

CN in Your Community 2016



www.cn.ca/community



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See our *Leadership in Safety*
2016 *Highlights* insert included
with this report

*Except where otherwise indicated, all
financial information reflected in this
document is expressed in Canadian dollars.*

CN Public Inquiry Line

Your Portal to CN

CN is committed to maintaining a positive and proactive approach in the communities in which we operate. To keep the lines of communication open and deliver accurate, consistent information to the general public, we have established a public inquiry line to respond to the questions or issues that matter most to you.

CN's Public Inquiry Line handles calls and emails about every aspect of CN's business. The CN Public Inquiry Line is the central point of contact for the public with non-emergency

concerns. Whether your question is about our physical plant or operations, CN Public Inquiry Line staff have the expertise to provide the answer.

CN Public Inquiry Line Contact Information

8 am to 5 pm ET, Monday to Friday

Toll-free: 1.888.888.5909

Email: contact@cn.ca

In case of emergency, call the
CN Police Service at 1.800.465.9239

CN is committed to maintaining a positive and proactive approach in the communities through which we operate.



HEATHER WOJCIK

Connecting with Our Neighbours

At CN, we are proud to be part of the fabric of the many cities, towns and villages across our entire 19,600-mile North American network. As your neighbours, we are committed to connecting with you: being engaged, investing in community development, creating positive socio-economic benefits and ensuring open lines of communication.

Our Corporate Services staff play an integral role in keeping CN connected to regional issues, ensuring we participate in impactful community partnership programs that align with local needs and create real benefits. Our Structured Community Engagement Program is focused on engaging with local communities to help them better prepare for potential incidents by reviewing our safety programs, sharing information on dangerous goods traffic, and discussing emergency response planning and training.

At CN, we work hand-in-hand with communities to continuously reduce grade crossing incidents across our network by identifying high-risk areas and working with local authorities to conduct regular public enforcement and education initiatives. This constant effort takes on a special focus during Rail Safety Week when hundreds of CN

employees, stakeholders and community members are mobilized to conduct safety blitzes at commuter stations and rail crossings in Canada and the U.S.

Our spirit of caring is expressed through the CN Stronger Communities Fund – a community partnership program focused on safety, the environment, diversity, transportation education as well as caring and solidarity. Our Public & Government Affairs staff ensure we select causes, organizations, projects and events where we can share our knowledge and experience to really make a difference. We are also proud of our employees, retirees and their families who devote countless hours of their own time to volunteer for non-profit organizations in their neighbourhoods. CN supports these worthy efforts through our Railroaders in the Community program.

As a true backbone of the economy, CN remains committed to providing positive economic benefits to the communities where we operate. Beyond the essential service we provide, CN has a sizable impact on local economies through the salaries we pay, the goods and services we buy and the taxes we contribute to all levels of government.

We strive for open and positive communication in our communities, ensuring we address the issues that matter most to you. To keep the lines of communication open and ensure we deliver accurate, consistent information to the general public, I encourage you to contact our Public Inquiry Line at 1.888.888.5909 or your local member of CN Public & Government Affairs. They will be pleased to respond to your questions or issues of interest.

Thank you for your support.



Sean Finn

We strive for open and positive communication in our communities, ensuring we address the issues that matter most to you.

Connecting with CN



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Aboriginal Relations

Working alongside Aboriginal communities across the CN network, we hope to strengthen our ties, cultivate economic opportunities and set an example among our industry peers.



Aboriginal Vision

In 2013, CN adopted its Aboriginal Vision, which is a two-fold commitment to:

- Develop respectful, sustainable and mutually-beneficial relationships with all Aboriginal people, while ensuring service to our customers.
- Be recognized by key stakeholders, including customers and governments, as having a sound approach to dealing with Aboriginal communities and having a respectful and sustainable relationship with Aboriginal people across the CN network.

Cultural Awareness Training

CN Aboriginal Affairs' Cultural Awareness Training program, developed in 2014 with the Aboriginal consulting firm Amik, enlightens employees on Aboriginal history, culture and developing relationships with Aboriginal communities for mutual success.

Community Partnerships

Examples of our contribution to the Aboriginal community include:

- CN's five-year sponsorship of an annual week-long "Pulling Together" canoe event designed to enhance understanding between Aboriginal and non-Aboriginal communities.
- CN was a lead sponsor, partner and friend of the Mississaugas of the New Credit First Nation, host of the 2015 Pan Am/Parapan Am Games in Toronto, ON.
- Funds donated from recycling CN's retired rail cars have provided \$1.2 million for the Kidney Foundation of Canada's nation-wide targeted kidney screening clinics since the program began in 2011. A key focus for the screening clinics is the Aboriginal community where the incidence of kidney disease has risen to alarming levels.

For more on CN's work with Aboriginal communities and our vision statement, please visit www.cn.ca/aboriginalvision



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CN Police Service and Risk Mitigation

Proud of our history in railway policing that dates back to the early 19th century, the CN Police Service is committed to making CN the safest railway in North America by protecting its people, property and resources, and by ensuring the safety and security of the communities that CN serves.



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As part of the company's Corporate Security function, along with the CN Police Service, CN's Risk Mitigation Officers are strategically positioned throughout the U.S. for effective response and support. Risk Mitigation engages with CN's community stakeholders and promotes educational activities to help ensure awareness and safety.

Rail Crossing Safety and Rail Safety Week



As rail safety is a shared responsibility, the cities, towns and Aboriginal communities we serve are powerful allies by promoting rail safety in their communities. By looking out for each other and working together, CN employees, retirees, stakeholders and communities focus on preventing fatalities and injuries on or near railroad property through continuous enforcement, education and effective use of technology and engineering initiatives.

Safety always comes first at CN and particularly during Rail Safety Week. During the 2015 campaign, CN police officers and employees across CN's network, in partnership with Operation Lifesaver, conducted more than 150 safety blitzes at commuter stations and railway crossings in Canada and the U.S. Officers shared information with motorists and commuters about the importance of safety at grade crossings and of not trespassing on railway property. They reminded the public: "See tracks? Think trains!"

Together, we can save lives. CN is proud to partner with Operation Lifesaver to support Rail Safety Week from April 25 to May 1, 2016. You can get involved at any time throughout the year.

- Take the rail safety pledge at mysafetypledge.com
- Share safety tips with your family, friends and in your community
- Encourage your community to pass a resolution supporting Rail Safety Week
- Say something! Save the CN Police Service phone number and call if you witness any unsafe situation near the railroad: 1.800.465.9239

For more information, please visit www.cn.ca/railsafety



OPERATION LIFESAVER

CN police officers participate in numerous educational activities, many in cooperation with Operation Lifesaver. More than 300,000 children and adults benefit from CN presentations every year via our All Aboard for Safety program.

CN Police Service emergency line:
1.800.465.9239

Rail Safety Week is a collaborative effort involving all CN employees and hundreds of communities across Canada and the U.S.

Canadian Communities Supporting Rail Safety Week

In the last year, more than 100 Canadian communities across CN's network passed resolutions supporting Rail Safety Week; these were:

British Columbia

Ashcroft
Kitimat
New Westminster
North Vancouver
Port Moody
Prince George
Squamish
Surrey
Whistler

Alberta

Big Lakes
Edson
Grande Prairie
Jasper
Peace River
Spruce Grove

Saskatchewan

Corman Park
Melfort
North Battleford
Regina
Warman

Manitoba

Brandon
Portage La Prairie
Ritchot
Riverdale
Ste. Anne
Taché

Ontario

Ajax
Blandford Blenheim
Brantford
Brockville
Clarington
Cornwall
Cramahe
Edwardsburgh/Cardinal
Fort Erie
Fort Frances
Georgina
Grimsby
Kenora
Leeds and the Thousand Islands
Markham
Milton
Mississauga
North Bay
Oshawa
Pickering
Port Colborne
Port Hope
Quinte West
Ramara
Severn
Sioux Lookout
St. Catharines
Thunder Bay
Toronto
Vaughan
Whitby
Whitchurch-Stouffville
Woodstock

Quebec

Alma
Beauharnois
Beloeil
Brossard
Cowansville
Delson
Deschambault-Grondines
Joliette
Kamouraska
La Broquerie
Lachine
L'Assomption
La Vallée-du-Richelieu
Les Coteaux
Lévis
Magog
Maskoutains
McMasterville
Montmagny
Montreal
Mont-Saint-Hilaire
Rimouski
Rivière-Bleue
Saint-Apollinaire
Saint-Basile-le-Grand
Sainte-Anne-de-Bellevue
Sainte-Catherine
Sainte-Catherine-de-Hatley
Saint-Félicien
Saint-Jean-sur-Richelieu
Saint-Lambert
Saint-Philippe
Saint-Prosper-de-Champlain
Saint-Tite
Salaberry-de-Valleyfield
Sorel-Tracy
Vaudreuil-Dorion
Vaudreuil-Soulanges
Wemotaci Reserve
Westmount
Wôlinak First Nation

New Brunswick

Fredericton
Rothesay

Nova Scotia

Halifax





Delivering Responsibly

Promoting Environmental Sustainability

At CN, environmental protection has become integral to doing business. Not only do we respect all applicable laws and regulations, we take the necessary measures to prevent pollution, reduce our greenhouse gas (GHG) emissions, conserve resources and protect ecosystems.



Rail is the most environmentally friendly way of moving goods over land, and CN is the North American industry leader in fuel efficiency, consuming 15 per cent less fuel than our peers. Since 2005, we have reduced our GHG emission intensity (tonnes of CO₂e per revenue ton mile) by 17 per cent.

Rail offers a sustainable solution to reduce the environmental impact of transportation. Canada's transportation sector generates 28 per cent of the country's GHG, however, railways produce just one per cent with all other modes producing the other 27 per cent of the country's overall GHG emissions.

CN is making a positive contribution in the fight against climate change. We invest in initiatives that protect the natural environment, in line with our environment sustainability strategy. We engage with various organizations, including Earth Day Canada, Ducks Unlimited, Trans Canada Trail, Tree Canada and Communities in Bloom.

EcoConnexions®

CN's EcoConnexions® Employee Engagement program encourages and supports CN's environmental values and initiatives among CN employees across North America, and includes targeted reductions in energy consumption, waste management and improved housekeeping practices at our yards and offices. Since the program began in 2011, we have achieved 15 per cent energy savings in key yards, diverted 90 per cent of operational waste from landfill and completed over 1,000 projects to improve housekeeping and create safer workplaces.

In 2012, CN expanded EcoConnexions® with our From the Ground Up program which provides grants of up to \$25,000 to promote the greening of municipal properties in communities along our rail lines. So far, close to 40,000 trees and shrubs have been planted in 120 communities in Canada and the U.S. Thirty additional communities in Canada and 10 in the U.S. will receive funding for tree planting projects in 2016. We are also sponsoring mass reforestation programs to improve biodiversity in the communities we serve. CN is the leading private non-forestry company tree planter in Canada, with over 1.2 million trees and shrubs planted, and more than 600,000 additional plantings planned for 2016.

In 2014, the EcoConnexions® Partnership program was launched to help customers reduce carbon emissions and increase energy efficiency. The goal of this program is to deepen relationships with valued customers and learn from each other as we continue to reduce our impact on the environment. For 2016, CN recognized 22 of our customers for their sustainability practices. CN will plant 100,000 trees in recognition of our customers' commitment to sustainable business practices.

Awards and Recognition

CN has received many accolades for our sustainability efforts. 2015 marked the fourth consecutive year that CN has been listed on the Dow Jones Sustainability World Index (DJSI World) and the seventh consecutive year that CN has been listed on the DJSI North America Index. We have also been named to the exclusive 'A list' of the global Climate Performance Leadership Index. Additionally, CN has been ranked one of the "Best 50 Corporate Citizens in Canada" by Corporate Knights for the past seven consecutive years.



A Backbone of the North American Economy

When we say CN is a true backbone of the economy, it is a reflection of the key role we play in fostering the prosperity of the markets, industries and communities we serve. With total revenues of \$12.6 billion in 2015, we transport over 300 million tonnes of cargo worth about \$250 billion each year. Serving exporters, importers, retailers and manufacturers, we move raw materials, intermediate goods and finished products to market, touching the lives of millions of people every day. If you eat it, drive it or use it, chances are we move it.

CN has long been known as an essential link in the supply chain for natural resources like grain, coal and forest products. But CN is also a prime mover of consumer goods and industrial products. We move over 2.2 million intermodal carloads a year, full of everything we use daily: clothes, furniture, food, toys, and much more.

From lumber and aluminum to electronics and cars, we transport many of the goods that help keep the North American economy moving.

Beyond the services we provide, CN makes a significant positive economic impact through our sizeable investments. We have invested more than \$10.6 billion in capital infrastructure over the past five years and plan to maintain significant investments in 2016. We purchased \$11 billion of goods and services from some 15,000 suppliers worldwide in 2015. We also contributed \$18.2 million to community partnerships and paid over \$1.4 billion in cash federal, provincial, state, property, sales and other taxes.

From lumber and aluminum to electronics and cars, we transport many of the goods that help keep the North American economy moving.



CN 2015 FACTOIDS

20 years since CN became a public company

\$12M+ raised for children's hospitals by CN Miracle Match since 2006

1.2M trees planted so far under CN's From the Ground Up program

5.5M carloads moved by CN

Total CN Network



CN IN NUMBERS

23,172 Railroaders employed

19,572 Route-miles operated

5.5M Carloads

\$36.4B Assets

\$12.6B Revenues

\$11B Local spending

\$2.7B Capital investments *

\$1.4B Cash taxes paid **

\$18.2M Community partnerships

As at December 31, 2015

** Total including rolling stock, IT and other*

*** Includes federal, provincial, state, property, sales and other taxes*

Squamish, British Columbia



CN is North America's Railroad

In business for nearly 100 years, CN is a world-class transportation leader and the only transcontinental railway in North America. Our 19,600-mile network spans Canada and Mid-America, connecting ports on three coasts: the Atlantic, the Pacific and the Gulf of Mexico. Our extensive network, along with our co-production arrangements, routing protocols, marketing alliances and interline agreements provide connections to all points in North America and beyond.

CN offers fully integrated rail and other transportation services, including intermodal, trucking, freight forwarding, warehousing and distribution. CN's freight revenues are derived from seven business groups representing a diversified and balanced portfolio of goods transported between a wide range of origins and destinations.

2015 Diversified Traffic Portfolio

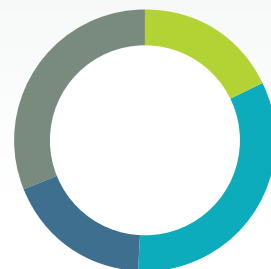
% of revenues



- 23 Intermodal
- 19 Petroleum & Chemicals
- 16 Grain & Fertilizers
- 14 Forest Products
- 11 Metals & Minerals
- 5 Coal
- 6 Automotive
- 6 Other

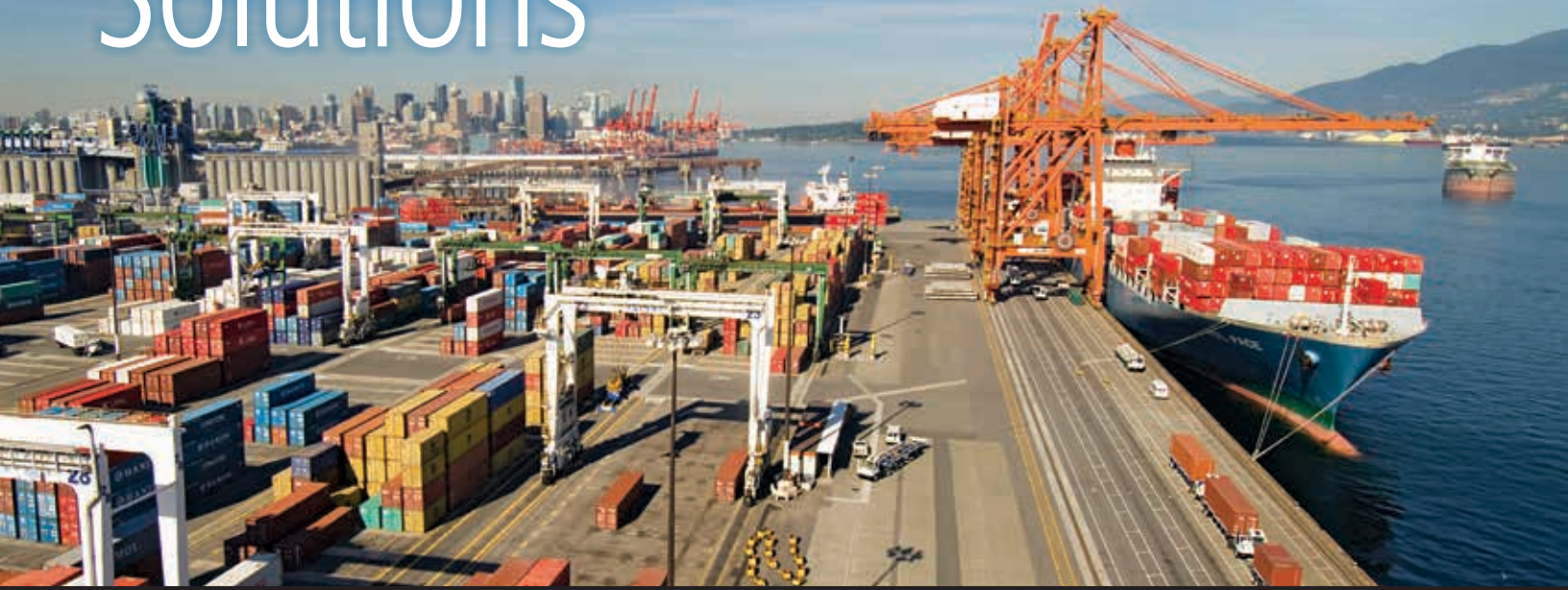
2015 Geographic Distribution

% of revenues



- 18 United States domestic traffic
- 33 Transborder traffic
- 18 Canadian domestic traffic
- 31 Overseas traffic

Supply Chain Solutions



CN is a key part of the North American supply chain that links the towns and cities along our network to world markets. Together with our customers and our port, terminal operator, trucking and shortline partners, we play an important role in enabling exports to reach world markets as well as in the distribution of domestic and imported goods across North America. We work hard with our partners to innovate, create and implement solutions that drive sustainable growth for our customers and the communities we serve.

Port access: CN directly serves six port facilities on three coasts, providing easy access to a large portion of the North American population. We also ship bulk commodities like iron ore, limestone and coal to and from four ports on the Great Lakes.

Automotive distribution facilities: Through our extensive network of 17 automotive distribution facilities, CN moves finished vehicles and parts for dealers and assembly plants from origin to destination across North America. We also provide gateway services through the ports of Halifax and Vancouver for vehicles imported from Europe, Japan and Korea.

Forest products transload facilities: CN is the largest rail carrier of forest products in North America and we offer the industry's first truly integrated solution. Our network of 21 forest products transload centres consists of strategically positioned, state-of-the-art transfer, warehousing and reload facilities that extend our customers' reach and reduce their costs.

CargoFlo® bulk handling facilities: CN has a network of 21 CargoFlo® bulk distribution terminals. These strategically located transload facilities are designed to handle our customers' liquid and solid bulk commodities such as specialty grains – quickly, safely and contaminant-free.

Metals distribution centres: Through our network of 16 metals and minerals distribution centres, CN is working closely with customers to develop innovative transportation solutions to make the entire supply chain more efficient.



Intermodal terminals: CN's 21 intermodal terminals are located near major urban centres and port facilities, allowing goods to enter virtually every market in North America and overseas. Our intermodal service transports containerized consumer products, manufactured goods and natural resources both domestically via train and truck and internationally via train and ship.

Warehousing: Enhancing CN's position as a supply chain enabler, we have 1.3 million square feet of indoor storage space and 850 acres of exterior storage in more than 80 strategically located warehouses across Canada and the U.S.

Logistics parks: Located in Calgary, Chicago, Memphis, Montreal and Toronto, CN's logistics parks are multi-functional facilities connecting rail with trucks, vessels and barges, as well as offering warehousing and distribution services.

Freight forwarding: CN's freight forwarding services simplify our customers' international importing and exporting activities – which can involve many different carriers as well as multiple layers of administrative and legal red tape. Working in conjunction with our ocean partners, CN moves our customers' products quickly and smoothly along optimal supply chain routes.

Customs brokerage: Our customs brokerage service communicates with agencies and governments throughout the shipping process, making sure that all proper procedures have been followed. Through this supply chain enhancement service, CN ensures that customers' shipments moving in and out of the U.S., Canada and Mexico are cleared and managed efficiently.



Canadian Network

CANADA IN NUMBERS

15,378 Railroaders employed

13,504 Route-miles operated

\$5.8B Local spending

\$1.3B Capital investments

\$987M Cash taxes paid *

\$14.5M Community partnerships

As at December 31, 2015

** Includes federal, provincial, property, sales and other taxes*



Henry House, Alberta



CN's Canadian network extends from Halifax on the east coast to Vancouver and Prince Rupert on the west coast, with access to every major Canadian market. CN has long been an indispensable supplier for many key industries and markets, from grain and forest products to consumer goods and automobiles, moving raw materials, intermediate goods and finished products. And, with the endless variety of food products we carry, from animal feed and fertilizer to canned goods and fresh produce, chances are we helped transport a lot of what you eat at your kitchen table or in your favourite restaurant.

Community Partnerships

CN contributed to the following national non-profit organizations in Canada in 2015:

4-H Canada

Assembly of First Nations

Canadian Agricultural Safety Association

Canadian Blood Services

Canadian Council for Aboriginal Business

Canadian Red Cross Society

Communities in Bloom

Community Foundations of Canada – Welcome Fund for Syrian Refugees

Ducks Unlimited Canada

Earth Day Canada

Kidney Foundation of Canada

Operation Lifesaver

Partners for Mental Health

Trans Canada Trail Foundation

Tree Canada

United Way

CN is a member of federal, provincial and local chambers of commerce all along our network.

CN's Canadian network extends... to every major Canadian market.



Western Region

CN's network in Western Canada is extensive. From two ports on the Pacific in Vancouver and Prince Rupert, the rails push eastward through every major western Canadian city including Edmonton, Calgary, Saskatoon, Regina and Winnipeg, extending as far east as Thunder Bay. CN also reaches north to the resource-rich towns of Fort Nelson, B.C., and Hay River, N.W.T. CN is an increasingly important link to the Fort McMurray region.

CN is building for the future with large capital investments in long-term safety and capacity improvements to ensure we continue to play our role as a true backbone of the economy. We see significant long-term potential in our

customer base located on our Western Canada feeder network. We want to provide our customers with the capacity for continued efficient freight transportation services that increase their competitiveness in North American and global markets, as well as ensure our rail infrastructure is as safe as possible. That's why we'll be investing approximately \$500 million in infrastructure improvements to our Western Canada feeder rail lines in Alberta, Saskatchewan and Manitoba over the next few years.

In 2015 alone, CN allocated approximately \$100 million for work on northern Alberta branch lines, investing in infrastructure upgrades and safety improvements.

In recent years, CN has also invested significantly in its Edmonton – Winnipeg main line corridor, installing sections of double track, extending sidings to accommodate longer, more efficient trains, and improving major classification yards.



WEST IN NUMBERS

7,773 Railroaders employed

8,128 Route-miles operated

\$1.9B Local spending

\$858M Capital investments

\$207M Cash taxes paid *

\$4.3M Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*



BRITISH COLUMBIA



The bustling ports of Vancouver and Prince Rupert are dynamic gateways to international trade, offering shorter transit times to Asia. Keeping pace with growing imports and exports, CN has established numerous transload facilities to enable our customers to move a variety of goods on and off the rail system. At the Port of Vancouver, we have coal and intermodal terminals. In the Vancouver area, we have two forest products distribution centres, two metals distribution centres, one automotive distribution facility and a CN CargoFlo® bulk handling centre. In Prince George, we have another intermodal terminal. CN also maintains large employee and shop facilities at Vancouver’s Thornton Yard and at our CargoFlo® bulk handling facility near Kamloops.

B.C. is a key gateway for Canada’s global trade, and we are proud that CN’s strong focus on innovation and supply chain collaboration has contributed strongly to the B.C. economy. For example, over the past five years, international container volumes moving over the ports of Vancouver and Prince Rupert combined have more than doubled. Over the same period, CN has invested \$1 billion in its B.C. network, which sees a full one-third of all CN traffic, including our investment in the Kaien long rail siding to accommodate the expansion of the Port of Prince Rupert’s Fairview Container Terminal.

Community Partnerships

Welcome Fund for Syrian Refugees

CN and other Canadian corporations contributed \$500,000 to the Vancouver Foundation and the Immigrant Services Society of B.C. to support their crucial work with Syrian refugees to help them transition into suitable permanent housing, with a focus on finding and securing suitable accommodation for larger families.

YWCA Metro Vancouver – Women of Distinction Award

Recognized nationally, the Women of Distinction Award is the YWCA’s premier fundraising event, honouring extraordinary women leaders, while highlighting YWCA programs and services that improve the lives of thousands of people each year across Metro Vancouver.

Pulling Together Canoe Society

Once again, a team of CN employees participated in the Pulling Together canoe trip to enhance understanding between Aboriginal peoples, communities and other groups.

Northern BC H.E.R.O.S.

The Northern British Columbia Helicopter Emergency Rescue Operations Society is dedicated to saving lives and improving medical outcomes for victims of serious trauma in northern B.C.

BRITISH COLUMBIA IN NUMBERS

2,120 Railroaders employed

2,805 Route-miles operated

\$462M Local spending

\$219M Capital investments

\$76M Cash taxes paid *

\$1.5M Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*



ALBERTA

Alberta generates substantial volumes of forest and agricultural products. CN also handles growing amounts of intermodal container traffic through our Calgary and Edmonton intermodal terminals. In Calgary, you'll also find our logistics park, an automotive distribution facility, a forest products distribution centre and a CN CargoFlo® bulk handling centre. In Edmonton, we also have automotive distribution and CargoFlo® bulk handling facilities as well as metals and forest products distribution centres. In Fort McMurray, there's a second metals distribution centre and a third CargoFlo® bulk handling facility. We also have another CargoFlo® bulk handling facility and a forest products distribution centre in Edson. We have one more CargoFlo® bulk handling facility in Hay River, NWT.

In 2015, CN allocated approximately \$100 million for work on northern Alberta branch lines, investing in infrastructure upgrades and safety improvements, including heavier rail, crushed rock ballast and new ties, to ensure the network can efficiently accommodate future freight volume growth in the Peace River region.



Community Partnerships

Welcome Fund for Syrian Refugees

The Calgary Catholic Immigration Society received \$600,000 from CN and other Canadian corporations to invest in community-driven solutions that enable recently arrived Syrian families to transition into suitable permanent housing.

Stollery Children's Hospital Foundation

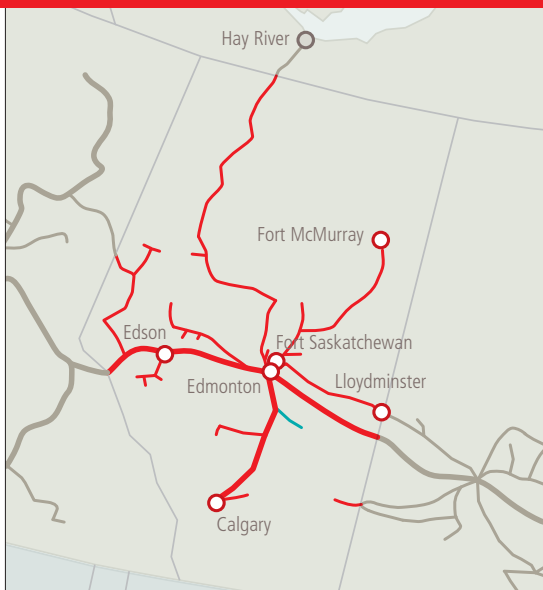
CN donated to the 2015 Tee Up for Tots event which supports Edmonton's children and families by helping the Stollery Children's Hospital provide the best care to future generations.

Alberta Council of Women's Shelters

ACWS develops leading-edge support tools for women's shelters and calls on the public to take action against domestic violence.

YMCA Calgary – Power of Potential

YMCA Calgary is a charitable organization driven by its mission to facilitate and promote the spiritual, physical, mental and social development of individuals as well as to foster a sense of responsibility within the community.



ALBERTA IN NUMBERS

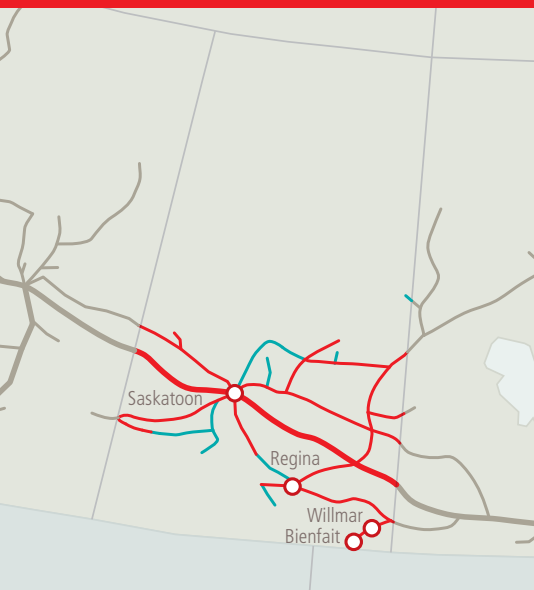
2,559	Railroaders employed
2,474	Route-miles operated
\$629M	Local spending
\$314M	Capital investments
\$58M	Cash taxes paid *
\$1.2M	Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*



SASKATCHEWAN



SASKATCHEWAN IN NUMBERS

921 Railroaders employed

1,937 Route-miles operated

\$118M Local spending

\$124M Capital investments

\$37M Cash taxes paid *

\$579K Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*

Grains and fertilizers, especially potash, make up a substantial portion of the traffic handled by CN in this prairie province, where our role as a backbone of the provincial resource economy is very evident. Our traffic also reflects the increasing diversification of the Saskatchewan economy by handling growing volumes of consumer goods and specialty crops through our intermodal terminal in Saskatoon. Both Saskatoon and Regina boast metals distribution facilities. Regina also has an automotive distribution facility. In Bienfait, we have a CargoFlo® bulk handling facility as well as forest products and metals distribution centres. Finally, in North Battleford, there is one additional forest products distribution centre.

In 2015, CN reconnected with a key stakeholder group, the agricultural community in Western Canada and beyond, by linking with Prairie farmers at the Canadian Western Agribition in Regina, a major gathering of farmers across the West. CN also announced a national partnership with 4-H Canada, the country's biggest rural youth association, to promote farm and community safety as well as rural leadership.

In 2016, CN joined the Canadian Agricultural Safety Association to promote farm safety during Canadian Agricultural Safety Week from March 13-19. CN and Canadian farmers share a common commitment to safety. Maintaining a constant focus on working safely is absolutely essential when working with heavy machinery, which is part of daily life on both farm and railway. CN is proud to join CASA in its work to keep farm families safe.

Community Partnerships

Canadian Western Agribition

CWA is the largest livestock show and fourth largest trade show in Canada. One of its programs is Agri-Ed, which hosted more than 6,000 school children and promoted the development of the 'Making Your Way Safer' campaign to facilitate the safety education of young people.

Biggar and District Donor's Choice

Biggar Donor's Choice conducts an annual campaign in October to raise funds for various charities. Funds from CN are used to enhance community sports programs, cultural activities, health initiatives as well as the senior centre and family centre.

Melville & District Donors Choice Appeal

Representatives of 19 charities get together with volunteers to canvass the City of Melville and surrounding area to raise funds to support various charities.



MANITOBA

Manitoba is a major hub of CN's transcontinental rail network. The province's central location means that much of our east-west and north-south traffic passes through Winnipeg's Symington Yard, where some 3,200 cars are handled every day. Winnipeg is also home to Transcona Shops, our main Canadian heavy car and locomotive repair facility, and our rail plant. In Winnipeg, we also have CargoFlo® bulk handling, forest products and automotive distribution facilities as well as an intermodal terminal. Approximately 2,000 CN employees are based in Winnipeg.

In December 2015, CN announced a new long-term contract with Amsted Rail, a leading manufacturer of railway wheel equipment, to produce one million wheels for use at our Transcona mechanical facility where the wheels will be mounted onto axles and become wheelsets to be installed on freight cars. The new wheels will be produced using 100 per cent recycled steel over the next 10 years at Griffin Wheel Company in Winnipeg, providing 170 high-quality jobs there.

CN's state-of-the-art Winnipeg Training Centre is delivering our enhanced railroader training program focused on instilling a strong safety culture in new employees and reinforcing it among current employees who are learning new skills or upgrading existing ones. The CN Campus opened in April 2014, and includes a modern training curriculum, key equipment such as locomotive simulators, outdoor training grounds and dedicated rolling stock. An average of 350 CN employees from across Canada come to Winnipeg every week to train at the CN Campus. Their participation provides a major boost to the local economy.

Community Partnerships

Welcome Fund for Syrian Refugees

The Winnipeg Foundation received \$500,000 from CN and other Canadian corporations to invest in community-driven solutions that enable recently arrived Syrian families to transition into suitable permanent housing.

Children's Hospital Foundation of Manitoba

Through CN Miracle Match, CN helped raise over \$760,000 for children's health in support of the CHFM's programs.

Canadian Mental Health Association of Winnipeg

The Canadian Mental Health Association's Mental Health week is an annual national event that encourages people from all walks of life to learn, talk, reflect and engage with others on all issues relating to mental health.

Green Action Centre

The Active and Safe Routes to School Program, supported by CN, promotes safe behaviour to school kids by focusing on keeping them safe around train tracks while walking and cycling to school.



MANITOBA IN NUMBERS

2,170 Railroaders employed

837 Route-miles operated

\$707M Local spending

\$201M Capital investments

\$35M Cash taxes paid *

\$1.0M Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*



Eastern Region

CN's Eastern Region extends from Winnipeg eastwards and southwards, interconnecting with our U.S. network at several points in Ontario and south of the Port of Montreal. CN's network extends deep into the mineral and timber producing regions of northern Quebec. The rails continue east into the Maritimes and the Port of Halifax.

CN is investing in Eastern Canada to build for the future, increasing safety, capacity and fluidity across our networks in Ontario, Quebec and the Maritimes.

In early 2015, CN announced a plan to build a \$250 million advanced intermodal and logistics facility in Milton, ON, to help us efficiently handle growing intermodal traffic. The new hub

will benefit our customers and the regional economy by improving Central Canada's access to the key transborder market as well as the Pacific and Atlantic coast trade gateways we serve, generating new supply chain efficiencies and creating well-paying local jobs.

CN plans to invest up to \$95 million over 10 years to ensure the safety and long-term viability of the more than 100-year-old Quebec Bridge. This major rehabilitation project is being undertaken in partnership with the Quebec Ministry of Transport. CN is committed to preserving this strategic piece of infrastructure in Quebec City. In 2015, CN spent an estimated \$7 million, bringing the total investment in the bridge since 2013 to \$17 million.

In 2015, over \$23 million was invested in track infrastructure in New Brunswick to promote the safety and integrity of our network. Also, in cooperation with the Halifax Regional Municipality, CN will undertake work in 2016 to rehabilitate the Oakland Road overhead arch bridge.



EAST IN NUMBERS

7,605 Railroaders employed

5,376 Route-miles operated

\$3.9B Local spending

\$403M Capital investments

\$193M Cash taxes paid *

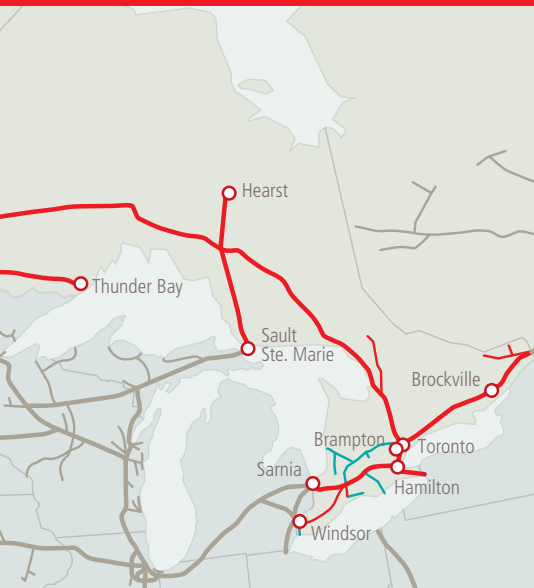
\$10.2M Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*



ONTARIO



ONTARIO IN NUMBERS

3,626 Railroaders employed

2,611 Route-miles operated

\$2.2B Local spending

\$249M Capital investments

\$104M Cash taxes paid *

\$6.0M Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*

Ontario is Canada’s industrial heartland and large volumes of industrial, automotive and petrochemical traffic is handled across the province, much of it at the Toronto-area MacMillan Yard – CN’s largest rail classification facility. The fast-growing population of the Greater Toronto and Hamilton Area (GTHA) fuels heavy demand for food and consumer products, largely handled in containers at our intermodal terminal in Brampton. The GTHA also boasts a logistics park, two automotive distribution facilities as well as a forest products distribution centre, two CargoFlo® bulk handling facilities and two metals distribution centres. In addition, CN has forest products and metals distribution centres in Brockville as well as forest products distribution centres in Thunder Bay and Atikokan.

With our intermodal terminal in Brampton nearing capacity and our intermodal traffic expected to grow, CN has proposed to build a new \$250 million “satellite” intermodal terminal in Milton. The facility will create more than 1,000 direct and indirect jobs and generate up to \$230 million in new tax revenue.

In early 2016, CN took steps to satisfy the regulatory requirements for this project, submitting a comprehensive environmental impact statement to the Canadian Environmental Assessment Agency as well as an application for approval of the project to the Canadian Transportation Agency. Letters supporting the project were received from leaders of chambers of commerce, ports, businesses across Canada, and the Mississaugas of the New Credit First Nation. These documents and other information on the project are available at www.cnmilton.com.

Community Partnerships

Welcome Fund for Syrian Refugees

CN and other Canadian corporations contributed \$250,000 to the London United for Refugees initiative, a collaboration of the London Cross Cultural Learner Centre, United Way London & Middlesex, and the City of London, to support refugees from Syria with loans for renters, direct housing subsidies, job training and skills development.

Wesley Urban Ministries in Hamilton received \$250,000 from CN and other Canadian corporations to invest in community-driven solutions that enable recently arrived Syrian families to transition into suitable permanent housing.

Daily Bread Food Bank

The Daily Bread Food Bank provides food and support to almost 200 food programs across the Greater Toronto Area and is the largest provider of food relief in the GTA.

Halton Learning Foundation

The Halton Learning Foundation partners with individuals, corporations and community foundations to provide assistance through emergency funds for students in need, post-secondary scholarships, and engagement funds that help schools purchase tools and resources to engage students in learning.

Milton District Hospital Foundation

MDHF works to raise funds for the purchase of vital medical equipment and to improve the facilities of the Milton District Hospital, site of Halton Healthcare Services.



QUEBEC

Our extensive rail network stretches across Quebec where we have strong supply chain infrastructure to serve the needs of our customers. Montreal is home to CN's headquarters. CN serves the Port of Montreal, where we handle growing numbers of import/export containers. We also have an intermodal terminal in St-Laurent. Other CN facilities in Montreal include a logistics park, forest products, automotive and metals distribution centres and a CargoFlo® bulk handling facility. Quebec City boasts access to a deep-water port as well as metals, automotive and forest products distribution centres.

A national historic site, the Quebec Bridge has been a vital road and rail link over the St. Lawrence River between Quebec City and Lévis for more than a century. In partnership with the Quebec Ministry of Transport, CN plans to invest up to \$95 million over 10 years to ensure the safety and long-term viability of this bridge. The cost of the work undertaken by CN in 2015 was \$7 million, bringing our total investment in the bridge since 2013 to \$17 million.

In 2016, CN held its Annual General Meeting of shareholders at Le Windsor in Montreal.



Community Partnerships

Welcome Fund for Syrian Refugees

The Foundation of Greater Montreal received \$750,000 from CN and other Canadian corporations to invest in community-driven solutions that enable recently arrived Syrian families to transition into suitable permanent housing.

Chez Doris

Chez Doris is a charitable organization offering daytime shelter, seven days a week, for all women in difficulty. The house provides meals, respite, clothing, socio-recreational activities as well as practical assistance in a secure and accepting environment.

The Lighthouse Children and Families

To brighten the lives of seriously ill children and their families, The Lighthouse aims to provide the best possible care through in-home respite services, variable length stays at Maison André-Gratton and other resources to make their lives as healthy and happy as possible.

The YMCAs of Quebec Foundation

Each year, the YMCA welcomes more than 120,000 individuals through its numerous services. In 2015, this included over 36,000 children. CN worked closely with the YMCA to educate over 5,000 children and teens about rail safety through its camps and Youth Zones.



QUEBEC IN NUMBERS

3,536 Railroaders employed

2,007 Route-miles operated

\$1.5B Local spending

\$117M Capital investments

\$84M Cash taxes paid *

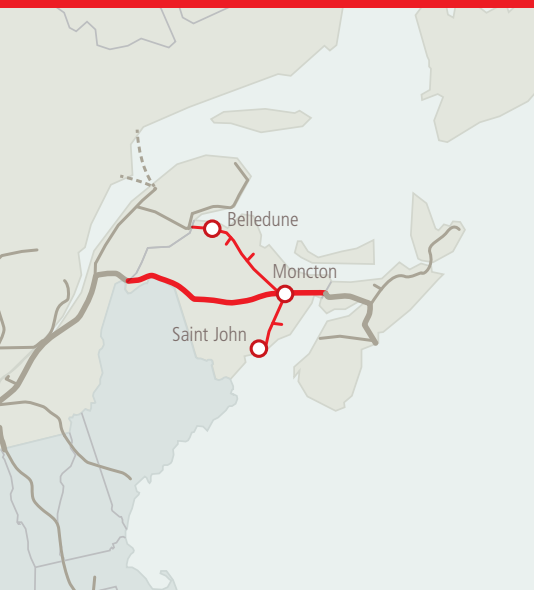
\$3.5M Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*



NEW BRUNSWICK



Forest products make up a significant part of the traffic originating or terminating in the province of New Brunswick. We also handle consumer goods and other intermodal traffic through our terminal in Moncton. Other CN facilities in Moncton include an automotive distribution centre and a CargoFlo® bulk handling facility. CN's network extends to the Port of Saint John where we also have another CargoFlo® bulk handling facility.

In 2015, over \$23 million was invested in track infrastructure in New Brunswick to promote the safety and integrity of our network. Significant work focused on the Napadogan Subdivision between Moncton and Edmundston. In cooperation with the Town of Hampton, CN undertook work to replace an overhead bridge on the Kennebecasis River Road. In collaboration with the City of Moncton, CN is proceeding with work to replace an aging culvert system on Jonathan Creek to help reduce potential flooding upstream.

Community Partnerships

CHU Dumont Foundation

In 2015, through CN Miracle Match, CN helped raise over \$1 million for the Tree of Hope campaign. One hundred per cent of the money raised is reinvested in New Brunswick to help cancer patients. CN's donation helps support important programs like the Pediatric Leukemia Research Project, targeting the most common form of cancer among children and teens, the Atlantic Cancer Research Institute, the Dr. Léon-Richard Oncology Centre and the Mgr. Henri-Cormier Lodge.

Petitcodiac Fire Department

Chief Gerald Jones was recognized for his 48 years as a volunteer firefighter by CN under a special CN Railroaders in the Community Award for exceptional volunteers. Gerald was the first recipient of this award, earning \$12,500 for the department, which will use the funds to purchase much-needed equipment and help local youth organizations.

St. Thomas University – Women's Volleyball Team

CN proudly supported Fredericton's St. Thomas University "Tommies" women's volleyball team for the 2014-15 season.

NEW BRUNSWICK IN NUMBERS

333 Railroaders employed

598 Route-miles operated

\$67M Local spending

\$29M Capital investments

\$2M Cash taxes paid *

\$456K Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*



NOVA SCOTIA

Nova Scotia is home to the Port of Halifax, where CN handles all rail-served containers imported and exported through the marine facility. Halifax is the site of a major autoport, where automotive vehicles imported from overseas enter North America for distribution across the continent. One of our intermodal terminals is also located in Halifax.

In cooperation with the Halifax Regional Municipality, CN will undertake work in 2016 to rehabilitate the Oakland Road overhead arch bridge.

CN has a unique collaboration with Saint Mary's University in Halifax where we founded the CN Centre for Occupational Health and Safety. This centre of research excellence is a world-class facility, focused on better understanding and addressing occupational health and safety across the globe.

Community Partnerships

Welcome Fund for Syrian Refugees

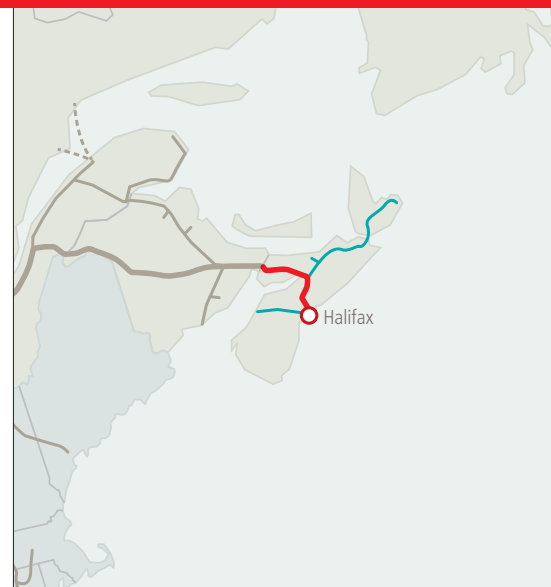
CN and other Canadian corporations contributed \$200,000 to a partnership between the Immigrant Services Association of Nova Scotia and the Community Foundation of Nova Scotia to provide direct support to Syrian households settling in the Halifax area, focusing on households with family members who have medical conditions that require them to live near healthcare facilities and larger families requiring large units.

Halifax Women's History Society

Through its website and public talks, the society has been providing the public with the untold stories of women's massive and essential work performed during World War II. CN's contribution will help erect a monument, situated on the Halifax waterfront, to bring this history to a large local, national and international audience.

Royal Nova Scotia International Tattoo

The Tattoo continues to live up to its reputation as one of the world's premier cultural and entertainment events. It features more than 2,000 participants from military, police and civilian groups from around the world. The 2015 Tattoo commemorated the end of World War II with a focus on the long-standing friendship between the combatants since 1945.



NOVA SCOTIA IN NUMBERS

110 Railroaders employed

160 Route-miles operated

\$51M Local spending

\$8M Capital investments

\$3M Cash taxes paid *

\$250K Community partnerships

As at December 31, 2015

** Includes provincial, property, sales and other taxes*

United States Network

UNITED STATES IN NUMBERS

7,794 Railroaders employed

5,976 Route-miles operated

\$4.2B Local spending

\$551M Capital investments

\$314M Cash taxes paid *

\$3.7M Community partnerships **

As at December 31, 2015. Dollar figures in US\$

** Includes federal, state, property, sales and other taxes*

*** CDNS*



Abbott, Illinois



Southern Region

CN's extensive network in the United States runs north-south from the northern border of Minnesota down to New Orleans, through the Chicago area, with lines extending west to Nebraska and east through Michigan. About one-third of our rail network and employees are located in the U.S. CN directly serves industrial, petrochemical, coal, grain, fertilizer, automotive and consumer goods markets in 16 states. Our resource-rich, manufacturing-intensive network reaches 75 per cent of consumers across North America.

CN's substantial investments in our U.S. Midwest operations, particularly the former Elgin, Joliet and Eastern Railway (EJ&E), are keeping our network fluid, helping us accommodate increased demand for freight services, and freeing up rail capacity inside Chicago. CN's sizable presence in the U.S. Midwest is the product of a series of rail acquisitions and investments that have

extended our network reach south, north and west of Chicago, as well as around the city. In the past five years, CN has invested well over \$1 billion in our Midwest operations.

Today, CN has 5,400 employees in the Midwest, roughly 1,400 of whom live and work in the Chicago region. With about 25 per cent of our freight traffic touching the city, CN's Chicago focus is on network efficiencies, close collaboration with other freight and passenger carriers, and delivering solid customer service.

CN's acquisition of the EJ&E (the "J") in 2009 has transformed our operations in Chicago, North America's rail hub. The "J" allows us to seamlessly connect our five rail lines entering Chicago and avoid congested inner city corridors. This is a clear gain for CN, but it also frees up capacity for other carriers on the Belt Railway of Chicago and the Indiana Harbor Belt – a benefit for the entire greater Chicago rail network.

Community Partnerships

CN contributed to the following national non-profit organizations in the United States in 2015:

America in Bloom

Ducks Unlimited

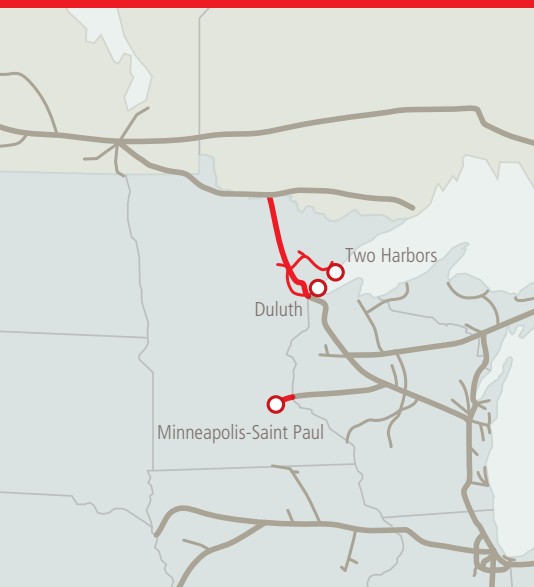
Operation Lifesaver

United Way

CN is a member of federal, state and local chambers of commerce all along our network.



MINNESOTA



Minnesota is an important gateway from Canada into the United States via Ranier and then south to the port city of Duluth on Lake Superior. Major commodities for CN through this area are coal, iron ore and grain. Turning west near Longwood, WI, CN's track heads towards the Twin Cities of Minneapolis-Saint Paul, the largest city in Minnesota and state capital, respectively, and one of the top 15 markets in the U.S.

The North Star State is home to CN's Iron Ore Supply Chain which brings taconite pellets from the Minnesota Iron Range mines to the CN docks in Duluth and Two Harbors. There, the pellets are loaded onto Great Lakes ships for transport to the lower Great Lakes. CN's major facilities in Minnesota include a rail classification yard and mechanical facility in Proctor, a yard near the Two Harbors iron ore dock, and the Duluth iron ore dock itself. There is also a yard in Ranier where CN trains cross the U.S.-Canadian border.

Community Partnerships

Community Action Duluth – Stream Corps

CN continued its support of Stream Corps, which works with the City of Duluth to restore stream-side habitat after the record-breaking flood in 2012.

Two Harbors Kayak Festival

CN supported the 18th annual Two Harbors Kayak Festival held at Burlington Bay. The event runs three long-distance races for both kayaks and stand up paddle boards.

Gary New Duluth Community Alliance

CN contributed funds to renovate and expand a community center and recreation area in Duluth. The center's theme is PLAY (Promoting Lifetime Activities for Youth) which encourages people of all ages to adopt an active lifestyle.

MINNESOTA IN NUMBERS

413 Railroaders employed

422 Route-miles operated

\$104M Local spending

\$81M Capital investments

\$13M Cash taxes paid *

\$341K Community partnerships **

As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDNS*



WISCONSIN

Wisconsin is a central part of CN's core route between Western Canada and Chicago, IL. CN serves a number of local forest product and general merchandise customers around the state, most notably from Milwaukee and Green Bay on Lake Michigan. We also have intermodal terminals in Chippewa Falls and Arcadia. In recent years, Wisconsin has become an important source of frac sand which CN delivers to shale energy producers across North America.

CN's rail operations in the Badger State are mainly made up of those of the former Wisconsin Central, acquired in 2001. Our two biggest rail facilities in the state are classification yards in Stevens Point and North Fond du Lac. Stevens Point is the heart of CN's North Division and a key location on CN's core route between the U.S.-Canadian border and Chicago. North Fond du Lac is a second major facility that serves as the gateway to Green Bay where CN has another rail yard. Additionally, CN has made significant reinvestment in two CN subdivisions: Barron and Whitehall.

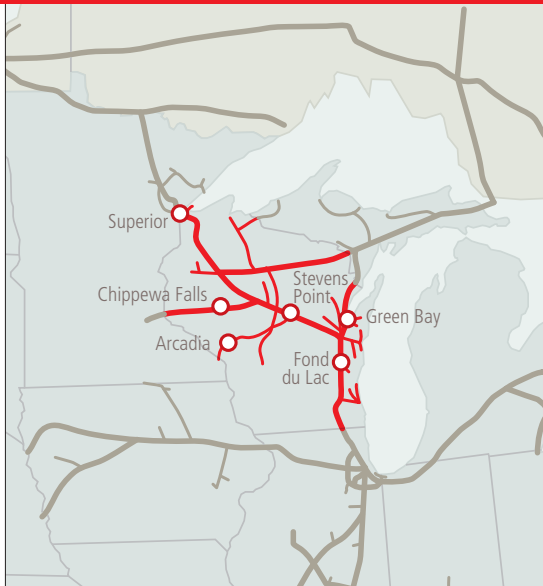
Community Partnerships

Waupaca County Fair

The Waupaca County Fair is a family-friendly event that promotes education, family and fun, including over 6,500 youth exhibits and 2,800 adult exhibits, events that honor senior citizens and veterans, a new interactive "Ag Venture Area" that features Wisconsin agriculture and careers, as well as music, food, rides, motor sports and other family-based events.

Lucius Woods Performing Art Center

The Center presents family-oriented concerts in a beautiful outdoor setting. They offer free admission to groups that would ordinarily not be able to attend. Currently, these include several senior organizations, the Challenge Center for the mentally or physically disabled, and a regional hospice grief support group.



WISCONSIN IN NUMBERS

1,125 Railroaders employed

1,432 Route-miles operated

\$162M Local spending

\$105M Capital investments

\$21M Cash taxes paid *

\$240K Community partnerships **

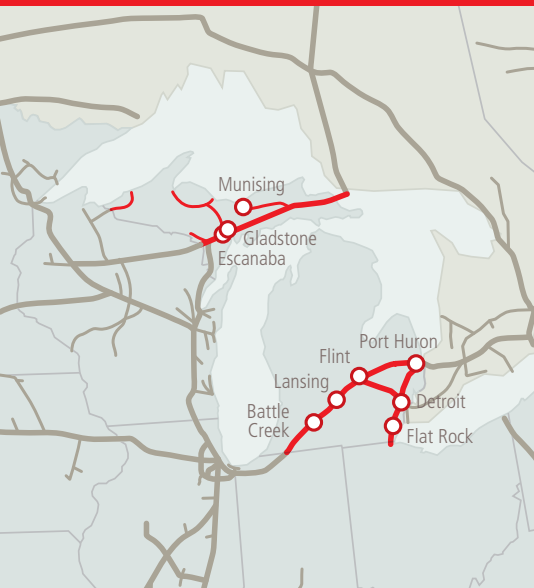
As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDNS*



MICHIGAN



CN is the largest of three Class I railroads operating in Michigan. CN's operations cross the state's Lower Peninsula with rail yards in Battle Creek, Flint, Port Huron and Flat Rock. CN also has a mechanical shop in Battle Creek. One in four finished automobiles built in Michigan is moved on a CN train. CN has two automotive distribution facilities in the state, including at Cory Yard outside Lansing at the Delta Township General Motors plant, two CN CargoFlo® bulk handling centres as well as forest products and metals distribution facilities.

Michigan is home to the Paul Tellier tunnel between Port Huron and Sarnia which serves as the border crossing for CN train traffic moving between Eastern Canada and the U.S. Midwest. CN also has an intermodal facility in Ferndale, in suburban Detroit. CN hosts several Michigan Amtrak trains, including trains terminating in Port Huron and Pontiac. In the Upper Peninsula of the Wolverine State, CN has rail yards in Escanaba and Gladstone. CN has another international rail crossing at Sault Ste. Marie.

Community Partnerships

Michigan Technological University

CN supports the Rail Transportation Program which provides funding for education, research and program development, including providing student funding to undergraduate and graduate students for rail-related projects and research.

Grand Haven Area Community Foundation – Coal Tipple Restoration Project

The Coal Tipple is a major feature of Grand Haven's skyline. The State Historic Preservation Office has verified that Grand Haven's tipple is the only one in Michigan that the public can readily access. Funding from CN is helping to preserve the tipple as well as make it safe for the community to get up close and learn about how these structures functioned many years ago.

MICHIGAN IN NUMBERS

867 Railroaders employed

925 Route-miles operated

\$94M Local spending

\$46M Capital investments

\$7M Cash taxes paid *

\$175K Community partnerships **

As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDN\$*



IOWA

Through our subsidiary, the Chicago, Central & Pacific Railroad, CN's rails stretch the breadth of Iowa, from the Missouri River in the west to the Mississippi in the east. We carry a wide variety of manufactured and industrial products like food, machinery, electrical equipment, chemical products and primary metals. In addition to serving local businesses, CN's ethanol franchise is centred in the Hawkeye State with several plants along the route between Dubuque and Sioux City and Council Bluffs. The largest rail yard and facility on CN's Iowa network is located in Waterloo.

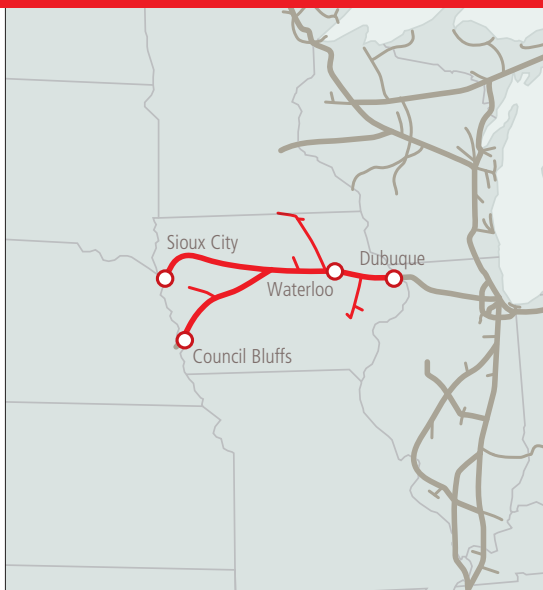
Community Partnerships

Northeast Iowa Food Bank

Through its Perishable Program, NIFB provides nutritious foods, such as produce, dairy and meat, to families in need. On average, NIFB distributes 118,000 pounds of food per month.

The Salvation Army

The Salvation Army provides the largest Compassion Kitchen Feeding Program in North Central Iowa. Services include a large food bank, medical assistance, transportation, lodging, help with utility bills, and specific assistance based on the client's personal crisis situation.



IOWA IN NUMBERS

224 Railroaders employed

574 Route-miles operated

\$22M Local spending

\$23M Capital investments

\$4M Cash taxes paid *

\$247K Community partnerships **

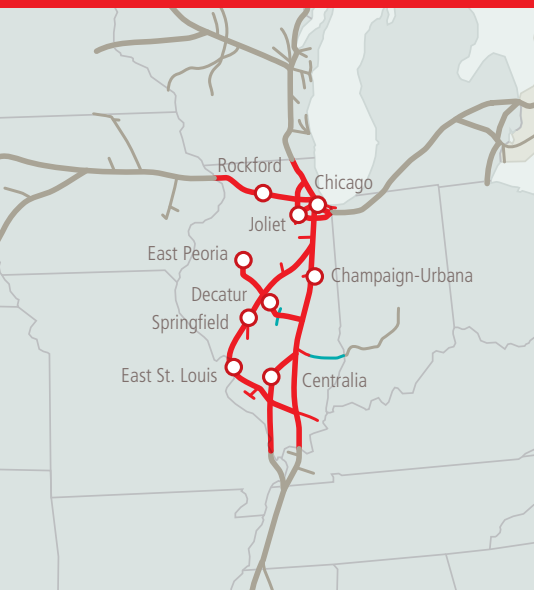
As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDN\$*



ILLINOIS



ILLINOIS IN NUMBERS

1,719 Railroaders employed

1,259 Route-miles operated

\$1.1B Local spending

\$109M Capital investments

\$38M Cash taxes paid *

\$662K Community partnerships **

As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDNS*

The home of Illinois Central, acquired by CN in 1998, the Prairie State is CN's largest in terms of operations and employees. CN has major rail switching yards in Markham and Joliet. Our routes from the north, west, south and east converge at the Chicago Terminal and link to the former Elgin, Joliet & Eastern railroad, acquired in 2009, which today forms CN's core route around Chicago.

Homewood, a Chicago suburb, is home to CN's U.S. corporate headquarters and a US\$25-million state-of-the-art training centre which opened in 2014. This CN Campus delivers our enhanced railroader training program focused on instilling a strong safety culture in new employees and reinforcing it among current employees who are learning new skills or upgrading existing ones. The facility features a consistent, modern training curriculum, key equipment such as locomotive simulators, outside training grounds and dedicated rolling stock to effectively train some 250 students a week from across the U.S.

Adjacent to Markham Yard and the CN Campus is the Woodcrest mechanical shop, the centre of CN's mechanical function in the U.S. We have significant facilities in Centralia as well. To the north is CN's Chicago Intermodal Terminal which handles traffic from both the west and east coasts. Smaller intermodal facilities are located in Joliet and Decatur. South of the Chicago area, CN has a classification yard in Champaign-Urbana, the rail yard that handles traffic moving around Illinois and between Chicago and Memphis. The Chicago area also boasts three CN CargoFlo® bulk handling centres as well as forest products and metals

distribution centres and a logistics park. CN's Illinois network serves some of the state's biggest cities with rail yards and operations in Carbondale, Decatur, Springfield, Rockford, near Peoria and suburban St. Louis. CN also hosts Amtrak intercity passenger trains in Illinois and Metra commuter trains in suburban Chicago.

Community Partnerships

Advocate South Suburban Hospital – Young Hearts for Life®

The Young Hearts for Life® program is committed to providing ECG screenings for hypertrophic cardiomyopathy (HCM) free of charge to high school students. HCM is a genetic abnormality present in approximately one in 500 people that can lead to sudden cardiac death.

Forest Park Community Center

CN's funding serves to enrich the lives of the community through health and wellness programs, workforce development training, GED/ESL classes, computer access and training, leadership development training for youth and adults, youth tutoring, mentorship programs, and scholarships.

Restoration Ministries

Restoration Ministries helps at-risk youth. The organization serves more than 5,000 individuals annually through 21 different programs including the Harvey Boxing Club, a component of Project Intercept.



INDIANA

CN's main line from the Detroit area to our main U.S. hub in Chicago passes through the north-west corner of Indiana. While the number of track-miles CN operates in Indiana is relatively small, the impact of the state could not be more significant. Gary is home to Kirk Yard, CN's largest rail yard in the U.S. Located on the former Elgin, Joliet & Eastern railroad, CN is investing US\$165 million to modernize and expand Kirk Yard. Track construction was completed in 2014 and some utility and demolition work continued in 2015. Kirk Yard is one of two CN hump yards in the U.S. and one of only four on the CN network. In collaboration with the Indiana Railroad, CN opened an intermodal facility in Indianapolis in 2013.

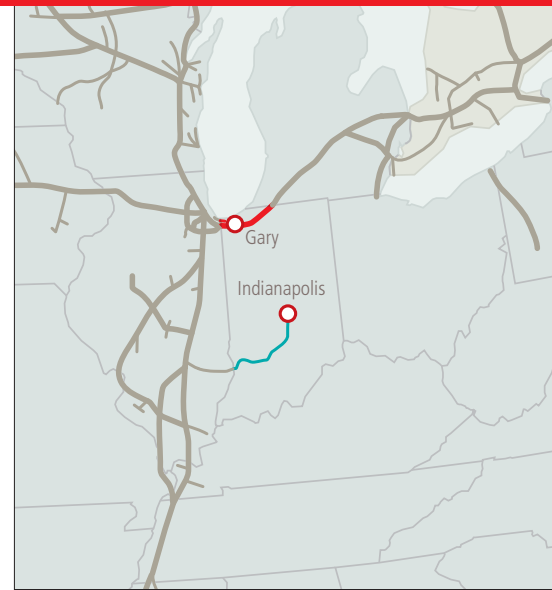
Community Partnerships

City Life Center

City Life provides a holistic model for reaching students in the inner city. Its programs are designed to help students with their education by addressing their spiritual, moral, health, safety, economic, and civic literacy.

Tri Town Safety Village

Tri Town Safety Village, in partnership with Operation Lifesaver, educates school age children about railroad safety, fire prevention and personal safety initiatives.



INDIANA IN NUMBERS

346 Railroaders employed

103 Route-miles operated

\$66M Local spending

\$23M Capital investments

\$5M Cash taxes paid *

\$222K Community partnerships **

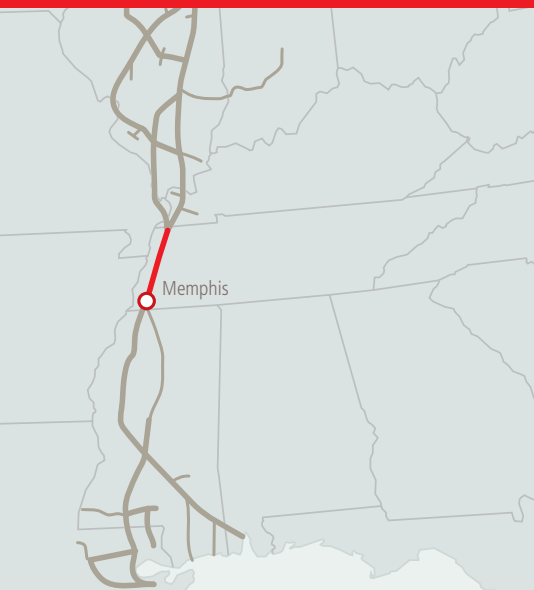
As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDNS*



TENNESSEE



Western Tennessee is CN's gateway to the south. CN's yard in Memphis is a major freight handling point and the centre of CN's U.S. operations south of Chicago. It is one of only two hump yards in the U.S. and serves as an interchange point with four other Class I railroads. The Memphis yard is also the location of a major CN mechanical shop. An important CN intermodal terminal is located in Memphis in the Frank Pigeon Industrial Park. CN also serves President's Island, a centre of industry in Memphis. The birthplace of rock 'n' roll also boasts distribution facilities for forest products, metals and automobiles as well as a CN CargoFlo® bulk handling centre and a logistics park. Amtrak's City of New Orleans service operates on CN tracks and stops in Memphis. In the last decade CN has invested more than \$140 million in our yards in Memphis.

In 2015, CN held its Annual General Meeting of shareholders at The Peabody Hotel in Memphis.

Community Partnerships

Memphis in May International Festival

A feature at every major museum and gallery in the Memphis area, International Week includes breathtaking visual arts exhibits, delicious food samplings, culinary programs as well as musical and dance performances by artists from a selected country.

Le Bonheur Children's Hospital Foundation – The FedexFamilyHouse

CN provided a \$100,000 gift to support the FedExFamilyHouse, a home-away-from-home for families traveling to Le Bonheur Children's Hospital in Memphis for treatment.

TENNESSEE IN NUMBERS

567 Railroaders employed

161 Route-miles operated

\$34M Local spending

\$15M Capital investments

\$7M Cash taxes paid *

\$690K Community partnerships **

As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDNS*



MISSISSIPPI

CN's rail network criss-crosses the Magnolia State, with a major classification yard in Jackson serving as an important hub for petroleum headed to the western part of the state, coal moving east to Alabama, grain shipping south to the Gulf Coast for export, chemical products headed north to the Midwest, and intermodal products destined throughout North America. Amtrak's City of New Orleans service stops in Jackson at CN's rail yard. CN also has an automotive distribution facility serving the Nissan assembly plant in Canton.

Community Partnerships

Hinds Community College Foundation

The largest community college in the state, Hinds Community College serves almost 30,000 students in academic, technical, secondary and adult programs on six campuses. With CN's support, the Foundation provides student scholarships, faculty and staff development programs, community cultural enrichment opportunities, and other vital college programs.

Museum of Mississippi Delta

The Museum has an extensive collection of artifacts related to the Delta, including Native American, military and Civil War, paleontology, political, musical, civil rights, transportation and regional art. The Museum works closely with school districts to provide educational resources and experiences for students.



MISSISSIPPI IN NUMBERS

314 Railroaders employed

575 Route-miles operated

\$78M Local spending

\$72M Capital investments

\$15M Cash taxes paid *

\$318K Community partnerships **

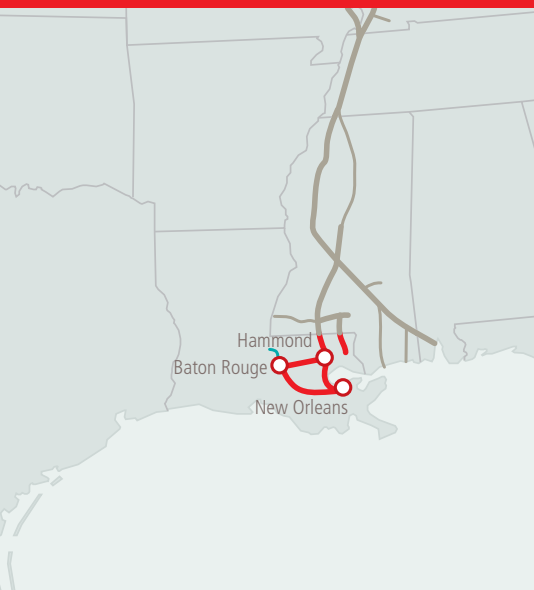
As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDNS*



LOUISIANA



At the southern terminus of CN's North American network, Louisiana originates and terminates growing volumes of petrochemical, coal and grain rail traffic, most notably in the triangle formed by Hammond, Baton Rouge and the Port of New Orleans. CN's major yards are in Baton Rouge, Geismar and Harrahan (Mays Yard) outside of New Orleans. At Mays Yard, CN connects to the New Orleans Public Belt Railroad (NOPBR) which links the city's six Class I railroads. New Orleans also has a modern intermodal facility that receives consumer goods via containers for distribution across North America. Amtrak's City of New Orleans service terminates in New Orleans, south of Mays Yard. In Louisiana, CN has two bridges over the Bonnet Carré Spillway.

In 2015, CN signed a memorandum of understanding with the Port of New Orleans and the NOPBR that will see the parties develop greater supply chain efficiencies aimed at drawing more container traffic over the port to North American markets. The Port of New Orleans has an intermodal rail terminal adjacent to its Napoleon Avenue Container Terminal providing on-dock access for all rail shipments. The new Mississippi River Intermodal Terminal is now under construction. The US\$25 million project, when completed in the first quarter of 2016, will result in a modern, efficient intermodal transfer terminal located within the container yard, offering on-dock access and improving CN's link to the terminal and helping to grow our container volumes.

Community Partnerships

Knock Knock Children's Museum

The aim of the Knock Knock Children's Museum is to deliver extraordinary play experiences and programs to inspire young children and promote their intellectual curiosity, self-expression and early literacy development.

Ochsner Hospital for Children

Through CN Miracle Match, CN helped raise over \$625,000 for children's health in support of the Ochsner's programs.

LOUISIANA IN NUMBERS

278 Railroaders employed

239 Route-miles operated

\$35M Local spending

\$44M Capital investments

\$5M Cash taxes paid *

\$572K Community partnerships **

As at December 31, 2015. Dollar figures in US\$

** Includes state, property, sales and other taxes*

*** CDNS*



OTHER STATES

Extending Our Reach

CN has extensive facilities in several other U.S. states, including:

Alabama

In addition to access to the Port of Mobile, CN's network connects to CargoFlo® bulk handling and forest products distribution facilities in Mobile, which handle most notably petroleum products from Western Canada and coal from the Midwest.

In 2015, CN signed a memorandum of understanding with the Alabama State Port Authority, which owns the public terminals at the Port of Mobile, intended to drive increased supply chain efficiency and a greater share of transportation markets in North America.

Ohio

CN's track extends to a yard in Toledo for interchange with eastern railroads. With a focus on local interests and the ability to link industries, extending our reach and providing flexibility, we count on our subsidiaries, the Bessemer and Lake Erie Railroad (BLE) and Grand Trunk Western Railroad (GTW), to help us deliver in Ohio. The BLE connects at Conneaut docks.

Pennsylvania

CN's main line runs from our marine bulk facilities in Conneaut, OH, on Lake Erie, moving iron ore to steel plants in the Pittsburgh area. We also have a forest products distribution centre in DuBois.

New York

CN's network includes two forest products distribution centres, one in North Buffalo, NY, and another in North Bergen, NJ, just north of New York City.

Kentucky

CN has two main line corridors running through Kentucky, linking CN's network in Illinois to Tennessee and points south to the Gulf Coast.

Our resource-rich, manufacturing-intensive network reaches 75 per cent of consumers across North America.



CN Stronger Communities Fund

At CN, we take pride in how we do our job of moving customers' goods safely and efficiently. We are also proud of what the company stands for: a set of core beliefs that drive how we conduct our business every day and that support our continuing transformational journey.

CN recognizes our responsibility to the communities in which we operate – not only in our commitment to safety, but also in making communities better places to live and work. This spirit of caring is expressed in the CN Stronger Communities Fund, a community partnership program that focuses on five core areas:

- Caring and Solidarity/United Way
- Safety and Sustainability
- Diversity
- Transportation Education
- CN Railroaders in the Community

CN STRONGER Communities Fund

How to apply for sponsorship or donation from the CN Stronger Communities Fund:

Please visit our website at www.cn.ca/community for more information on our eligibility requirements and community partnership areas of focus.

Caring and Solidarity/United Way

We believe that one of the best ways to build stronger communities is to actively contribute to organizations, programs and initiatives that promote caring and solidarity.

CN Miracle Match

CN encourages individuals and corporations to make charitable donations in support of children's hospitals by matching funds raised through the fundraising campaigns of three selected hospitals each year. CN has helped raise close to \$13 million for pediatric care since CN Miracle Match was launched in London, ON, in 2006. Through Miracle Match, CN enables children's hospitals to purchase much-needed equipment, expand their programs and facilities and continue to make an important difference to families and communities. The following three foundations were selected in 2015 to each receive CN-matched contributions of up to \$300,000:

- **Children's Hospital Foundation of Manitoba**, Winnipeg, MB
- **CHU Dumont Foundation**, Moncton, NB
- **Ochsner Hospital for Children**, New Orleans, LA

"CN is very active in helping to build stronger communities."



In 2015, through CN Miracle Match, CN helped raise over \$625,000 for the Ochsner Hospital for Children in New Orleans, Louisiana

United Way

CN donated over \$1.5 million to the United Way in 2015 to support communities all along our network, in both Canada and the U.S.

Robert Pace, Chairman of the Board of Directors of CN



Safety and Sustainability

We are focused on conducting our operations safely and in a manner that protects the natural environment.

All Aboard for Safety Program



All Aboard for Safety is our flagship community education program to help prevent accidents on or near railroad property. We promote safety to children using our safety train, Little Obie, and host safety blitzes and Safe Crossing weeks. These events actively engage CN police officers and our employees in promoting safety, and involve partnerships with like-minded community groups such as Operation Lifesaver.



Looking Out For Each Other is an integral part of CN's safety culture.

4-H Canada

Made possible through a commitment from CN of \$600,000, the new annual 4-H Canada Leadership Excellence Award of Distinction (L.E.A.D.) recognizes exceptional 4-H senior youth members and showcases their accomplishments in the area of leadership excellence. The CN commitment also allows 4-H Canada to establish a 4-H Farm Safety Fund that will support 4-H clubs, districts, regions and provincial organizations across Canada with farm and community safety initiatives.



Canadian Agricultural Safety Association

CN joined CASA to promote farm safety during Canadian Agricultural Safety Week from March 13-19. CN and Canadian farmers share a common commitment to safety. Maintaining a constant focus on working safely is absolutely essential when working with heavy machinery, which is part of daily life on both farm and railway. CN is proud to join CASA in its work to keep farm families safe.

FCM/RAC Proximity Initiative

CN works with the Federation of Canadian Municipalities (FCM) and the Railway Association of Canada (RAC) to prevent and resolve issues that may arise when people live and work in close proximity to railway operations. The FCM/RAC Proximity Initiative was established in 2003 and is co-chaired by Sean Finn, EVP of Corporate Services and Chief Legal Officer at CN and Jenelle Saskiw, Mayor of Marwayne, AB. By developing proximity guidelines and improving stakeholder awareness, the Initiative aims to address railway-community issues, including safety, noise and vibration.

In May 2013, the Initiative published *Guidelines for New Development in Proximity to Railway Operations* for use by municipalities, provincial governments, developers and property owners when new developments close to rail operations are proposed. In 2015, Montreal, QC, became the first major city in Canada to adopt these guidelines into its long-term development plan. Other cities, including Edmonton, Calgary, Winnipeg, Ottawa and Toronto, will also be implementing best practices for land development in proximity to railways. The guidelines recommend setback distances, fencing and other safety measures as well as acoustic studies and mitigation – which must be met if sensitive land uses are proposed in proximity to a railway line or yard.

Provinces and municipalities need to properly guide and regulate development in proximity to railways. Preventing proximity issues is a shared responsibility.

For more information, go to:
www.proximityissues.ca



Diversity

Having a workforce with unique talents that reflects the diversity of the communities in which we operate is a key contributor to CN's success. We invest significant efforts in attracting and hiring a diverse workforce. CN's policy of inclusion, diversity and tolerance also provides support to organizations that promote the advancement of women, Aboriginal communities and other groups. For example:

Partners for Mental Health

CN's support has been key to the improvement of mental health in Canada. Through campaigns like Not Myself Today and Right By You, we have catalyzed actions among everyday people to help make much-needed change happen in our workplaces, schools and homes. In less than five years, we have:

- Rallied over 85,000 Canadians to support the movement
- Inspired over 25,000 people to speak out and share their experiences
- Developed over 700 volunteer leaders
- Held over 1,200 volunteer-led events

Welcome Fund for Syrian Refugees

CN led the way in 2015 among Canada's business community by pledging \$5 million to assist Syrian refugees resettling in Canada. CN's support of the Community Foundation of Canada – Welcome Fund for Syrian Refugees is helping address the immediate needs of thousands of refugees so that communities and newcomers are set up for long-term success.

Transportation Education

By supporting transportation education, CN is inspiring and helping today's youth to become tomorrow's railroaders – and leaders. We promote and support transportation-related education in the following areas:

- Trade and apprenticeship programs
- College and university programs
- Scholarship and bursary programs

Wilfrid Laurier University

In 2015, CN donated \$500,000 to support research and education programs at the Centre for Supply Chain Management in the School of Business & Economics at Wilfrid Laurier University in Waterloo, ON. CN's donation will support internships and a cooperative education program, providing experience and summer employment to students. CN managers will also work with the Centre to provide an industry perspective and the company will help organize annual conferences attended by international experts.



CN Railroaders in the Community

We are proud of our employees, retirees and their families who volunteer their time to make their communities stronger and better places to live and work. The CN Railroaders in the Community program recognizes these acts of kindness by providing grants to the community-based charitable organizations they choose to support through their volunteer efforts.

Gerald Jones: Five inspiring decades of devotion to his community

In his 48 years as a volunteer firefighter with the Petiscodiac Fire Department in New Brunswick, CN Railroader in the Community Gerald Jones has experienced many life-changing moments. "When we help save people, it's a wonderful feeling," says Gerald, who retired from CN in 1996 as a Transportation Officer after 33 years of service.

Gerald has received several awards in recent years. In 2013, he was awarded the Queen's Diamond Jubilee Medal. In 2014, he was named Volunteer Fire Chief of the Year by the Canadian Association of Fire Chiefs. In 2015, he was recognized by CN under a special

CN Railroaders in the Community Award for exceptional volunteers. Gerald is the first recipient of this award, earning an additional \$12,500 for the Petiscodiac Fire Department. "That was truly overwhelming," he says, adding that the fire department will use the funds to purchase much-needed equipment and help local youth organizations.

Ginger V. Harris: Life lessons on and off the field

When CN Railroader in the Community Ginger V. Harris was given custody of her 8-year-old nephew, Orion, in 2014, one of the first things she did was get him involved in soccer. "Orion had never played sports; he comes from foster care and had been at six different schools," explains Ginger, a Utility Clerk in Jackson, MS, who joined CN in 2005.

Ginger, who played basketball growing up, knows that important life lessons, such as discipline, leadership and teamwork, are learned through sports. She spent about 100 hours last year volunteering as a Team Parent for the Southwest Jackson Soccer League. Ginger communicates with other parents regarding the scheduling of practices and games, coordinating snacks and whatever else needs doing. "It's important to give back, because when I was growing up, people gave to me," says Ginger.

Ginger's soccer league received a CN Railroaders in the Community Employee Volunteer grant, which will help offset registration and tournament fees. "I get self-satisfaction seeing the kids grow and knowing I did good for someone else by contributing my time."



"Whatever success I've been credited with belongs to my mentors in the fire department, as well as to my supervisors and co-workers at CN, and to my family." – Gerald Jones



"CN's generosity helps us be the change in the world we'd like to see, as Gandhi said."
– Ginger V. Harris

CN employees "going the distance" for the Weekend to End Women's Cancer.



CN Employees' and Pensioners' Community Fund



CN's Employees' and Pensioners' Community Fund, in existence for more than 50 years, is one of the largest and most successful funds of its kind in Canada. Run by volunteer CN employees and pensioners, the Fund is a non-profit organization that organizes fundraising activities in support of various charities.

Last year's campaigns met with unprecedented success, raising more than \$1.8 million. Over the past 10 years, the Fund has raised more than \$13.5 million. The fund:

- Supports more than 500 health care, research, and charitable groups
- Directs every dollar donated directly to the designated organizations

CN Employees' and Pensioners' Community Fund

935 de La Gauchetière Street West,
2nd Floor
Montreal, Quebec
H3B 2M9

Toll-free: 1.877.552.7555

Email: communityfund@cn.ca

www.communityfundcn.com

Weekend to End Women's Cancer

A group of CN employees headed by Fiona Murray, VP Marketing at CN, have rallied four years in a row to fight against cancer and take part in the "Weekend to End Women's Cancer" in Montreal. This popular event highlights a two-day 60 kilometre (37.3 mile) walk. In 2015, to achieve their fundraising goal, the team organized various activities such as a bake sale, a fresh-brewed cappuccino sale and a Zumbathon! Through these efforts and other innovative initiatives, the team raised a total of \$40,782 for the Jewish General Hospital Foundation, enabling advances in women's cancer research.

CN Canadiens Alumni Challenge:

In November, 2015, in Winnipeg, CN employees suited up for the 11th edition of the CN Canadiens Alumni Challenge against former Canadiens legends. The Canadiens Alumni, coached by two CN employees, included great hockey players such as Chris Nilan, Gilbert Delorme, Stéphane Richer and Steve Shutt. The crowd-pleasing game and benefit dinner raised \$435,000 for charitable organizations in Winnipeg supported by the Fund, notably the Children's Hospital Foundation of Manitoba, The Dream Factory, Winnipeg Harvest and Rossbrook House, as well as The Cancer Support Center in Homewood, IL. Since its first edition in 2002, the CN Canadiens Alumni Challenge has raised \$3,010,535 for charity.

"We are very proud to make a significant contribution that will help make a difference for the organizations selected this year."

Olivier Chouc,
CN Vice-President, Law,
and Chairman of the
CN Employees' and Pensioners' Community Fund

"The CN Community Fund would like to thank their pensioners, employees and volunteers, for without their continuing and devoted help, we would not be so strong."

Chantale Lauzon,
CN Employees' and Pensioners' Community Fund



CN employees face off with Habs all-stars to raise funds for charities in Winnipeg, MB, and Homewood, IL.

Frequently Asked Questions

The following questions address the most frequently raised concerns on the CN Public Inquiry Line. For information about any other aspect of CN's business and operations, we encourage you to contact our Public Inquiry Line at **1.888.888.5909**.

Trains blocking roadways for extended periods are a real concern in my community and residents find them inconvenient. What can be done to reduce the number of blocked crossings?

According to Canadian Rail Operating Rule (CROR) 103(d), no part of a train or engine may stand on any part of a public crossing for longer than five minutes when vehicular or pedestrian traffic requires passage. However, this does not apply to private crossings. When emergency vehicles require passage, railways must clear both public and private crossings as quickly as possible.

While CN makes every effort not to block crossings, there are unforeseen instances such as weather, mechanical failure or loss of air pressure that can cause a train to stop, which may result in a blocked crossing. CN crews are immediately aware when a train is blocking a road crossing and make every effort to clear the passage as soon as possible.

In case of emergency, motorists are encouraged to contact the CN Police Service emergency number – **1.800.465.9239** – which is posted at every public crossing on our network. In addition to the phone number, the sign includes the CN subdivision name and mileage point. This information may be used by emergency responders as well as the public to report an emergency. This phone number is staffed 24 hours a day, seven days a week.

For further rules surrounding blocked crossings, please visit the Transport Canada website (www.tc.gc.ca) where this information can be found under the Rail heading.

Railroads are federally regulated in the U.S., however the Federal Railroad Administration does not regulate the length of time a train may block an at-grade crossing.

The crossings in my community are in poor condition. What is CN doing to address this?

We recognize the importance of maintaining the condition of all crossings for which we are responsible and inspect our public crossings on a regular basis. Should you have any concerns about the condition of a particular crossing, please call our Public Inquiry Line at **1.888.888.5909**. We will refer your call to the local track supervisors who will assess the crossing and make the necessary repairs. CN also works in partnership with road authorities to maintain crossings and brings to their attention those crossings that require maintenance for which they are responsible.

Residents in my community are complaining about trains whistling at all hours. Can CN stop using whistles?

While we understand that whistling may be disturbing at times, CN is federally regulated and governed by Canadian Rail Operating Rules (CROR) which mandate whistling regulations.

Under CROR, Rule 14 (l), train crews are required to whistle at all public crossings. Train whistles are safety devices that alert motorists and pedestrians to the presence of an approaching train and warn trespassers away from the rail right-of-way. Locomotive engineers follow a detailed set of instructions under the CROR that outline when a whistle must be sounded and the whistling sequence to be used. Train crews will also use the whistle if there is a work project in the area to notify the work gang on or near the track that a train is approaching.

In certain circumstances, a particular crossing may be exempt from whistling requirements. In order to obtain this exemption, a municipality must take a number of steps:

- 1) The municipality needs to submit a request to the railway including a detailed crossing safety assessment on the conditions at the crossing by a qualified external consultant.
- 2) If it is determined that safety will not be compromised and that the crossing meets the prescribed conditions of Transport Canada, the municipality must then give public notice and notify each relevant association of its intent to pass a resolution declaring that it agrees that whistles should not be used at the crossing.
- 3) Finally, the municipality must pass the resolution.

The complete application procedure to pursue anti-whistling measures can be found on the Transport Canada website (www.tc.gc.ca) under Rail Safety.

In the United States, CN is federally regulated and governed by the Train Horn Rule issued by the Federal Railroad Administration. Locomotive engineers must begin to sound train horns at least 15 seconds, and no more than 20 seconds, in advance of all public at-grade crossings. Further information on the process surrounding the establishment of Quiet Zones can be found on the Federal Railroad Administration website at: www.fra.dot.gov.

What can be done about idling trains? My community has raised concerns about the noise and/or diesel fumes.

CN crews are trained on fuel conservation practices to reduce our carbon footprint, including locomotive shutdowns in our yards. However, locomotives may need to be left idling due to various operating requirements such as weather and maintaining air pressure for braking and starting systems.

Where possible, many CN locomotives make use of SmartStart technology, which is an Automatic Engine Start Stop system for locomotives. Over half of the locomotives in our active fleet are equipped with SmartStart technology. This system automatically triggers the locomotive to either safely shut down or restart when certain parameters have been met.

Should you have concerns regarding idling or diesel fumes, please call our Public Inquiry Line at **1.888.888.5909**. We will ensure our Operations personnel are aware of your concerns. They will assess the location to determine if options exist.

The CN property in my community is not being maintained adequately. Who should I contact?

CN makes every effort to maintain our property and is committed to business practices that protect the natural environment, prevent pollution, reduce our greenhouse gas emissions and conserve natural resources. Waste management is important to us and we are addressing this issue with two key initiatives: removing old rail ties from our rights-of-way and establishing an aggressive waste reduction program for our buildings and yards. Should you have concerns regarding property maintenance, please call our Public Inquiry Line at **1.888.888.5909**. A member of the team will communicate your concerns to our Engineering personnel.


How do I stay connected with CN?

935 de La Gauchetière Street West
Montreal, Quebec H3B 2M9

Toll-free: 1.888.888.5909

Email: contact@cn.ca

www.cn.ca

 facebook.com/CNrail

 linkedin.com/company/cn

 twitter.com/CN_Comm



At CN, we take pride in how we do our jobs to move customers' goods safely and efficiently. We are also proud of what our company stands for: a set of five core beliefs that drive how we conduct our business every day and support our commitment to be the best railway in North America.

