BINOMIAL METHODOLOGY		ACCOUNTING VALUATION METHODOLOGY		VARIANCE
	VALUATION FACTOR	GRANT DATE FAIR VALUE	VALUATION FACTOR	GRANT DATE FAIR VALUE	WILLIS TOWERS WATSON VS. ACCOUNTING
2019 OPTION-BASED AWARD	16%	January 31 – C\$17.54	14.7%	January 31 – C\$16.08	January 31 – C\$1.46
		June 25 – C\$19.25	15.0%	June 25 – C\$18.06	June 25 – C\$1.19
		December 6 – C\$19.04	15.5%	December 6 – C\$18.46	December 6 – C\$0.58
2018 OPTION-BASED AWARD	16%	January 25 – C\$15.52	15.6%	January 25 – C\$15.10	January 25 – C\$0.42
		March 8 – C\$15.21	15.4%	March 8 – C\$14.67	March 8 – C\$0.54
		March 19 – C\$15.20	15.3%	March 19 – C\$14.57	March 19 – C\$0.63
		July 26 – C\$18.85	16.9%	July 26 – C\$19.91	July 26 – (C\$1.06)
2017 OPTION-BASED AWARD	17%	C\$15.62	15.6%	C\$14.37	C\$1.25

- (3) Represents the incentive award earned under the AIBP for the applicable year. Refer to page 43 for the details of the AIBP.
- (4) Includes the compensatory value of pension benefits as reported in the "Defined Benefit Plans" and "Defined Contribution Plans" tables in the "Pension Plan Benefits" section on page 63 and excludes the notional investment earnings (and losses) from the Defined Contribution Supplemental Executive Retirement Plan for Mr. Reilly and Mrs. Klein. Refer to page 64 for details of the Defined Contribution Supplemental Executive Retirement Plans. The compensatory charge for Messrs. Ruest, Houle and Finn is negative because their pensionable earnings during 2019 was lower than expected due to no payments being made from the AIBP for the year 2019.
- (5) Includes the value of perquisites, personal benefits, and other compensation (as applicable), such as post-retirement benefits or the employer contribution under the ESIP. Perquisites and other personal benefits that, in aggregate, amount to less than C\$50,000 or 10% of the total salary for any of the NEOs are not reported in this column. Details are provided in the table on page 58.
- (6) Mr. Ruest was appointed President and CEO effective July 24, 2018. Mr. Ruest's 2018 salary reflects five months as President and CEO and seven months as Executive Vice-President and CMO.
- (7) Mr. Reilly was hired in June 2019 and, as such, his salary for 2019 reflects only 6 months.
- (8) A special cash award of U.S. \$1,750,000 (C\$2,322,075) was provided to Mr. Reilly upon his hiring at CN in June 2019 in order to mitigate the compensation losses he incurred by leaving BNSF and was determined based on a review of his outstanding short and long-term compensation both in terms of form and timing, with a view to attracting his valued experience and skill set to CN. This amount is included in the 2019 "All Other Compensation" amount and is subject to a 24-month clawback provision in case of resignation or termination for cause.
- (9) In 2019, Mr. Reilly relocated to CN's head office in Canada, and the value includes a 2019 tax equalization amount of C\$1,060,404 provided by the Company to maintain Mr. Reilly's compensation, on a post-tax basis, at a similar level had he remained in the U.S.
- (10) Mrs. Klein was hired in December 2019 and, as such, her salary for 2019 reflects only 1 month.
- (11) A special cash award of U.S. \$535,000 (C\$709,892) was provided to Mrs. Klein upon her hiring at CN in December 2019 in order to mitigate the compensation losses she incurred by leaving ABB and was determined based on a review of her outstanding short and long-term compensation both in terms of form and timing, with a view to attracting her valued experience and skill set to CN. This amount is included in the 2019 "All Other Compensation" amount and is subject to a 24-month clawback provision in case of resignation or termination for cause.
- (12) In 2019, Mrs. Klein relocated to CN's head office in Canada, and the value includes a 2019 tax equalization amount of C\$125,704 provided by the Company to maintain Mrs. Klein's compensation, on a post-tax basis, at a similar level had she remained in the U.S.

Total Compensation for the NEOs in U.S. Dollars

The following table sets forth the annual total compensation in U.S. dollars for the NEOs, for the years ended December 31, 2019, 2018, and 2017. Compensation of the NEOs has been paid in U.S. dollars since 2002 as it provides a more precise, meaningful and stable comparison basis with U.S.-denominated compensation from the selected Class I Railroad comparator group.

NAME AND PRINCIPAL POSITION	YEAR	SALARY (U.S.\$)	SHARE-BASED AWARDS (U.S.\$)	OPTION-BASED AWARDS (U.S.\$)	NON-EQUITY INCENTIVE PLAN COMPENSATION – ANNUAL INCENTIVE PLANS (U.S.\$)	PENSION VALUE (U.S.\$)	ALL OTHER COMPENSATION (U.S.\$)	TOTAL COMPENSATION (U.S.\$)
Jean-Jacques Ruest President and Chief Executive Officer	2019	750,000	4,202,226	2,097,520	–	(257,388)	19,685	6,812,043
	2018	674,063	1,974,665	1,615,676	1,156,851	1,152,653	18,549	6,592,457
	2017	595,000	990,074	809,869	761,600	395,472	16,583	3,568,598
Ghislain Houle Executive Vice-President and Chief Financial Officer	2019	605,000	1,017,622	832,301	–	(64,530)	15,355	2,405,748
	2018	590,000	935,143	765,004	726,880	213,189	15,303	3,245,519
	2017	565,000	825,118	674,887	732,240	376,853	14,417	3,188,515
Robert Reilly Executive Vice-President and Chief Operating Officer And Interim Chief Information & Technology Officer	2019	320,833	825,044	675,204	–	38,009	2,553,511	4,412,601
	2018	–	–	–	–	–	–	–
	2017	–	–	–	–	–	–	–
Sean Finn Executive Vice-President Corporate Services and Chief Legal Officer	2019	585,000	797,591	652,355	–	(206,790)	15,538	1,843,694
	2018	570,000	783,831	641,342	684,000	370,694	15,346	3,065,213
	2017	555,000	770,069	629,900	710,400	236,836	14,741	2,916,946
Dorothea Klein Senior Vice-President and Chief Human Resources Officer	2019	38,750	192,599	157,491	–	3,008	630,547	1,022,395
	2018	–	–	–	–	–	–	–
	2017	–	–	–	–	–	–	–

Extension to Notes (1) and (2) of the Summary Compensation Table on the Calculation of Grant Date Fair Value of Awards

The fair value of the LTI awards reflects their expected value on the date of the grant. Since 2014, the value is calculated based on Willis Towers Watson's expected life binomial methodology in an effort to align the valuation methodology used throughout the compensation review process for benchmarking, grant and disclosure purposes. Share-based awards represent the awards of PSUs under the Share Units Plan. Option-based awards represent the awards of stock options pursuant to the Management Long-Term Incentive Plan. The grant date fair value for PSUs and stock options considers the following assumptions:

Share-Based Awards (PSUs)

	2017 (JANUARY)	2018 (JANUARY)	2018 (MARCH 8)	2018 (MARCH 19)
Closing share price on grant date (C\$)	91.91	97.02	95.08	95.00
Risk-free interest rate over term of the award ⁽¹⁾	0.50% to 1.25% based on yield curve	0.75% to 1.25% based on yield curve	0.75% to 1.25% based on yield curve	0.75% to 1.25% based on yield curve
Expected stock price volatility over term of the award ⁽²⁾	20%	19%	19%	19%
Expected annual dividends per share (C\$)	1.50	1.65	1.65	1.65
Expected term ⁽³⁾	3 years	3 years	3 years	3 years
Resulting fair value per unit (C\$)	ROIC – 54.23 TSR – 70.77	ROIC – 57.24 TSR – 74.71	ROIC – 56.10 TSR – 73.21	ROIC – 56.05 TSR – 73.15

Share-Based Awards (PSUs)

	2018 (JULY)	2019 (JANUARY)	2019 (JUNE 25)	2019 (DECEMBER 6)
Closing share price on grant date (C\$)	117.80	109.65	120.34	119.00
Risk-free interest rate over term of the award ⁽¹⁾	0.75% to 1.25% based on yield curve	1.50% to 1.75% based on yield curve	1.50% to 1.75% based on yield curve	1.50% to 1.75% based on yield curve
Expected stock price volatility over term of the award ⁽²⁾	19%	18%	18%	18%
Expected annual dividends per share (C\$)	1.65	1.82	1.82	1.82
Expected term ⁽³⁾	3 years	3 years	3 years	3 years
Resulting fair value per stock option (C\$)	ROIC – 69.50 TSR – 90.71	ROIC – 64.69 TSR – 84.43	ROIC – 71.00 TSR – 92.66	ROIC – 70.21 TSR – 91.63

Option-Based Awards

	2017 (JANUARY)	2018 (JANUARY)	2018 (MARCH 8)	2018 (MARCH 19)
Closing share price on grant date (C\$)	91.91	97.02	95.08	95.00
Risk-free interest rate over term of the award ⁽¹⁾	0.50% to 2.25% based on yield curve	0.75% to 2.25% based on yield curve	0.75% to 2.25% based on yield curve	0.75% to 2.25% based on yield curve
Expected stock price volatility over term of the award ⁽²⁾	20%	18%	18%	18%
Expected annual dividends per share (C\$)	1.50	1.65	1.65	1.65
Expected term ⁽³⁾	6.25 years	6.25 years	6.25 years	6.25 years
Resulting fair value per stock option (C\$)	15.62	15.52	15.21	15.20

Option-Based Awards

	2018 (JULY)	2019 (JANUARY)	2019 (JUNE 25)	2019 (DECEMBER 6)
Closing share price on grant date (C\$)	117.80	109.65	120.34	119.00
Risk-free interest rate over term of the award ⁽¹⁾	0.75% to 2.25% based on yield curve	1.50% to 2.50% based on yield curve	1.50% to 2.50% based on yield curve	1.50% to 2.50% based on yield curve
Expected stock price volatility over term of the award ⁽²⁾	18%	19%	19%	19%
Expected annual dividends per share (C\$)	1.65	1.82	1.82	1.82
Expected term ⁽³⁾	6.25 years	6.25 years	6.25 years	6.25 years
Resulting fair value per stock option (C\$)	18.85	17.54	19.25	19.04

- (1) Based on the zero coupon yield curve rate commensurate with the expected term of a given award. The Willis Towers Watson expected life binomial model uses a yield curve for the risk-free interest rate (with different interest rates applying depending on the lattice node) rather than one particular rate.
- (2) Based on daily share prices, dividend data and average of volatilities for CN's NYSE and TSX-listed shares for a period commensurate with the expected term of a given award.
- (3) Represents the period of time that awards are expected to be outstanding. For option-based awards, the Company uses the SEC Safe Harbor calculation.

The share- and option-based awards are sensitive to variations in assumptions, in particular the risk-free interest rate and stock price volatility.

Details of "All Other Compensation" Amounts for 2019, 2018, and 2017 ⁽¹⁾

NAME	YEAR	PERQUISITES AND OTHER PERSONAL BENEFITS ⁽²⁾ (C\$)		OTHER COMPENSATION (C\$)	ALL OTHER COMPENSATION (TOTAL OF THE TWO PREVIOUS COLUMNS) (C\$)
Jean-Jacques Ruest	2019	Nil	ESIP employer contribution:	20,920 ⁽³⁾	26,120
			Post-retirement benefits:	5,200 ⁽⁴⁾	
	2018	Nil	ESIP employer contribution:	18,334 ⁽³⁾	24,034
			Post-retirement benefits:	5,700 ⁽⁴⁾	
	2017	Nil	ESIP employer contribution:	16,235 ⁽³⁾	21,535
			Post-retirement benefits:	5,300 ⁽⁴⁾	
Ghislain Houle	2019	Nil	ESIP employer contribution:	16,875 ⁽³⁾	20,375
			Post-retirement benefits:	3,500 ⁽⁴⁾	
	2018	Nil	ESIP employer contribution:	16,028 ⁽³⁾	19,828
			Post-retirement benefits:	3,800 ⁽⁴⁾	
	2017	Nil	ESIP employer contribution:	15,422 ⁽³⁾	18,722
			Post-retirement benefits:	3,300 ⁽⁴⁾	
Robert Reilly	2019	Nil	ESIP employer contribution:	5,775 ⁽³⁾	3,388,254
			Special Cash Award:	2,322,075 ⁽⁵⁾	
			Tax Equalization Amount:	1,060,404 ⁽⁷⁾	
Sean Finn	2019	Nil	ESIP employer contribution:	16,318 ⁽³⁾	20,618
			Post-retirement benefits:	4,300 ⁽⁴⁾	
	2018	Nil	ESIP employer contribution:	15,484 ⁽³⁾	19,884
			Post-retirement benefits:	4,400 ⁽⁴⁾	
	2017	Nil	ESIP employer contribution:	15,143 ⁽³⁾	19,143
			Post-retirement benefits:	4,000 ⁽⁴⁾	
Dorothea Klein	2019	Nil	ESIP employer contribution:	1,077 ⁽³⁾	836,673
			Special Cash Award:	709,892 ⁽⁶⁾	
			Tax Equalization Amount:	125,704 ⁽⁷⁾	

- (1) This table outlines the perquisites and other compensation received by NEOs in 2019, 2018, and 2017. The amounts are calculated based on the incremental cost to the Company. The policy of the Company on the usage of the corporate aircraft provides that it is restricted to business-related purposes, save for certain exceptional circumstances.
- (2) Perquisites and other personal benefits include the use of a Company-leased vehicle, parking, club membership, executive physical exam, financial counselling and tax services, and certain healthcare benefits and life insurance coverage. The incremental cost to the Company is determined by the actual cost of the Company-leased vehicle (including gas and maintenance fees), parking, club membership, annual executive physical exam, financial counselling and tax services and by the cost of certain healthcare benefits and life insurance coverage in excess of that offered to salaried employees. See section "Executive Perquisites" on page 47 for more details. Perquisites and other personal benefits that amount to less than C\$50,000 (in aggregate) or 10% of total salary for any of the NEOs are reported as "Nil" in this column.
- (3) Represents the value of the Company-match under the ESIP. See section "Employee Share Investment Plan" on page 47 for more details.
- (4) Represents the service cost for post-retirement benefits, if applicable.
- (5) Represents a special cash award of U.S. 1,750,000 (C2,322,075) paid to Mr. Reilly upon his hire in June 2019 to mitigate compensation losses incurred as a result of his departure from BNSF. The cash award is subject to a 24-month clawback provision in case of resignation or termination for cause. See Note 1 on page 52 for more details.
- (6) Represents a special cash award of U.S.\$535,000 (C\$709,892) paid to Mrs. Klein upon her hire in December 2019 to mitigate her compensation losses incurred as a result of her departure from ABB. The cash award is subject to a 24-month clawback provision in case of resignation or termination for cause. See Note 1 on page 53 for more details.
- (7) In 2019, Mr. Reilly and Mrs. Klein relocated to CN's head office in Canada, and the values represent the 2019 tax equalization amounts provided by the Company to maintain their compensation, on a post-tax basis, at a similar level as if they remained in the U.S.

Incentive Plan Awards

Share-Based and Option-Based Awards in 2019

The following table shows information regarding grants of PSUs made to NEOs under the Share Units Plan, and grants of stock options made under the MLTIP in 2019, if any.

NAME	GRANT DATE	AWARD TYPE	SECURITIES, UNITS OR OTHER RIGHTS (#)	END OF PLAN PERIOD OR EXPIRY DATE	SHARE PRICE ON DATE OF GRANT (C\$)	AWARD'S GRANT DATE FAIR VALUE ⁽¹⁾ (C\$)
Jean-Jacques Ruest	January 31, 2019	PSUs ⁽²⁾	79,294	December 31, 2021	109.65	5,516,472
		Options ⁽³⁾	157,000	January 31, 2029	109.65	2,753,780
Ghislain Houle	January 31, 2019	PSUs ⁽²⁾	19,202	December 31, 2021	109.65	1,335,883
		Options ⁽³⁾	62,298	January 31, 2029	109.65	1,092,707
Robert Reilly	June 25, 2019	PSUs ⁽²⁾	14,225	December 31, 2021	120.34	1,086,153
		Options ⁽³⁾	46,152	June 25, 2029	120.34	888,426
Sean Finn	January 31, 2019	PSUs ⁽²⁾	15,050	December 31, 2021	109.65	1,047,037
		Options ⁽³⁾	48,829	January 31, 2029	109.65	856,461
Dorothea Klein	December 6, 2019	PSUs ⁽²⁾	3,384	December 31, 2021	119.00	255,519
		Options ⁽³⁾	10,975	December 6, 2029	119.00	208,964

(1) The grant date fair values reported for PSUs and stock options are calculated using the same assumptions as described in the extension to footnotes 1 and 2 of the Summary Compensation Table on page 57.

(2) The PSUs granted in 2019 were made under the Share Units Plan. The payout of PSUs granted in 2019 to NEOs is subject to two distinct performance measures. Seventy percent (70%) of the PSU award is subject to the achievement of ROIC objectives for the period ending on December 31, 2021, and to the attainment of a minimum average closing share price established at the beginning of the cycle of C\$104.19 or U.S.\$77.08. The remaining 30% is subject to the TSR performance of CN measured against two comparator groups i) selected Class I Railroads; and ii) S&P/TSX 60 companies for the period ending on December 31, 2021. Details are described under "Performance Share Units: 2019 Award" on page 46.

(3) The stock options granted in 2019 were made under the MLTIP and vest over a period of four years, with 25% of the stock options vesting at each anniversary date of the award. Unexercised stock options shall expire on the tenth anniversary of the date of the award. See section "Management Long-Term Incentive Plan" on page 61 for a description of the plan.

Outstanding Share-Based Awards and Option-Based Awards

The following table shows all awards made to NEOs and outstanding on December 31, 2019.

NAME	OPTION-BASED AWARDS ⁽¹⁾				SHARE-BASED AWARDS		
	NUMBER OF SECURITIES UNDERLYING UNEXERCISED OPTIONS (#)	OPTION EXERCISE PRICE ⁽²⁾ (C\$)	OPTION EXPIRATION DATE	VALUE OF UNEXERCISED IN-THE-MONEY OPTIONS ⁽³⁾ (C\$)	NUMBER OF SHARES OR UNITS OF SHARES THAT HAVE NOT VESTED ⁽⁴⁾ (#)	MARKET OR PAYOUT VALUE OF SHARE-BASED AWARDS THAT HAVE NOT VESTED ⁽⁵⁾ (C\$)	MARKET OR PAYOUT VALUE OF VESTED SHARE-BASED AWARDS NOT PAID OUT OR DISTRIBUTED ⁽⁶⁾ (C\$)
Jean-Jacques Ruest	157,000	108.49	2029/01/31	16,381,220	116,415	13,677,560	24,221,834
	55,053	117.13	2028/07/26				
	65,387	101.97	2028/01/25				
	67,942	91.10	2027/01/26				
	77,407	68.56	2026/01/28				
	57,090	87.03	2025/01/29				
	60,120	68.76	2024/02/03				
	65,560	61.29	2023/01/24				
Ghislain Houle	62,298	108.49	2029/01/31	6,326,035	37,975	4,461,683	8,099,261
	60,908	101.97	2028/01/25				
	56,618	91.10	2027/01/26				
	18,047	82.68	2026/07/27				
	10,546	74.17	2026/01/28				
	7,892	84.55	2025/01/29				
	8,260	58.71	2024/02/03				
	8,680	47.30	2023/01/24				
11,200	38.29	2022/01/26					
Robert Reilly	46,152	118.74	2029/06/25	0	14,225	1,671,295	0
Sean Finn	48,829	108.49	2029/01/31	2,776,111	31,802	3,736,417	3,095,361
	40,764	95.79	2028/03/08				
	26,422	91.10	2027/01/26				
	15,426	68.56	2026/01/28				
Dorothea Klein	10,975	116.52	2029/12/06	10,646	3,384	397,586	0

(1) Includes all stock options granted under the MLTIP and outstanding on December 31, 2019.

- (2) Where applicable, stock option exercise prices in U.S. dollars resulting from stock option grants to NEOs made in U.S. dollars were converted to Canadian dollars using the December 31, 2019, exchange rate of U.S.\$1.00 = C\$1.2990. The conversion of these option exercise prices results in different Canadian dollar equivalent values for stock option grants made in U.S. dollars when compared to the values presented in the "Share-Based and Option-Based Awards in 2019" table on page 59, under the "Share Price on Date of Grant" column. The following table presents the option exercise prices that were converted to Canadian dollars based on the December 31, 2019 exchange rate:

OPTION EXPIRATION DATE	OPTION EXERCISE PRICE (U.S.\$)	OPTION EXERCISE PRICE (C\$)	OPTION EXPIRATION DATE	OPTION EXERCISE PRICE (U.S.\$)	OPTION EXERCISE PRICE (C\$)
2029/12/06	89.70	116.52	2026/07/27	63.65	82.68
2029/06/25	91.41	118.74	2026/01/28	52.78	68.56
2029/01/31	83.52	108.49	2025/01/29	67.00	87.03
2028/07/26	90.17	117.13	2024/02/03	52.93	68.76
2028/03/08	73.74	95.79	2023/01/24	47.18	61.29
2028/01/25	78.50	101.97	2022/01/26	38.19	49.61
2027/01/26	70.13	91.10			

- (3) The value of unexercised in-the-money stock options at financial year-end for stock options granted to NEOs in Canadian dollars is the difference between the closing share price of the common shares on December 31, 2019, on the TSX (C\$117.47) and the exercise price. The value of unexercised in-the-money stock options at financial year-end for stock options granted to NEOs in U.S. dollars is the difference between the closing share price of the common shares on December 31, 2019, on the NYSE (U.S.\$90.45) converted to Canadian dollars based on the December 31, 2019, exchange rate of U.S.\$1 = C\$1.2990 (i.e. U.S.\$90.45 × 1.2990 = C\$117.49) and the exercise price converted to Canadian dollars using this same exchange rate. Please refer to Note 2 of this table for additional details. This value has not been and may never be realized. The actual gains, if any, will depend on the value of the common shares on the date of exercise.
- (4) Includes all PSUs outstanding on December 31, 2019, that have not vested on such date under the Share Units Plan. Payouts for these units are conditional upon meeting performance measures and a minimum share price condition that may or may not be achieved.
- (5) The value of outstanding share units awarded under the Share Units Plan in Canadian dollars is based on the closing price of the common shares on the TSX on December 31, 2019 (C\$117.47). The value of outstanding share units awarded under the Share Units Plan in U.S. dollars is based on the closing price of the common shares on the NYSE on December 31, 2019 (U.S.\$90.45), converted to Canadian dollars based on the December 31, 2019 exchange rate of U.S.\$1 = C\$1.2990 (i.e. U.S.\$90.45 × 1.2990 = C\$117.49). The values assume that the target average Relative TSR and ROIC objectives (i.e. 100%) and the minimum share price condition are met. In accordance with the Share Units Plan, a performance vesting factor between 0% and 200% will apply to the awarded share units.
- (6) Includes the value as at December 31, 2019 of the 2017 PSU awards granted under the Share Units Plan. The value is based on the closing price of the common shares on the TSX on December 31, 2019 (C\$117.47) for grants made in Canadian dollars and based on the closing price of the common shares on the NYSE on December 31, 2019 (U.S.\$90.45) converted to Canadian dollars based on the December 31, 2019 exchange rate of U.S.\$1 = C\$1.2990 (i.e. U.S.\$90.45 × 1.2990 = C\$117.49) for grants made in U.S. dollars. The payout of the 2017 PSUs awards was subject to two distinct performance measures. Seventy percent (70%) of the 2017 PSU award was subject to the achievement of ROIC objectives for the period ending on December 31, 2019, and to the attainment of a minimum average closing share price established at the beginning of the cycle of C\$90.56 or U.S.\$67.92. The average ROIC for the period ended on December 31, 2019 was 16.69%, exceeding the target for the plan period, and the minimum share price condition was met. The ROIC performance vesting factor was therefore 169.4%. The remaining thirty percent (30%) was subject to the TSR performance of CN measured against two comparator groups i) selected Class I Railroads; and ii) S&P/TSX 60 companies for the period ending on December 31, 2019. The Relative TSR performance of CN resulted in a Relative TSR performance vesting factor of 100.0%. The 2017 PSU awards were equity-settled for all NEOs on February 25, 2020.

Also includes the value as at December 31, 2019 of the DSUs that have vested under the terms of the VIDP based on the closing share price of the Company's common shares on the TSX of C\$117.47. Units held under this deferred compensation plan are only payable upon cessation of employment (please refer to page 62 for more details on the Company's Deferred Compensation Plans). The following table provides the breakdown, for each of the NEOs, of the market value of vested share-based awards that were not paid out or distributed on December 31, 2019:

NAME	2017 PSUs (C\$)	ACCUMULATED DSUs (C\$)	TOTAL (C\$)
Jean-Jacques Ruest	3,979,716	20,242,118	24,221,834
Ghislain Houle	3,316,608	4,782,653	8,099,261
Robert Reilly	0	0	0
Sean Finn	3,095,361	0	3,095,361
Dorothea Klein	0	0	0

Incentive Plan Awards – Value Vested or Earned During the Year

The following table shows the value from incentive plans vested or earned by NEOs under the Company's incentive plans, including the annual incentive bonus, PSUs, DSUs and stock options earned during the financial year ended December 31, 2019.

NAME	OPTION-BASED AWARDS – VALUE VESTED DURING THE YEAR ⁽¹⁾ (C\$)	SHARE-BASED AWARDS – VALUE VESTED DURING THE YEAR ⁽²⁾ (C\$)	NON-EQUITY INCENTIVE PLAN COMPENSATION – VALUE EARNED DURING THE YEAR ⁽³⁾ (C\$)
Jean-Jacques Ruest	1,600,563	3,979,716	0
Ghislain Houle	681,874	3,316,608	0
Robert Reilly	0	0	0
Sean Finn	1,348,155	3,095,361	0
Dorothea Klein	0	0	0

- (1) Represents the value of the potential gains from stock options granted under the MLTIP in 2015, 2016, 2017, and 2018 that vested during the 2019 financial year. These grants all vest over four years, with 25% of stock options vesting on each anniversary date (see section "Management Long-Term Incentive Plan" starting on page 61 for a description of the Plan). The potential gains are calculated as the difference between the closing price of the common shares on each of the stock option grant anniversary dates in 2019 and the exercise price, converted to Canadian dollars when applicable using the exchange rate on such vesting date (see "Currency Exchange Information" on page 66). This value has not been and may never be realized. The actual gains, if any, will depend on the value of the common shares on the date of exercise.
- (2) Includes PSUs granted in 2017 that vested on December 31, 2019 under the Share Units Plan.
- (3) As the Company did not meet its corporate financial objectives in 2019, there was no bonus earned under the AIBP for the financial year ended on December 31, 2019.

Incentive Plan Awards – Value of Exercised Stock Options and Performance Share Units Paid During the Year

The following table lists the number of shares acquired and the value realized as a result of stock options exercised by NEOs in 2019 as well as PSUs which vested on December 31, 2019. For stock options exercised, the value realized is calculated by multiplying the number of shares acquired by the difference between the exercise price and the market price of CN common shares on the exercise date.

NAME	STOCK OPTIONS		PSUs	TOTAL VALUE REALIZED (C\$)
	NUMBER OF SHARES ACQUIRED ON EXERCISE	VALUE REALIZED ON EXERCISE (C\$)	VALUE REALIZED ON DECEMBER 31, 2019 (C\$)	
Jean-Jacques Ruest	0	0	3,979,716	3,979,716
Ghislain Houle	0	0	3,316,608	3,316,608
Robert Reilly	0	0	0	0
Sean Finn	53,558	1,700,164	3,095,361	4,795,525
Dorothea Klein	0	0	0	0

Management Long-Term Incentive Plan

The MLTIP was approved by the Company's shareholders on May 7, 1996, and amended on April 28, 1998; April 21, 2005; April 24, 2007; March 4, 2008; January 27, 2015, January 1, 2019 and, on January 1, 2020.

Eligible participants under the MLTIP are employees of the Company or its affiliates as determined by the Board of Directors. Grants cannot be made to non-employee directors under the MLTIP. The maximum number of common shares that may be issued under the MLTIP is 120,000,000. The following table provides information on the status of the reserve and the number of shares issued and issuable under the MLTIP, as at February 29, 2020.

Stock Options Outstanding and Available for Grant as of February 29, 2020

	NUMBER OF COMMON SHARES (#)	% OF OUTSTANDING COMMON SHARES
Stock options already granted and outstanding	4,151,169	0.58%
Stock options issuable under the MLTIP	14,260,341	2.00%
Shares issued following the exercise of stock options	101,588,490	14.26%

Stock Options Granted under the MLTIP as at December 31, 2019, 2018 and 2017

The following table presents information concerning stock options granted under the MLTIP as at December 31 of the years indicated below.

	2019	2018	2017
Number of stock options granted during the year	933,372	1,099,753	966,666
Number of employees who were granted stock options	209	199	189
Number of stock options outstanding at year-end	3,736,116	4,198,175	5,046,279
Weighted average exercise price of stock options outstanding	C\$86.89	C\$79.73	C\$66.78
Number of stock options granted as a % of outstanding shares ⁽¹⁾	0.13%	0.15%	0.13%
Number of stock options exercised	1,116,974	1,674,277	1,179,684

(1) Annual burn rate, as calculated in accordance with Section 613(p) of the TSX Company Manual.

As per stock exchanges rule, the maximum number of common shares that may be issued and/or be the subject of a grant to any one participant in a particular year is 20% of the awards in that year. The maximum aggregate number of common shares, with regard to which awards may be made to any participant under the MLTIP and under any other plan, which the Company has or may eventually have, shall not exceed 5% of the common shares issued and outstanding. The maximum number of common shares that may be issued to insiders, at any time, under all security-based compensation, cannot exceed 10% of the issued and outstanding common shares. Also pursuant to the March 8, 2005 amendment, the maximum number of common shares with regard to which awards may be made during a calendar year is limited to 1% of the outstanding common shares at the beginning of that year. As demonstrated in the previous table, the number of stock options granted is well below the 1% limitation. Stock options are non-transferable except, in certain circumstances, upon the death of the holder of such stock options.

Stock Option Features

GRANT CURRENCY	SAME CURRENCY AS THE RECIPIENT'S SALARY
Exercise Price	At least equal to the closing share price of the common shares on the TSX or the NYSE (depending on the grant currency) on the grant date.
Term	Ten years
Vesting Criteria	<p>Stock options may become exercisable on the anniversary date ("conventional stock options") and/or upon meeting performance targets ("performance options") as established for each grant.</p> <p>Since 2005, grants have been of conventional stock options, which vest over four years, with 25% of stock options vesting on each anniversary.</p> <p>Grants made after January 1, 2020, vest over five years, with 20% of stock options vesting on each anniversary.</p>
Termination Conditions	<p>Stock options shall be cancelled upon the termination of a participant's employment for cause or if the participant voluntarily terminates employment.</p> <p>In the event that a participant's employment is terminated by the Company other than for cause, all stock options held by such participant continue to vest and shall be cancelled three months after termination of the participant's employment. For awards made in 2019 and after, all vested stock options at time of termination held by such participant shall be cancelled three months after termination of the participant's employment, and all unvested stock options at time of termination shall be cancelled at termination.</p> <p>In the case of retirement, stock options continue to vest and shall be cancelled three years after the retirement date. For awards made in 2020 and after, stock options continue to vest and shall be cancelled four years after the retirement date.</p> <p>Since January 1, 2019, in the event of a participant's death, all available stock options immediately vest and may be exercised by the estate within a period of twelve months from the date of death.</p> <p>In the event non-compete, non-solicitation, confidentiality or other conditions of the grant are breached, stock options shall be forfeited and cancelled.</p> <p>These conditions are subject to the discretion of the Committee.</p>

At the 2007 annual meeting, shareholders approved an ordinary resolution confirming the addition of new amendment provisions to the MLTIP. Such amendment provisions state that the Board of Directors or the Committee, as provided in the MLTIP or pursuant to a specific delegation and in accordance with applicable legislation and regulations, may amend any of the provisions of the MLTIP or suspend or terminate the MLTIP or amend the terms of any then outstanding award of stock options under the MLTIP ("Options") provided, however, that the Company shall obtain shareholder approval for:

- (i) any amendment to the maximum number of common shares issuable under the MLTIP, except for adjustments in the event that such shares are subdivided, consolidated, converted or reclassified by the Company or that any other action of a similar nature affecting such shares is taken by the Company (a "Share Adjustment");
- (ii) any amendment which would allow non-employee directors to be eligible for new awards under the MLTIP;
- (iii) any amendment which would permit any Option granted under the MLTIP to be transferable or assignable other than by will or pursuant to succession laws (estate settlements);
- (iv) the addition of a cashless exercise feature, payable in cash or common shares, which does not provide for a full deduction of the number of underlying shares from the MLTIP reserve;
- (v) the addition in the MLTIP of deferred or performance share unit provisions or any other provisions which result in participants receiving common shares while no cash consideration is received by the Company;
- (vi) any reduction in the exercise price of an Option after the Option has been granted to a participant or any cancellation of an Option and the substitution of that Option by a new Option with a reduced exercise price granted to the same participant, except in the case of a Share Adjustment;

- (vii) any extension to the term of an outstanding Option beyond the original expiry date, except in the case of an extension due to a blackout period;
- (viii) any increase to the maximum number of common shares that may be issued:
 - a. under the MLTIP to any participant during any calendar year; or
 - b. under the MLTIP and under any other plan to any participant;
- (ix) the addition in the MLTIP of any form of financial assistance and any amendment to a financial assistance provision, which is more favourable to participants.

No amendment, suspension or termination shall, except with the written consent or the deemed consent of the participants concerned, affect the terms and conditions of Options previously granted under the MLTIP, unless the rights of the participants have terminated in accordance with the MLTIP.

On March 4, 2008, the MLTIP was amended to include a “double-trigger provision”. Pursuant to such provisions, provided that a proper substitute is granted, the vesting of non-performance-based stock options held by a participant would not accelerate upon a Change of Control, unless the participant is terminated without cause or resigns for good reason. Please refer to “Change of Control Provisions” on page 48 for more details on such amendment.

On January 27, 2015, the MLTIP was amended to make certain changes to the retirement definition. Before January 27, 2015, the retirement definition of the MLTIP was based on the retirement definition of pension plans. All reporting and non-reporting Company insiders were

subject to a retirement definition providing for a minimum retirement age of 55. The amended retirement definition maintains the retirement age at 55 and introduces a minimum continuous service condition of five (5) years to be eligible for continued vesting and exercise of stock options upon retirement.

In late 2018, the Board approved changes to the MLTIP which became effective as of January 1, 2019. The retirement definition of the MLTIP was amended for awards made in 2019 and after, to the earlier of (i) 55 years of age and twelve (12) years of continuous service, or (ii) 60 years of age and seven (7) years of continuous service. Another amendment was also made to remove the three-month continued vesting provision in case of involuntary termination without cause for awards made in 2019 and after. The vested stock options at the time of involuntary termination without cause remain exercisable for a period of three months from the termination date, however no stock options become vested during such three-month period. Finally, the MLTIP was amended to provide immediate vesting of all stock options in case of death of the participant.

In July 2019, the Board approved changes to the MLTIP which became effective as of January 1, 2020. The vesting period of the the stock options for awards made in 2020 and after was increased from a four-year period, with 25% of the stock options granted that vest on each anniversary date, to a five year period, with 20% of the stock options granted that vest on each anniversary date. Finally, the time period to exercise stock options upon retirement for awards made in 2020 and after was increased from three to four years following the retirement date to align with the extended vesting period and to allow for all stock options to vest through retirement.

Deferred Compensation Plans

The VIDP was introduced by the Company in 2002. This plan allows NEOs and other senior management employees to elect to defer up to 100% of their annual bonus into DSUs remitted upon retirement or termination of employment. A DSU is equivalent to a common share of the Company and earns notional dividends, which are re-invested into additional DSUs, when cash dividends are paid on the Company’s common shares. The amount deferred is converted into a number of units at the deferral date, using the closing share price on the deferral date. Deferral elections are made at least six months prior to the end of the performance period of the incentive plan.

The maximum total amount participants can defer to DSUs is equivalent to their ownership requirement under the Stock Ownership guidelines (see section on “Stock Ownership” under “Other Key Compensation Programs of the Company” on page 47 for a detailed description). The Company also credits a Company match equal to 25% of the number of DSUs resulting from an eligible deferral. These Company-matched DSUs vest over a period of four years (25% per year) from the deferral date.

Due to its tax effectiveness and the additional match provided by the Company, this plan offers an opportunity for executives to increase their ownership in CN, linking their future returns to the share price performance.

In October 2014, CN modified its VIDP to settle future award payouts in CN common shares purchased on the open market rather than cash. The changes affect DSU awards made in 2016 or after. As a result, amounts deferred in DSUs after January 1, 2016 are settled in shares upon retirement or termination (including vested Company-matched DSUs as well as notional dividends accrued over the deferral period and subject to mandatory waiting periods or monthly instalments for eligible U.S. taxpayers).

Following the modification of the VIDP, executives, including NEOs and senior management employees, were offered a one-time election to settle past DSU awards in CN common shares purchased on the open market rather than cash and according to the plan terms. All NEOs have elected to convert their settlement in common shares purchased on the open market.

No modification to the nature of the deferrals under the AIBP plan can be made, unless the Board of Directors approves an amendment to the plans.

Employment Arrangements

President and CEO

The Company has not entered into written employment agreement with the President and CEO. It has only provided an appointment letter setting forth general details of employment, which are all described in this Information Circular. The President and CEO is eligible for the same compensation, benefit plans and programs as the other executives except for the following:

- Under the AIBP, his target payout is 140% of base salary with a payout ranging from 0% to 280%.

- Mr. Ruest is required to maintain a minimum level of stock ownership equivalent to eight times his annual salary. He is also required to maintain this stock ownership level for one year following cessation of employment.
- Mr. Ruest is limited to participating in only one outside public company board.

Other NEOs

The Company has not entered into written employment agreements with the other NEOs. It has only provided appointment letters setting forth general details of employment, which are all described in this Information Circular.

Pension Plan Benefits

Pension Plans and Other Retirement Arrangements

CN Pension Plan (“CNPP”) and CN Pension Plan for Senior Management (“CNPPSM”)

Messrs. Ruest, Houle and Finn participate in the CNPP and CNPPSM, which are federally-registered defined benefit pension plans designed to provide retirement benefits based on pensionable years of service and highest average earnings. Highest average earnings are defined as the average pensionable earnings during the last 60 months of compensated service or the best five consecutive calendar years, whichever is greater. Under the CNPP, pensionable earnings consist of base salary and overtime. Under the CNPPSM, pensionable earnings include base salary, overtime, and bonuses paid by the Company under the AIBP, up to the employee’s target level. In 2019, the aggregate annual retirement benefit payable under both plans was subject to a maximum of C\$3,026 per year of pensionable service and was calculated as follows:

- 1.7% of highest average earnings up to the average year’s maximum pensionable earnings (the “YMPE”) as defined under the Quebec/Canada Pension Plan, multiplied by the number of years of pensionable service (maximum 35 years)

plus

- 2.0% of highest average earnings in excess of the YMPE, multiplied by the number of years of pensionable service (maximum 35 years).

Under both the CNPP and CNPPSM, if the sum of the participant’s age and years of pensionable service is at least 85 and the participant is age 55 or over at the time of retirement from active employment, the participant is eligible to receive an immediate, unreduced pension, subject to the Company’s consent. Retirement benefits vest immediately when participation begins.

Special Retirement Stipend

Executives and senior management employees who participate in the CNPP also participate in a non-registered, supplemental executive retirement program called the Special Retirement Stipend (the “SRS”). SRS participants enter into an agreement with the Company, which includes confidentiality, non-compete, and non-solicitation clauses.

Messrs. Ruest, Houle and Finn have each signed a SRS agreement.

The annual amount payable under the SRS equals 2% of the employee’s highest average earnings in excess of the average earnings that result in the maximum pension payable under the CNPP and CNPPSM (approximately C\$159,591 in 2019), multiplied by the number of years of pensionable service (maximum 35 years).

Earnings consist of base salary and bonuses paid by the Company under the AIBP, up to the employee’s target level.

If the sum of the participant’s age and years of pensionable service is at least 85 and the participant is age 55 or over at the time of retirement, the participant is eligible to receive an immediate, unreduced SRS benefit, subject to the conditions set out in the SRS agreement.

SRS benefits for employees who entered into a SRS agreement prior to July 1, 2002, vest after two years of employment. For employees who entered into a SRS agreement on or after July 1, 2002, the SRS benefits become vested only if the employee remains in active service for two years and until the age of 55. SRS retirement benefits are paid out of operating funds.

Mr. Ruest’s annual benefit payable under the SRS is capped at C\$1,000,000.

Defined Contribution Pension Plan for Executives and Senior Management (“DCPP”)

Mrs. Klein participates in the DCPP. The DCPP is a federally-registered defined contribution pension plan that was introduced for executives and senior management employees on January 1, 2006. For non-unionized employees other than executives and senior management, a separate defined contribution plan was also introduced on the same date. Executives and senior management employees hired prior to January 1, 2006, had a one-time opportunity to either join the DCPP or maintain participation in the CNPP and CNPPSM mentioned above. Messrs. Ruest, Houle and Finn elected to remain in the CNPP and CNPPSM. Executives and senior management employees hired on or after January 1, 2006, automatically join the DCPP.

Executives participating in the DCPP contribute a specific percentage of their pensionable earnings into their account and the Company contributes the same percentage, subject to the maximum contribution imposed by the *Canadian Income Tax Act* (C\$27,230 in 2019).

The contribution percentage for executives depends on age and service as follows:

POINTS (SUM OF AGE AND SERVICE)	% OF PENSIONABLE EARNINGS
Up to 39	6%
40 – 49	7%
50 – 59	8%
60 and above	9%

Pensionable earnings include base salary and bonuses payable under the AIBP up to the employee’s target level. All contributions vest immediately and are invested in various investment funds as selected by the participant. No withdrawals or distributions are permitted prior to employment termination.

Defined Contribution Supplemental Executive Retirement Plan ("DC SERP")

Mrs. Klein participates in the DC SERP.

The DC SERP is a non-registered defined contribution pension plan designed to provide executives and senior management employees with retirement benefits in excess of the *Canadian Income Tax Act* limit applicable to the DCPD described above. Once contributions have reached the limit prescribed by the *Canadian Income Tax Act* in the DCPD in a given year, an amount equal to employer and employee contributions in excess of the limit is gradually credited by the Company to a notional account under the DC SERP. These notional contributions vest after two years of employment. Employees do not contribute to the DC SERP.

By default, notional contributions accrue investment credits using investment options as selected by the participant in the DCPD. However, participants can make a different investment election under the DC SERP. No withdrawals or distributions are permitted prior to employment termination.

Effective January 1, 2011, the DC SERP was amended to include certain confidentiality, non-compete, non-solicitation, and other covenants as a condition of payment of retirement benefits accruing as of the effective date.

Canadian National Railway Company Savings Plan for U.S. Operations ("401(k) Plan")

Mr. Reilly participates in the 401(k) Plan, which is a defined contribution retirement plan qualified under Section 401(a) of the *Internal Revenue Code* offered to U.S. based CN employees.

Non-unionized employees participating in the 401(k) Plan may elect to defer of up to 100% of their pensionable earnings in the plan and the Company contributes an amount equal to 50% of the first 6% of the pensionable earnings an employee elects to defer to the 401(k) Plan ("Matching Contribution"). Both employee deferrals and Matching contributions are subject to annual limits imposed by the *U.S. Internal Revenue Code*. All Matching Contributions vest immediately.

Under the defined contribution component of the 401(k) Plan, the Company makes an additional contribution for non-unionized employees of 3.5% of pensionable earnings ("Management Contribution"). Management Contributions vest after three years of employment.

Pensionable earnings include base salary and are subject to the annual compensation limit imposed by the *Internal Revenue Code* (US\$280,000 in 2019). The total of all contributions to the 401(k) Plan – employee deferrals, Matching Contributions and Management Contributions for any employee in a plan year are subject to an annual limit imposed by the *Internal Revenue Code* (US\$56,000 in 2019). All contributions are invested in various investment funds as selected by the participant.

Canadian National Railway Defined Contribution Supplemental Executive Retirement Plan ("US DC SERP")

Mr. Reilly participates in the US DC SERP.

The US DC SERP is a non-qualified defined contribution pension plan designed to provide U.S. based CN executives and senior management employees with supplemental retirement benefits in addition to the 401(k) Plan described above. The Company credits contributions to a notional account under the US DC SERP. Employees do not contribute to the US DC SERP.

The annual contribution percentage credited to executives by the Company depends on age and service as follows:

POINTS (SUM OF AGE AND SERVICE)	% OF PENSIONABLE EARNINGS
Up to 39	5%
40 – 49	6%
50 – 59	7%
60 and above	8%

Pensionable earnings include base salary and bonuses payable under the AIBP up to the employee's target level. These notional contributions vest after two years of employment. A participant's notional contributions accrue investment credits as if invested in a default investment option unless the participant makes other investment elections. No withdrawals or distributions are permitted prior to employment termination. Distributions after termination of employment are made in the number of instalments elected by the participant.

Effective January 1, 2011, the US DC SERP was amended to include certain confidentiality, non-compete, non-solicitation, and other covenants as a condition of payment of contributions accruing after 2010.

Defined Benefit Plans Table

The following amounts have been calculated using the actuarial assumptions disclosed in Note 15 – Pensions and Other Post-retirement Benefits, on page 84 of the 2019 Annual Report and in Note 13 – Pensions and Other Post-retirement Benefits, on page 80 of the 2018 Annual Report, available on the Company's website at www.cn.ca and on SEDAR at www.sedar.com. The amounts calculated in this table are estimates only and are based on assumptions, which may or may not materialize. Amounts shown in this table include pension benefits from the Company's defined benefit registered pension plans and non-registered supplemental pension arrangements for 2019 and are in Canadian dollars.

NAME	NUMBER OF YEARS OF CREDITED SERVICE (#)	ANNUAL BENEFITS PAYABLE		OPENING PRESENT VALUE OF DEFINED BENEFIT OBLIGATION ⁽⁴⁾ (C\$)	COMPENSATORY CHANGE (C\$) ⁽¹⁾			NON-COMPENSATORY CHANGE ⁽⁵⁾ (C\$)	CLOSING PRESENT VALUE OF DEFINED BENEFIT OBLIGATION ⁽⁴⁾ (C\$)	
		AT YEAR END ⁽²⁾ (C\$)	AT AGE 65 ⁽³⁾ (C\$)		SERVICE COST	IMPACT OF SALARY/BONUS	IMPACT OF PLAN CHANGES			TOTAL
Jean-Jacques Ruest	23.67	672,000	681,000	11,641,000	502,000	(853,000)	0	(351,000)	1,021,000	12,311,000
Ghislain Houle	22.32	445,000	827,000	9,477,000	424,000	(512,000)	0	(88,000)	1,198,000	10,587,000
Sean Finn	26.00	654,000	746,000	11,188,000	418,000	(700,000)	0	(282,000)	668,000	11,574,000

- (1) The change in present value that is attributable to compensation includes the service cost net of employee contributions, the impact of any increase in earnings in excess or below what was assumed and the impact of plan changes. The service cost net of employee contributions is the estimated value of the employer portion of benefits accrued during the calendar year.
- (2) Annual benefits payable at year end represent accrued benefits as at December 31, 2019 (based on service and pay up to December 31, 2019), payable at age 65 or at unreduced retirement date, if earlier. Actual benefits payable at year end would have been reduced for employees not yet eligible for unreduced benefits.
- (3) The projected pension is based on current compensation levels and assumes the executive will receive 80% of his target bonus for years after 2019.
- (4) The present value of the defined benefit obligation is the value of the benefits accrued for all service to the specified point in time.
- (5) The change in present value that is attributable to non-compensatory elements includes changes in assumptions, interest cost, change in currency, employee contributions, any benefit payments and gains and losses (other than for difference in earnings). The impact on the present value at the end of 2019 relating to non-compensatory elements was mainly due to interest on benefit obligation, and a decrease in the discount rate which increased the present value. This was partially offset by a decrease in the currency exchange rate.

Defined Contribution Plans Table

The table below includes amounts from the Company's registered and non-registered defined contribution plans.

NAME	ACCUMULATED VALUE AT START OF YEAR (C\$)	COMPENSATORY AMOUNT ⁽¹⁾ (C\$)	NON-COMPENSATORY AMOUNT ⁽²⁾ (C\$)	ACCUMULATED VALUE AT YEAR END (C\$)
Robert Reilly	0	51,833	9,632	61,465
Dorothea Klein	0	4,102	4,102	8,204

(1) Represents employer contributions and notional contributions in the non-registered defined contribution plan.

(2) Represents employee contributions and, if any, investment gains and losses and notional investment credits and losses.

Non-Registered Plans Table

The following table provides the total present value of CN's non-registered defined benefit and defined contribution plans. These amounts were determined using the actuarial assumptions disclosed in Note 15 – Pensions and Other Post-retirement Benefits, on page 84 of the 2019 Annual Report and in Note 13 – Pensions and Other Post-retirement Benefits, on page 80 of the 2018 Annual Report, available on the Company's website at www.cn.ca and on SEDAR at www.sedar.com. Amounts include the value of pension benefits for active, deferred and retired executive and senior management participants for 2019.

PLANS	OPENING PRESENT VALUE OF BENEFIT OBLIGATION (C\$)	CLOSING PRESENT VALUE OF BENEFIT OBLIGATION (C\$)
Non-Registered Defined Benefit Plans in Canada and the U.S.	440,000,000	490,200,000 ⁽¹⁾
Non-Registered Defined Contribution Plans in Canada and the U.S.	7,088,000	7,566,000

(1) The increase in the present value at the end of 2019 for defined benefit plans was mainly due to benefit accruals, interest on the benefit obligation plan, plan experience, and a decrease in the discount rate. This was partially offset by the impact of benefit payments and a decrease in the currency exchange rate.

Termination and Change of Control Benefits

The Company does not have contractual arrangements or other agreements in connection with termination, resignation, retirement, Change of Control or a change in responsibilities of a NEO, other than the conditions provided in the compensation plans, and summarized as follows:

	RESIGNATION	INVOLUNTARY TERMINATION	RETIREMENT ⁽²⁾	CHANGE OF CONTROL	TERMINATION FOR CAUSE	
Annual Incentive Bonus Plan	Forfeits eligibility for the plan	Entitled to a bonus based on corporate and individual performance and pro-rated on active service in plan year (minimum of three months)	Entitled to a bonus based on corporate and individual performance and pro-rated on active service in plan year (minimum of three months), subject to providing a three-month notice period prior to retirement.	No specific provision	Forfeits eligibility for the plan	
Stock Options ⁽¹⁾	All stock options are cancelled	Grants made before January 2019 Continued vesting for three months Exercise of vested stock options within three months or otherwise forfeited Subject to compliance with the two-year non-compete, non-solicitation and confidentiality provisions	Grants made since January 2019 Exercise of vested stock options upon involuntary termination within three months or otherwise forfeited Subject to compliance with the two-year non-compete, non-solicitation and confidentiality provisions	Subject to respect of two-year non-compete, non-solicitation and confidentiality provisions Grants made before January 2020: continued vesting for three years if the executive remains in continuous and active service until the last day of the year in which the grant was made; exercise of vested stock options within three years or otherwise forfeited Grants made since January 2020: continued vesting for four years if the executive remains in continuous and active service until the last day of the year in which the grant was made; exercise of vested stock options within four years or otherwise forfeited Subject to compliance with the two-year non-compete, non-solicitation and confidentiality provisions	If proper substitute is granted, immediate vesting would occur only if participant is terminated without cause or resigns for good reason ⁽²⁾ within two years of the Change of Control	All stock options are cancelled
Performance Share Units ⁽¹⁾	All PSUs are cancelled	Grants made before January 2019 Partial payout if performance measures are met and pro-rated (a year is considered completed only if 9 months has elapsed in the year) based on active service during the plan period Subject to compliance with the two-year non-compete, non-solicitation and confidentiality provisions	Grants made since January 2019 Partial payout if performance measures are met and pro-rated based on the number of months of active service during the plan period Subject to compliance with the two-year non-compete, non-solicitation and confidentiality provisions	Full payout if performance measures are met and if the executive remains in continuous and active service until March 31 of the year following the year in which the grant was made Subject to compliance with the two-year non-compete, non-solicitation and confidentiality provisions	If proper substitute is granted, immediate vesting would occur only if participant is terminated without cause or resigns for good reason ⁽²⁾ within two years of the Change in Control	All PSUs are cancelled
Deferred Share Units	Payment of all vested units, including the vested Company-matched DSUs	Payment of all vested units, including the vested Company-matched DSUs	Payment of all vested units, including the vested Company-matched DSUs	Immediate vesting of unvested Company-matched DSUs	Payment of all vested units, including the vested Company-matched DSUs	

	RESIGNATION	INVOLUNTARY TERMINATION	RETIREMENT ⁽¹⁾	CHANGE OF CONTROL	TERMINATION FOR CAUSE
Registered Pension Plans	Payment of vested benefits	Payment of vested benefits	Payment of vested benefits	Payment of vested benefits	Payment of vested benefits
Non-Registered Pension Plans and Arrangements ⁽¹⁾	Payment of vested benefits	Payment of vested benefits Subject to compliance with the two-year non-compete, non-solicitation and confidentiality provisions	Payment of vested benefits Subject to compliance with the two-year non-compete, non-solicitation and confidentiality provisions	Payment of vested benefits	Payment of vested benefits, except for SRS benefits which are forfeited

- (1) In the event of resignation, involuntary termination, retirement or Change of Control, the payment of awards or vested benefits is subject to certain non-compete, non-solicitation, non-disclosure of confidential information and other restrictive provisions as per the respective plan rules and arrangements.
- (2) A resignation for good reason may take place only during the 24 months following a Change of Control if (i) the executive is required to relocate his or her office or home base to a location that is outside a 100-kilometer radius of his or her office or home base immediately prior to the Change of Control or (ii) the executive is assigned a set of responsibilities and/or the employment or continued employment of the executive on terms and conditions that are not the substantial equivalent of such executive's set of responsibilities and/or terms and conditions of employment in effect immediately prior to the Change of Control.
- (3) For awards made in 2019 and after, the retirement definition (previously 55 years of age and 5 years of continuous service) for the PSUs and the Stock Options has been changed to the earlier of (i) 55 years of age and 12 years of continuous service, or (ii) 60 years of age and 7 years of continuous service. The same definition will also apply to the AIBP starting on January 1, 2020.

Involuntary Termination

In the event of an involuntary termination, an NEO would receive a severance amount generally in line with applicable legal requirements. No incremental amounts would be payable. Share-based awards, option-based awards and other benefits will be treated according to the terms of the plans under which they were granted, as described in the summary Termination and Change of Control Benefits table on page 65.

Retirement

On December 31, 2019, Messrs. Ruest, Houle and Finn were eligible for retirement but, unlike Messrs. Ruest and Finn, Mr. Houle did not have sufficient service for unreduced retirement benefits under the defined benefit plans. Had Messrs. Ruest, Houle and Finn retired on December 31, 2019, no other material payments or benefits would have been payable. Share-based awards, option-based awards and other benefits are treated according to the terms of the plans under which they were granted, as described in the summary Termination and Change of Control Benefits table on page 65.

Change of Control

The following table shows the incremental benefits that NEOs would have been entitled to had there been a change of control on December 31, 2019.

NAME	SHARE UNITS PLAN ⁽¹⁾ (C\$)	STOCK OPTIONS ⁽¹⁾ (C\$)	DEFERRED SHARE UNITS ⁽²⁾ (C\$)	TOTAL (C\$)
Jean-Jacques Ruest	0	0	0	0
Ghislain Houle	0	0	0	0
Robert Reilly	0	0	0	0
Sean Finn	0	0	0	0
Dorothea Klein	0	0	0	0

- (1) An NEO would be eligible for immediate vesting only if no proper substitute is granted, or if the executive is terminated without cause or resigns for good reason within two years of the change of control.
- (2) An NEO would be eligible for immediate vesting of the unvested Company-matched deferred share units allocated to an executive following the deferral of compensation in previous years (see "Deferred Compensation Plans" section on page 62 for a description of the VIDP). The value shown is equal to the number of deferred share units that would vest multiplied by the closing share price of common shares on December 31, 2019 (C\$117.47).

Currency Exchange Information

Compensation disclosed in the "Statement of Executive Compensation" section that is paid in U.S. dollars was converted to Canadian dollars using the following currency exchange rates:

COMPENSATION ELEMENTS	EXCHANGE RATE USED	ACTUAL RATE U.S.\$1 = C\$X
Salary and all other compensation	AVERAGE RATE DURING THE YEAR:	
	2019:	1.3269
	2018:	1.2957
	2017:	1.2986
Annual incentive bonus plan	WHEN BONUS IS EARNED (I.E. DECEMBER 31)	
	December 31, 2019:	1.2990
	December 31, 2018:	1.3637
	December 31, 2017:	1.2571
Pension value, Value of unexercised in-the-money options, Market value of share-based awards that have not vested, Non-equity incentive plan compensation – Value earned during the year, Termination scenarios – incremental costs	DECEMBER 31 (DECEMBER 31 OF PRIOR YEAR FOR PENSION VALUE)	
	December 31, 2019:	1.2990
	December 31, 2018:	1.3637
	December 31, 2017:	1.2571
	December 31, 2016:	1.3427
Option-based awards – Value vested during the year	ACTUAL VESTING DATE OF THE APPLICABLE GRANTS:	
	July 26, 2019:	1.3166
	March 19, 2019:	1.3320
	March 8, 2019:	1.3416
	January 25, 2019:	1.3218
	January 26, 2019:	1.3218
	July 27, 2019:	1.3166
	January 28, 2019:	1.3262
January 29, 2019:	1.3269	

Securities Authorized for Issuance Under Equity Compensation Plans

The table below indicates, as at December 31, 2019, certain information with respect to the Company's Management Long-Term Incentive Plan.

PLAN CATEGORY	NUMBER OF SECURITIES TO BE ISSUED UPON EXERCISE OF OUTSTANDING OPTIONS, WARRANTS AND RIGHTS (#)	WEIGHTED AVERAGE EXERCISE PRICE OF OUTSTANDING OPTIONS, WARRANTS AND RIGHTS (C\$)	NUMBER OF SECURITIES REMAINING AVAILABLE FOR FUTURE ISSUANCE UNDER EQUITY COMPENSATION PLANS (EXCLUDING SECURITIES REFLECTED IN THE FIRST COLUMN) (#)
Equity compensation plans approved by security holders	3,736,116	86.89	14,946,991
Equity compensation plans not approved by security holders	Nil	Nil	Nil
TOTAL	3,736,116	86.89	14,946,991

Indebtedness of Directors and Executive Officers

As at March 10, 2020, there was no outstanding indebtedness of current and former directors or officers of the Company and its subsidiaries, whether entered into in connection with the purchase of common shares of the Company or otherwise.

Interest of Informed Persons and Others in Material Transactions

The management of the Company is not aware of any material interest, direct or indirect, of any informed person of the Company, any proposed director or any associate or affiliate of any informed person or proposed director in any transaction since the commencement of the Company's most recently completed financial year, or in any proposed transaction, that has materially affected or would materially affect the Company or any of its affiliates or subsidiaries.

Shareholder Proposals

Shareholder proposals to be considered at the 2021 annual meeting of shareholders must be received at the head office of the Company no later than December 4, 2020, to be included in the Information Circular for such annual meeting.

Availability of Documents

The Company is a reporting issuer in Canada and the United States and is required to file various documents, including an annual information form and financial statements. Financial information is provided in the Company's comparative financial statements and Management's Discussion and Analysis for its most recently completed financial year. Copies of these documents and additional information relating to the Company are available on SEDAR at www.sedar.com and on the SEC website at www.sec.gov through EDGAR, or may be obtained on request from the Corporate Secretary of the Company by calling (514) 399-7091 or Investor Relations at (514) 399-0052.

Approval

The Board of Directors of the Company has approved the contents of this Information Circular and its sending to the shareholders of the Company.



Sean Finn
 Executive Vice-President
 Corporate Services and Chief Legal Officer and Corporate Secretary
 March 10, 2020

Schedule A | Mandate of the Board

The Board has clearly delineated its role and the role of management. The role of the Board is to supervise the management of CN's business and affairs, with the objective of increasing shareholder value. Management's role is to conduct the day-to-day operations in a way that will meet this objective.

The Board approves all matters expressly required herein, under the *Canada Business Corporations Act* and other applicable legislation and CN's Articles and By-laws. The Board may assign to Board committees the prior review of any issues it is responsible for, or as required by applicable laws. Board committee recommendations are generally subject to Board approval. The Board has delegated the approval of certain matters to management pursuant to its Standing Resolutions on Delegation of Authority, as amended from time to time.

Meetings of the Board are held at least seven times a year and as necessary.

As part of its stewardship responsibility, the Board advises management on significant business issues and has the following responsibilities:

A. Approving CN's Strategy

- adopting a strategic planning process, approving and reviewing, on at least an annual basis, a business plan and a strategic framework which take into account, among other things, the opportunities and risks of the business, and monitoring the implementation of the business plan by management.

B. Assessing and Overseeing the Succession Planning of Executive Management

- choosing the President and Chief Executive Officer (the "President and CEO"), appointing executive management and monitoring the President and CEO and his direct reports' performance taking into consideration Board expectations and fixed objectives, approving the President and CEO's corporate goals and objectives and approving annually the compensation of the President and CEO and his direct reports;
- ensuring that an appropriate portion of the President and CEO and executive management compensation is tied to both the short- and longer-term performance of CN; and
- taking all reasonable steps to ensure that processes are in place for the recruitment, training, development and retention of executives who exhibit the highest standards of integrity as well as competence.

C. Monitoring Corporate Governance Issues and Board Renewal

- monitoring the size and composition of the Board to favour effective decision-making;
- taking all reasonable measures to satisfy itself as to the integrity of management and that management creates a culture of integrity throughout CN;
- monitoring and reviewing, as appropriate, CN's approach to governance issues and monitoring and reviewing, as appropriate, CN's Corporate Governance Manual and policies and measures for receiving shareholder feedback;
- taking all reasonable steps to ensure the highest quality of ethical standards, including reviewing, on a regular basis, the Code of Business Conduct applicable to CN's directors, its President and CEO, senior financial officers, other executives and employees, monitoring compliance with such code, approving any waiver from compliance with the code for directors and executive officers and ensuring appropriate disclosure of any such waiver;
- ensuring the regular performance assessment of the Board, Board committees, Board and committee chairs and individual directors and determining their remuneration;
- approving the list of Board nominees for election by shareholders and filling Board vacancies;
- adopting and reviewing orientation and continuing education programs for directors;

- overseeing the disclosure of a method for interested parties to communicate directly with the Board Chair or with the non-management directors as a group; and
- ensuring a Board succession and renewal plan is in place.

D. Monitoring Financial Matters and Internal Controls

- monitoring the quality and integrity of CN's accounting and financial reporting systems, disclosure controls and procedures, internal controls and management information systems, including by overseeing:
 - (i) the integrity and quality of CN's financial statements and other financial information and the appropriateness of their disclosure;
 - (ii) the review of the Audit Committee on external auditors' independence and qualifications;
 - (iii) the performance of CN's internal audit function and of CN's external auditors;
 - (iv) CN's compliance with applicable legal and regulatory requirements (including those related to environment, safety and security);
- ensuring that an appropriate risk assessment process is in place to identify, assess and manage the principal risks of CN's business and financial strategy; and
- adopting communications and disclosure policies and monitoring CN's investor relations programs.

E. Monitoring Pension Fund Matters

- monitoring and reviewing, as appropriate, CN's pension fund policies and practices, including the investment policies of the Canadian National Railway Pension Trust Funds or any other pension trust fund established in connection with a new pension plan or any other pension plan offered or administered by CN (the "CN's Pension Trust Funds"); and
- approving the annual budget of the Investment Division of CN's Pension Trust Funds.

F. Monitoring Environmental, Safety and Security Matters

- monitoring and reviewing, as appropriate, CN's environmental, safety and security policies and practices.

The non-executive Board members meet before or after every Board meeting without the presence of management and under the chairmanship of the Board Chair. If such group includes directors who are not independent, an executive session including only independent directors is held regularly.

Board members are expected to demonstrate a high level of professionalism in discharging their responsibilities. They are expected to attend the meetings of the Board and of the Board committees on which they sit and to rigorously prepare for and actively participate in such meetings. They should review all meeting materials in advance. They are also expected to be available to provide advice and counsel to the President and CEO or other corporate officers of CN upon request. The Board annually reviews the adequacy of its mandate.

Schedule B | Reports of the Committees

The following are reports of each Board committee for the year 2019 and up to March 10, 2020. These reports provide details on the activities of each committee but are not meant to be exhaustive. The Charter of each Committee is available in our Corporate Governance Manual available on our website at www.cn.ca.

Report of the Audit Committee

The role of the Audit Committee is to assist the Board in fulfilling its oversight responsibilities with respect to the Company's financial reporting, monitoring risk management, internal controls and internal and external auditors.



CURRENT MEMBERS

D.J. Carty (Chair), E.E. Holiday, V.M. Kempston Darkes, K.G. Lynch, J.E. O'Connor, L. Stein

Highlights

The Audit Committee, in accordance with its mandate:

Financial Information

- reviewed and approved annual and quarterly results, Management's Discussion and Analysis and the earnings press releases of the Company;
- reviewed the independent auditors' reports of the external auditors on the consolidated financial statements and the internal controls over financial reporting of the Company, and on the financial statements of CN's Pension Trust Funds;
- reviewed financial information contained in the Annual Information Form, the Form 40-F and other reports requiring Board approval;
- reviewed and approved the Audit Committee Report and other information appearing in the Management Information Circular;
- reviewed analysis and communications materials prepared by management, the internal auditors or external auditors setting forth any significant financial reporting issues;
- reviewed the compliance of management's certification of financial reports with applicable legislation;
- reviewed, with the external auditors and management, the quality, appropriateness and disclosure of the Company's critical accounting principles and policies, underlying assumptions and reporting practices, and any proposed changes thereto;
- reviewed judgments made in connection with the preparation of the financial statements, if any, including analyses of the effect of alternative generally accepted accounting principles and/or methods;
- reviewed with external auditors and management, changes in accounting for CN's pension plans and other postretirement benefits; and
- held *in camera* meetings with certain members of management.

Internal Auditors

- reviewed and approved the internal audit plan and Internal Audit Charter;
- monitored the internal audit function's performance, its responsibilities, staffing, budget and the compensation of its members; and
- held *in camera* meetings with the Chief, Internal Audit.

External Auditors

- reviewed and approved the results of the external audit;
- recommended to the Board the appointment and terms of engagement of the Company's external auditors;
- evaluated, remunerated and monitored the qualifications, performance and independence of the external auditors;
- discussed, approved and oversaw the disclosure of all audit, review and attest services provided by the external auditors;
- determined which non-audit services the external auditors are prohibited from providing, and pre-approved and oversaw the disclosure of permitted non-audit services by the external auditors to the Company, in accordance with applicable laws and regulations;
- reviewed the formal statement from the external auditors confirming their independence and reviewed hiring policies for employees or former employees of the Company's external auditors; and
- held *in camera* meetings with external auditors.

Risk Management

- reviewed the Company's risk assessment and risk management policies including information technology risk management, and Business Interruption management;
- assisted the Board with the oversight of the Company's compliance with applicable legal and regulatory requirements; and

- oversaw the Company's cybersecurity program for Operations and Information Technologies.

Internal Control

- received management's report assessing the adequacy and effectiveness of the Company's disclosure controls and procedures and systems of internal control;
- reviewed procedures established for the receipt, retention and treatment of complaints received by the Company regarding accounting, internal accounting controls or auditing matters or employee concerns regarding accounting or auditing matters; and
- reviewed minutes of the Corporate Disclosure Committee meetings.

Committee Performance

- reviewed the processes in place to evaluate the performance of the Audit Committee; and
- reviewed and approved a forward-looking agenda for the Committee.

Other

- made recommendations to the Board with respect to the declaration of dividends;
- reviewed progress report on the implementation of Positive Train Control (PTC), the safety technology mandated by the U.S. Congress;
- monitored the tax affairs of the Company; and
- reviewed, on a quarterly basis, expense reports of the Chair of the Board and the President's Office.

Submitted by the members of the Audit Committee.

Report of the Finance Committee

The role of the Finance Committee is to assist the Board in fulfilling its oversight responsibilities with respect to the monitoring and oversight of the Company's financial policies and strategy and authorizing, approving and recommending certain financial activities.



CURRENT MEMBERS

R.L. Phillips (Chair), S. Bruder, J. Godin, E.E. Holiday, V.M. Kempston Darkes, J.E. O'Connor, L. Stein

Highlights

The Finance Committee, in accordance with its mandate:

Financial Policies and Strategy

- provided oversight with respect to CN's capital structure, cash flows and key financial ratios;
- made recommendations to the Board with respect to the Company's financial policies and practices and financial matters affecting the Company including the Company's Capital Allocation Strategy and Capital Budget;
- reviewed and made recommendations to the Board with respect to the Company's Standing Resolutions on Delegation of Authority;
- reviewed CN's strategy regarding distributions to shareholders, including strategy with respect to dividends and share repurchases;
- reviewed policies regarding financial risk management, short-term investment and credit; and
- reviewed the Company's credit ratings and monitored the Company's activities with respect to credit rating agencies.

Financing

- reviewed the Company's liquidity position, including the Company's capital expenditures, capital structure, financing plan and short-term investments;
- reviewed and recommended the increase and extension of CN's credit facilities;
- reviewed and recommended the increase of the Company's commercial paper program;
- approved a shelf prospectus for the issuance of an aggregate principal amount of C\$6 billion of debt securities; and
- approved public debt offerings of C\$350 million 3.00% Notes due 2029, C\$450 million 3.60% Notes due 2049 and C\$450 million 3.05% Notes due 2050.

Financial Activities

- recommended decisions related to indebtedness of the Company, as well as loans, guarantees or extension of credit;
- reviewed Treasury and transactional activities;
- recommended decisions related to derivative financial instruments;
- reviewed and recommended new share repurchase programs and related progress reports;
- reviewed and recommended the acquisition of the Massena Line and the Quebec City Terminal Partnership with Hutchison Ports;
- reviewed and recommended Procurement and Supply Management three-year plan
- reviewed, recommended and monitored significant capital and other expenditures for strategic projects, equipment and rail infrastructure, as well as material purchases of products and services; and
- oversaw internal auditors reports on post-completion audits of selected capital projects approved by the Board.

Committee Performance

- reviewed the processes in place to evaluate the performance of the Finance Committee;
- assessed the adequacy of the Finance Committee's Charter and made a report thereon to the Board; and
- reviewed and approved a forward-looking agenda for the Committee.

Other

- reviewed a CN investor perception survey.

Submitted by the members of the Finance Committee.

Report of the Corporate Governance and Nominating Committee

The role of the Corporate Governance and Nominating Committee is to assist the Board in fulfilling its oversight responsibilities with respect to corporate governance matters which include developing, reviewing and monitoring criteria for selecting directors and reviewing the corporate governance guidelines applicable to the Company.



CURRENT MEMBERS

D. Losier (Chair), G.D. Giffin, J. Godin, V. M. Kempston Darkes, K.G. Lynch, R. Pace, R.L. Phillips

Highlights

The Corporate Governance and Nominating Committee, in accordance with its mandate:

Composition of the Board and its Committees

- reviewed the size and composition of the Board and assisted the Board in determining Board Committee size, composition and mandate;
- reviewed directors' independence and financial literacy;
- reviewed criteria for selecting directors and assessed the competencies and skills of the Board members in relation to the Company's circumstances and needs;
- identified candidates qualified to become Board members for evergreen list, and recommended director nominees for the next annual meeting of shareholders; and
- reviewed director succession and board renewal and evergreen list.

Performance of the Board and its Committees

- reviewed the performance of the Board, Board Committees, Board and Committee Chairs and Board members, including reviewing the Board, Committee, and Chair evaluation process and the development of Management Information Circular questionnaires.

Director Compensation

- reviewed the compensation of non-executive Board members.

Continuing Education for Directors

- monitored and reviewed the Company's orientation and continuing education programs for directors.

Corporate Governance Initiatives

- reviewed and recommended changes to the Company's corporate governance guidelines and monitored disclosure of such guidelines in accordance with applicable rules and regulations;
- monitored developments, proposed rule changes and amendments to securities laws, disclosure and other regulatory requirements;
- assisted the Board with the oversight of the Company's corporate governance and monitored legal and regulatory requirements, as well as best practices;
- reviewed the Company's Corporate Governance Manual;
- reviewed, monitored and oversaw compliance with CN's Code of Business Conduct;
- reviewed the annual report of CN's Ombudsman;
- reviewed adherence to the Company's Aircraft Utilization Policy;
- reviewed the Company's corporate disclosure, including the Management Information Circular, the Annual Information Form, and the Annual Report;
- recommended to the Board a date and location for the annual meeting of shareholders; and
- monitored the Investor Relations Program and reviewed feedback from shareholders and shareholder associations.

Committee Performance

- reviewed the processes in place to evaluate the performance of the Corporate Governance and Nominating Committee; and
- reviewed and approved a forward-looking agenda for the Committee.

Submitted by the members of the Corporate Governance and Nominating Committee.

Report of the Human Resources and Compensation Committee

The role of the Human Resources and Compensation Committee is to assist the Board in fulfilling its oversight responsibility of monitoring executive management's performance assessment, compensation, succession planning and human resources practices.



CURRENT MEMBERS

K.G. Lynch (Chair), S. Bruder, D.J. Carty, J. Godin, R.L. Phillips, L. Stein

Highlights

The Human Resources and Compensation Committee, in accordance with its mandate:

Succession Planning

- refined critical role success criteria aligned to the identified key value drivers;
- assessed talent strengths and gaps against critical roles with a focus on optimal fit to ensure the greatest impact on CN's strategic plan;
- analyzed succession pipeline to mitigate risk and bring greater emphasis on diverse talent, including in-depth functional talent reviews;
- reviewed leadership teams and functional organizational structures to ensure strong incumbent fit, including supplementing talent and skills with external hires;
- increased data driven decision-making through dashboards and scorecards, creating leadership accountability and tracking progress; and
- identified how best to monitor performance and create key indicators to assess and measure delivery against value allocation.

President and CEO Compensation

- reviewed corporate goals and objectives relevant to the President and CEO, evaluated his mid-year and annual performance based on those goals and objectives and recommended compensation based on this evaluation, for approval by the Independent Board members; and
- developed performance objectives in conjunction with the President and CEO.

Appointment of Executive Management

- recommended the appointment of executive management and approved the terms and conditions of their appointment and termination or retirement; and
- launched a search process for the position of Executive Vice-President and Chief Operating Officer ("COO") and Senior Vice-President and Chief Human Resources Officer ("CHRO"), and appointed a COO and a CHRO.

Executive Compensation

- reviewed the validity of the Company's benchmark group used in determining the compensation of executives;
- reviewed the evaluation of executive management's performance and recommended to the Board executive management's compensation;
- examined and reviewed elements of executive compensation and reported on compensation practices;
- monitored any potential risks that could arise from CN's compensation programs and practices, while ensuring proper risk identification and mitigation practices were in place;
- reviewed performance of NEOs and the Company's annual performance as measured under the AIBP;
- closely monitored bonus outlook, as well as PSU vesting outlook;
- reviewed and recommended proposed bonus targets and performance targets related to PSUs; and
- reviewed and recommended changes to the AIBP and LTI plans.

Executive Compensation Disclosure

- produced for review and approval by the Board a report on executive compensation for inclusion in the Management Information Circular.

Compensation Philosophy

- monitored the compensation philosophy and policy that rewards the creation of shareholder value and reflects the appropriate balance between the short- and longer-term performance of the Company; and
- monitored the Company policy relating to the positioning of total direct compensation for executives.

Pension Plans

- reviewed and recommended to the Board actuarial valuations and funding of CN's pension plans; and
- reviewed and recommended pension plan amendments.

Human Resources Initiatives

- closely monitored the labour negotiation process;
- monitored pension and strategic labour and social issues;
- reviewed and discussed strategies for hiring, training, engaging, and developing talent; and
- reviewed and discussed strategies for workforce planning.

Committee Performance

- reviewed the processes in place to evaluate the performance of the Human Resources and Compensation Committee;
- reviewed and approved a forward-looking agenda for the Committee; and
- retained the service of independent compensation advisors to help it carry out its responsibilities and approved appropriate fees for such services.

Submitted by the members of the Human Resources and Compensation Committee.

Report of the Environment, Safety and Security Committee

The role of the Environment, Safety and Security Committee is to assist the Board in fulfilling its oversight responsibilities with respect to environmental matters, safety and security of the Company's operations which include overseeing environmental, safety and security policies, practices and procedures, audits and assessments of compliance.



CURRENT MEMBERS

L. Stein (Chair), S. Bruder, D.J. Carty, G.D. Giffin, J.E. O'Connor, R. Pace, R.L. Phillips

Highlights

The Environment, Safety and Security Committee, in accordance with its mandate:

Environmental, Health and Safety Audits

- oversaw the development and implementation of environmental, safety and security policies, procedures and guidelines;
- reviewed environmental, health and safety audits and assessments of compliance, taking reasonable steps to ensure that the Company is exercising due diligence;
- oversaw the review of the Company's safety performance and related management action plans and ensured safety initiatives are fully aligned with and reinforce CN's safety culture and its goal of being the safest Class I railroad in North America;
- reviewed the Company's business plan to ascertain that environmental, safety and security issues are taken into consideration;
- ensured appropriate employee training standards and communications are developed and implemented; and
- reviewed all significant safety and security matters.

Accounting Accrual

- monitored accounting accrual for environmental costs in conjunction with the Audit Committee.

Environmental Investigations and Judgments

- reviewed reports in respect of all significant notices, complaints, investigations and proceedings by governmental authorities, and all significant judgments and orders in respect of environmental, safety and security matters.

Other

- reviewed Canadian and U.S. environmental and safety, legal and regulatory developments of importance to the Company; and
- monitored results from various security initiatives and use of technology in risk mitigation.

Committee Performance

- reviewed the processes in place to evaluate the performance of the Environment, Safety and Security Committee.

Submitted by the members of the Environment, Safety and Security Committee.

Report of the Strategic Planning Committee

The role of the Strategic Planning Committee is to assist the Board in fulfilling its oversight responsibilities with respect to financial and strategic issues, including the review of the key assumptions, as well as the economic, business, regulatory and competitive conditions underlying the Company's business plan.



CURRENT MEMBERS

J.E. O'Connor (Chair), S. Bruder, D.J. Carty, G.D. Giffin, J. Godin, E.E. Holiday, V.M. Kempston Darkes, D. Losier, K.G. Lynch, R. Pace, R.L. Phillips, J.J. Ruest, L. Stein

Highlights

The Strategic Planning Committee, in accordance with its mandate:

Strategic Direction

- focused on strategic and financial issues, including the review of key assumptions and external impacts underlying the business plan;
- reviewed and approved the Company's strategic direction;
- reviewed and approved the Company's business plan and capital budget; and
- obtained regular briefings and presentations on strategic issues.

Committee Performance

- reviewed the processes in place to evaluate the performance of the Strategic Planning Committee.

Submitted by the members of the Strategic Planning Committee.

Report of the Pension and Investment Committee

The role of the Pension and Investment Committee is to review pension-related matters broadly, including, reviewing the activities of CNID, reviewing and approving CNID Incentive Plan and award payouts thereunder, advising CNID on investment of assets of CN's Pension Trust Funds, approving certain of the investments made by CN's Pension Trust Funds, and being informed of all matters related to pension liabilities or that are otherwise relevant in developing CN's pension risk management strategy and pension plan design. The Pension and Investment Committee is a mixed committee composed of members of the Board of Directors as well as officers of the Company (not shown here).



CURRENT MEMBERS

E.E. Holiday (Chair), D.J. Carty, G.D. Giffin, J. Godin, V.M. Kempston Darkes, D. Losier, K.G. Lynch

Highlights

The Pension and Investment Committee, in accordance with its mandate:

- reviewed the activities of CNID and advised CNID on investment of assets of CN's Pension Trust Funds in accordance with applicable policies and procedures;
- reviewed and approved the Statements of Investment Policies and Procedures for CN's pension plans;
- reviewed and approved the Investment Strategy of CNID;
- reviewed and approved CNID Incentive Plans and any award payouts thereunder;
- reviewed and approved the annual budget of CNID;
- in conjunction with the President and Chief Executive Officer of CN, oversaw and determined the hiring, compensation, performance assessment, leadership development and succession planning of CNID executives, including the President and CEO of CNID, subject to the approval of the Human Resources & Compensation Committee and the Board;
- approved the overall pension risk management strategy and reporting thereon to the Board;
- oversaw implementation of the overall pension risk management strategy by the Pension Advisory Working Committee and CNID;
- reviewed and recommended, jointly with the Audit Committee, to the Board the financial statements of the CN Pension Trust Funds;
- reviewed management's assessment of the effectiveness of internal controls relating to CN's pension plans and the CN Pension Trust Funds;
- reviewed and approved the governance structure of the management Pension Advisory Working Committee; and
- appointed members of the management Pension Advisory Working Committee and its Chair.

Committee Performance

- reviewed the processes in place to evaluate the performance of the Pension and Investment Committee.

Submitted by the members of the Pension and Investment Committee.

Report of the Donations and Sponsorships Committee

The role of the Donations and Sponsorships Committee is to assist the Board in fulfilling its oversight responsibilities with respect to developing a donations and sponsorships strategy and reviewing/approving donation and sponsorship requests. The Donations and Sponsorships Committee is a mixed committee composed of members of the Board of Directors as well as officers of the Company (not all shown here).



CURRENT MEMBERS

R. Pace (Chair), S. Bruder, D. Losier, J.E. O'Connor, J.J. Ruest

Highlights

The Donations and Sponsorships Committee, in accordance with its mandate:

- Donations and Sponsorship Strategy**
 - reviewed and approved the general donations and sponsorships strategy and goals of the Company;
 - reviewed and approved the budget for donations and sponsorships; and
 - reviewed the Railroaders in the Community Program.
- Donations and Sponsorship Requests**
 - reviewed donation requests and approved selected donations by the Company, including those having a total cost of more than \$100,000;
 - reviewed and approved sponsorships and recommended to the Board for approval sponsorships by the Company having a total cost of more than \$500,000; and
 - reviewed reports from the Vice-President, Public and Government Affairs concerning sponsorships having a total cost of more than \$100,000 and donations of more than \$50,000 and on other matters.
- Committee Performance**
 - reviewed committee mandate and processes in place to evaluate the performance of the Donations and Sponsorships Committee.

Submitted by the members of the Donations and Sponsorships Committee.

Schedule C | Additional Audit Committee Disclosure

National Instrument 52-110 — *Audit Committees* of the CSA requires issuers to include the charter of their audit committee and disclose information with respect to the composition, education and experience of the members of their audit committees, as well as all fees paid to external auditors in their annual information form. We comply with the requirements regarding composition and responsibilities, as summarized hereinafter, and we refer to our Annual Information Form — section “9.2 Audit Committee Disclosure” and “Schedule A” — available on SEDAR at www.sedar.com and on our website at www.cn.ca, under Investors for a description of the education and relevant experience of the Audit Committee members and with regards to the charter of our Audit Committee.

Composition of the Audit Committee

The Audit Committee is composed of six independent directors, namely, Donald J. Carty, Chair of the Committee, Edith E. Holiday, V. Maureen Kempston Darkes, Kevin Lynch, James E. O’Connor and Laura Stein. No member of the Audit Committee receives, other than in his or her capacity as a director or member of a Board committee, directly or indirectly, any fee from the Company or any subsidiary of the Company, nor is an affiliated person of the Company, or any subsidiary of the Company.

Mandate of the Audit Committee

As further described below, the Audit Committee’s responsibilities can be divided into four categories:

- overseeing financial reporting;
- monitoring risk management and internal controls;
- monitoring internal auditors; and
- monitoring external auditors.

Overseeing Financial Reporting

The mandate of the Audit Committee provides that the Audit Committee is responsible for reviewing, with management and the external auditors, the annual and quarterly financial statements of the Company and accompanying information, including the Company’s Management’s Discussion and Analysis disclosure and earnings press releases, prior to their release, filing and distribution. The mandate also provides that the Audit Committee should review the procedures in place for the review of the Company’s disclosure of financial information extracted or derived from the Company’s financial statements and periodically assess the adequacy of those procedures.

The Audit Committee is also responsible for reviewing the financial information contained in the Annual Information Form and other reports or documents, financial or otherwise, requiring Board approval.

Furthermore, the Audit Committee is in charge of reviewing the results of the external audit, any significant problems encountered in performing the audit, and management’s response and/or action plan related to any issue identified by the external auditors and any significant recommendations relating thereto.

Monitoring Risk Management and Internal Controls

The Audit Committee is responsible for periodically receiving management’s report assessing the adequacy and effectiveness of CN’s disclosure controls and procedures and systems of internal control. The mandate of the Audit Committee also provides that the Audit Committee must review CN’s risk assessment and risk management policies.

The Audit Committee is also responsible for assisting the Board with the oversight of CN’s compliance with applicable legal and regulatory requirements.

Additionally, the mandate of the Audit Committee provides that the Audit Committee must establish procedures for the receipt, retention and treatment of complaints received by the Company regarding accounting, internal accounting controls or auditing matters,

or employee concerns regarding accounting or auditing matters, while ensuring confidentiality and anonymity. CN has adopted such procedures. Please refer to the Corporate Governance section of our website at www.cn.ca, under Delivering Responsibly/Governance for more details on these procedures.

Monitoring Internal Auditors

The Audit Committee is responsible for ensuring that the Chief, Internal Audit reports directly to the Audit Committee, and for regularly monitoring the internal audit function’s performance, its responsibilities, staffing, budget and the compensation of its members. It further annually reviews the internal audit plan and ensures that the internal auditors are accountable to the Audit Committee.

Monitoring External Auditors

The mandate of the Audit Committee states that the Audit Committee is responsible for recommending the retention and, if appropriate, the removal of external auditors, evaluating and remunerating them, and monitoring their qualifications, performance and independence.

The Audit Committee is also in charge of approving and overseeing the disclosure of all audit, review and attestation services provided by the external auditors, determining which non-audit services the external auditors are prohibited from providing, and pre-approving and overseeing the disclosure of permitted non-audit services by the external auditors.

Regulations in the U.S. and Canada require that the lead engagement partner must change every five years in the U.S. and every seven years in Canada, followed by a five year absence from the audit. At CN, lead engagement partner rotation occurs at least every five years. The Audit Committee is responsible for overseeing the external auditors and discussing with them the quality and not just the acceptability of the Company’s accounting principles, including any material written communications between the Company and the external auditors (including disagreements, if any, with management and the resolution thereof).

The Audit Committee also reviews at least annually, the formal written statement from the external auditors stating all relationships the external auditors have with CN and confirming their independence.

The mandate of the Audit Committee also provides that the Audit Committee is responsible for reviewing hiring policies for employees or former employees of the Company’s firm of external auditors.

The Audit Committee assesses the auditor’s experience and knowledge of the Company’s operations and industry, audit quality and performance, and audit fees, including the results of industry benchmarking. The Audit Committee also considers the results of auditor reviews performed by auditing oversight bodies, including public reports issued by such bodies following their inspections of the firm, as well as other information such as comment letters received periodically from the securities commissions.

Furthermore, the mandate of the Audit Committee states that the Audit Committee may retain independent advisors to help it carry out its responsibilities, including fixing such advisors' fees and retention terms, subject to advising the Board Chair. The Committee makes arrangements for the appropriate funding for payment of the external auditors and any advisors retained by it. Pursuant to its charter, the Audit Committee also has direct communication channels with the internal and external auditors to discuss and review specific issues as appropriate. The internal and external auditors must meet separately with the Audit Committee, without management, twice a year, and more frequently as required.

The Audit Committee met five (5) times in 2019 and held *in camera* sessions at each meeting. The report of the Audit Committee, set forth in Schedule B of this Information Circular, outlines the major subject areas reviewed by the Committee during the year, in compliance with its mandate.

Non-Audit Services

The mandate of the Audit Committee provides that the Audit Committee determines which non-audit services the external auditors are prohibited from providing, approves audit services and pre-approves permitted non-audit services to be provided by the external auditors. CN's Audit Committee and the Board of Directors have adopted resolutions prohibiting the Company from engaging KPMG LLP to provide certain non-audit services to the Company and its subsidiaries, including bookkeeping or other services related to the accounting records or financial statements, financial information systems design and implementation, appraisal or valuation services, fairness opinions, contribution in-kind reports, actuarial services, internal audit outsourcing services, management functions or human resources functions, broker or dealer, investment advisor, or investment banking services and legal services and expert services unrelated to the audit. Pursuant to such resolutions, the Company may engage KPMG LLP to provide non-audit services, including tax services, other than the prohibited services listed above, but only if the services have specifically been pre-approved by the Audit Committee.

The external auditors are **prohibited** from providing certain non-audit services.

Audit Committee Report Regarding Internal Control Over Financial Reporting

The Audit Committee periodically received management's report assessing the adequacy and effectiveness of our disclosure controls and procedures and systems of internal control in respect of the 2019 fiscal year. The Company's external auditors, KPMG LLP, are responsible for performing an independent audit of our consolidated financial statements in accordance with Canadian generally accepted auditing standards and the standards of the Public Company Accounting Oversight Board ("PCAOB") in the U.S., and an independent audit of the effectiveness of internal controls over financial reporting, in accordance with the standards of the PCAOB. These audits serve as a basis for KPMG LLP's opinions addressing whether the consolidated financial statements fairly present our financial position, results of operations, and cash flows in conformity with U.S. Generally Accepted Accounting Principles ("GAAP").

The Audit Committee has discussed with KPMG LLP the matters required to be discussed by the PCAOB Auditing Standards No. 16 (Communication With Audit Committees) and Chartered Professional Accountants of Canada ("CPA") Handbook – Assurance Section 260 (Communications With Those Charged With Governance) including matters relating to the conduct of the audit of our financial statements and the assessment of the effectiveness of our internal control over financial reporting under section 404 of the *Sarbanes-Oxley Act*.

KPMG LLP provided the Committee with written disclosures and the letter required by Rule 3526 of the PCAOB. The Audit Committee has discussed with KPMG LLP the firm's independence from the Company. A formal written statement describing all relationships between KPMG LLP and the Company was remitted to the Audit Committee and it includes a written confirmation that KPMG LLP are independent within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation or regulation and are independent public accountants with respect to the Company within the meaning of all relevant U.S. professional and regulatory standards, including the independence rules adopted by the SEC pursuant to the *Sarbanes-Oxley Act*, and Rule 3520 of the PCAOB.

Based on this review and these discussions, the Audit Committee recommended to the Board that the Company's audited consolidated financial statements be filed with Canadian securities regulators and be included in the Company's annual report on Form 40-F for the year ended December 31, 2019 filed with the SEC.

Education and Relevant Experience of the Audit Committee Members

The Board of Directors believes that the composition of the Audit Committee reflects a high level of financial literacy and experience. As required in the charter of the Audit Committee, all members of the Audit Committee are financially literate, as such term is defined under Canadian securities laws and regulations and the NYSE Standards, and several members of the Committee meet all criteria to be designated as "audit committee financial expert" under the rules of the SEC. The Board has made such determination based on the education and experience of each Committee member.

All members of the Audit Committee are **financially literate** and several members are audit committee financial experts.

In determining if a director is an "audit committee financial expert", the Board considers if the director is a person who has: (a) an understanding of generally accepted accounting principles and financial statements; (b) the ability to assess the general application of such accounting principles in connection with the accounting for estimates, accruals and reserves; (c) experience preparing, auditing, analyzing or evaluating financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of issues that can reasonably be expected to be raised by the Company's financial statements, or experience actively supervising one or more persons engaged in such activities; (d) an understanding of internal controls and procedures for financial reporting; and (e) an understanding of audit committee functions.



The Forest Stewardship Council® (FSC®) is an international certification and labelling system for products that come from responsibly managed forests, and verified recycled sources. Under FSC certification, forests are certified against a set of strict environmental and social standards, and fibre from certified forests is tracked all the way to the consumer through the chain of custody-certification system.

CN shows its concern for protecting the environment through the use of certified paper.



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