



Accelerating Sustainable, Profitable Growth

INVESTOR PRESENTATION
May 2025

CNR
LISTED
TSX



CNI
LISTED
NYSE



Forward-looking statements



Certain statements included in this presentation constitute "forward-looking statements" within the meaning of the United States Private Securities Litigation Reform Act of 1995 and under Canadian securities laws, including statements based on management's assessment and assumptions and publicly available information with respect to CN. By their nature, forward-looking statements involve risks, uncertainties and assumptions. CN cautions that its assumptions may not materialize and that current economic conditions render such assumptions, although reasonable at the time they were made, subject to greater uncertainty. Forward-looking statements may be identified by the use of terminology such as "believes," "expects," "anticipates," "assumes," "outlook," "plans," "targets", or other similar words.

2025 Key Assumptions

CN has made a number of economic and market assumptions in preparing its 2025 outlook. The Company now assumes slightly positive growth in North American industrial production in 2025 (compared to its January 30, 2025 assumption of approximately 1%). For the 2024/2025 crop year, the grain crop in Canada was in line with its five-year average and the U.S. grain crop was above its five-year average. The Company continues to assume that the 2025/2026 grain crop in Canada will be in line with its five-year average and now assumes that the U.S. grain crop will be above its five-year average (compared to its January 30, 2025 assumption that the 2025/2026 grain crop in the U.S. will be in line with its five-year average). CN continues to assume RTM growth will be in the low to mid single-digit range. CN also continues to assume that in 2025, the value of the Canadian dollar in U.S. currency will be approximately \$0.70, and now assumes that in 2025 the average price of crude oil (West Texas Intermediate) will be in the range of US\$60 - US\$70 per barrel (compared to its January 30, 2025 assumption of being in the range of US\$70 - US\$80 per barrel).

2024-2026 Key Assumptions

CN has made a number of economic and market assumptions in preparing its three-year financial perspective. CN continues to assume that the North American industrial production will increase by approximately 1% CAGR over the 2024 to 2026 period. CN continues to assume pricing above rail inflation. CN continues to assume that the value of the Canadian dollar in U.S. currency will be approximately \$0.70 and that the average price of crude oil (West Texas Intermediate) will be in the range of US\$70 - US\$80 per barrel during this period.

The Company notes there is a heightened recessionary risk related to tariffs and trade actions taken by various countries. Should the recessionary risk materialize, demand for freight transportation would be negatively impacted.

Forward-looking statements are not guarantees of future performance and involve risks, uncertainties and other factors which may cause actual results, performance or achievements of CN to be materially different from the outlook or any future results, performance or achievements implied by such statements. Accordingly, readers are advised not to place undue reliance on forward-looking statements. Important risk factors that could affect the forward-looking statements in this presentation include, but are not limited to, general economic and business conditions, including factors impacting global supply chains such as pandemics and geopolitical conflicts and tensions; trade restrictions, trade barriers, or the imposition of tariffs or other changes to international trade arrangements; industry competition; inflation, currency and interest rate fluctuations; changes in fuel prices; legislative and/or regulatory developments; compliance with environmental laws and regulations; actions by regulators; increases in maintenance and operating costs; security threats; reliance on technology and related cybersecurity risk; transportation of hazardous materials; various events which could disrupt operations, including illegal blockades of rail networks, and natural events such as severe weather, droughts, fires, floods and earthquakes; climate change; labor negotiations and disruptions; environmental claims; uncertainties of investigations, proceedings and other types of claims and litigation; risks and liabilities arising from derailments; timing and completion of capital programs; the availability of and cost competitiveness of renewable fuels and the development of new locomotive propulsion technology; reputational risks; supplier concentration; pension funding requirements and volatility; and other risks detailed from time to time in reports filed by CN with securities regulators in Canada and the United States. Reference should also be made to Management's Discussion and Analysis (MD&A) in CN's annual and interim reports, Annual Information Form and Form 40-F, filed with Canadian and U.S. securities regulators and available on CN's website, for a description of major risk factors relating to CN.

The achievement of CN's climate goals is subject to several risks and uncertainties, including those disclosed in the MD&A in CN's annual and interim reports. While the Company currently believes its goals are reasonably achievable, there can be no certainty that the Company will achieve any or all of these goals within the stated timeframe, or that achieving any of these goals will meet all of the expectations of its stakeholders or applicable legal requirements.

Forward-looking statements reflect information as of the date on which they are made. CN assumes no obligation to update or revise forward-looking statements to reflect future events, changes in circumstances, or changes in beliefs, unless required by applicable securities laws. In the event CN does update any forward-looking statement, no inference should be made that CN will make additional updates with respect to that statement, related matters, or any other forward-looking statement. Information contained on, or accessible through, our website is not incorporated by reference into this presentation.

Non-GAAP measures

CN's outlook, guidance, or targets exclude certain adjustments, which are expected to be comparable to adjustments made in prior years. However, management cannot individually quantify on a forward-looking basis the impact of these adjustments, which could be significant, are difficult to predict and may be highly variable. As a result, CN does not provide a corresponding GAAP measure for, or reconciliation to, its outlook, guidance or targets.

CN reports its financial results in accordance with United States generally accepted accounting principles (GAAP). CN also uses non-GAAP measures in this presentation that do not have any standardized meaning prescribed by GAAP. These non-GAAP measures may not be comparable to similar measures presented by other companies.

All amounts in this presentation are expressed in Canadian dollars, unless otherwise noted.

CN at a glance

TSX: CNR NYSE: CNI

- CN is a **world-class transportation leader and trade-enabler**. Essential to the economy, to the customers, and to the communities it serves, CN safely transports more than 300 million tons of natural resources, manufactured products and finished goods throughout North America every year
- CN seeks to be regarded internationally as among the **best-performing transportation and logistics companies**
- CN is committed to **creating value for customers and shareholders** by deepening customer engagement, leveraging the strength of our franchise and delivering operational and service excellence



2024 HIGHLIGHTS ⁽¹⁾

~24,700 **\$92B**
employees (at end of year) market capitalization

18,800 **5.4M**
route miles carloads

\$17.0B **\$57.1B**
total revenues total assets

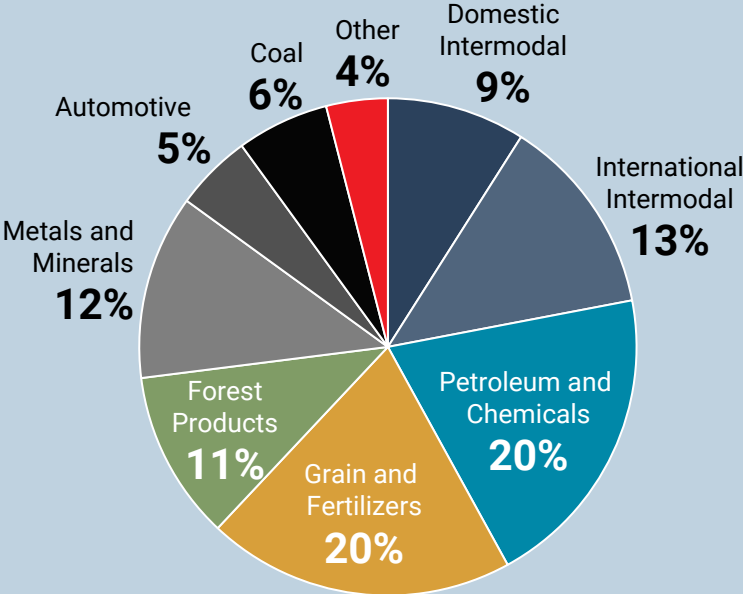
\$3.5B **\$3.1B**
capital investments (net of amounts reimbursed by customers) free cash flow ⁽²⁾

(1) Data is as at or for the year ending December 31, 2024, unless otherwise indicated.

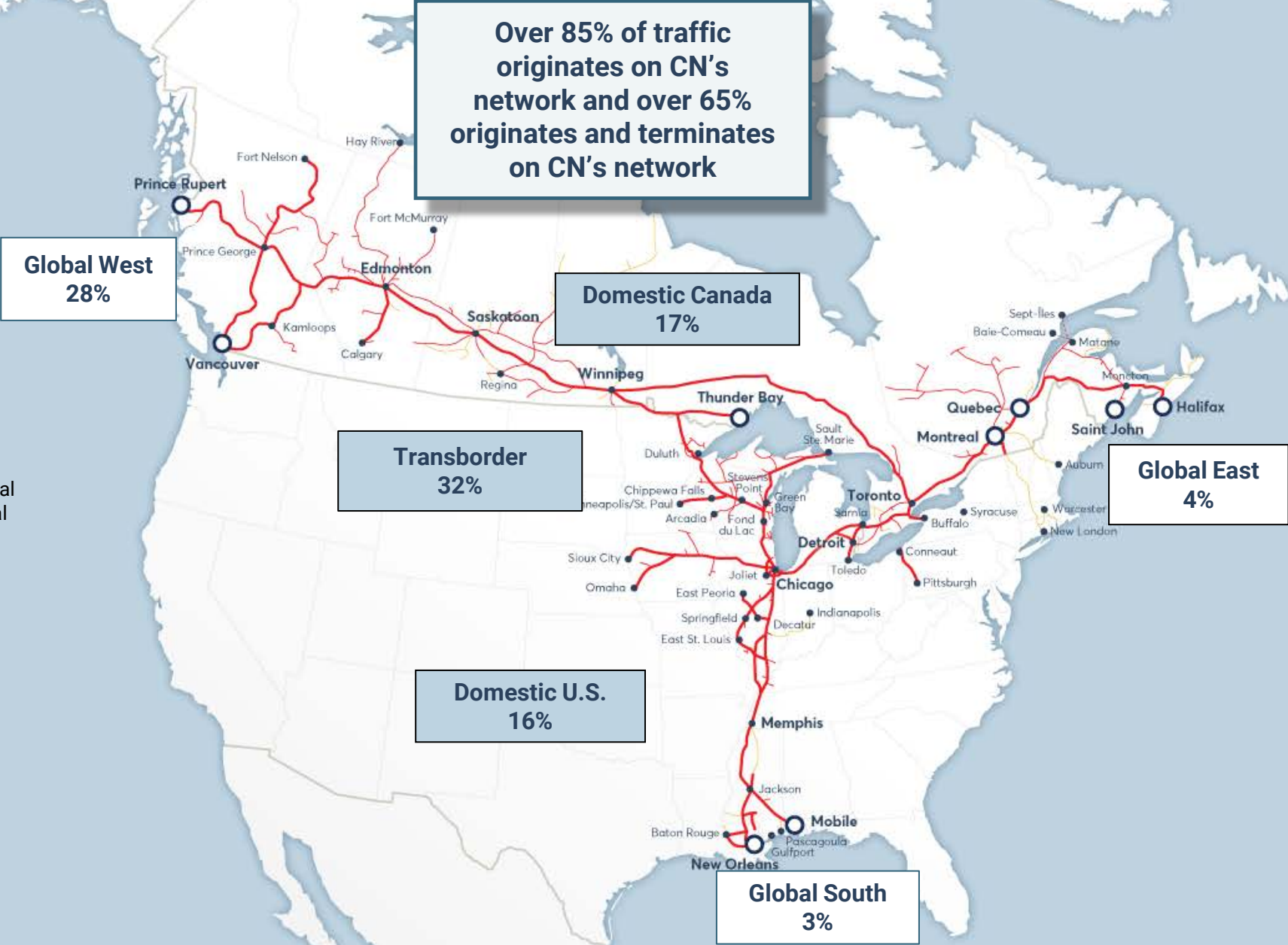
(2) This non-GAAP measure does not have any standardized meaning prescribed by GAAP and therefore may not be comparable to similar measures presented by other companies. See the section entitled "Free cash flow" in the Q4 2024 Quarterly Review filed on January 30th, 2025, which are incorporated by reference herein, for an explanation of this non-GAAP measure.

Great Franchise

A diversified portfolio



Based on 2024 revenues



Well-positioned for growth

CN's key strengths

- Advantaged **three-coast network** with port optionality, and unrivaled bypass capability around Chicago
- Driving **scheduled railroading** with a focus on car velocity
- Preparing the **next generation** of railroading talent
- Deploying **technology** – a strategic driver of value
- **Strong balance sheet** provides financial flexibility
- Powering **sustainable growth**



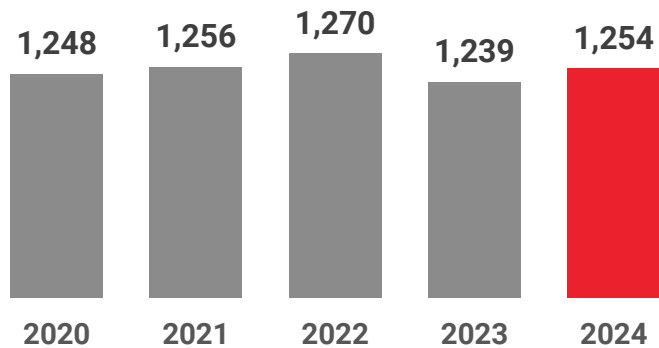
Operational excellence



- Unwavering focus on continuous improvement
- Operational fluidity driving improved customer service and lower operating costs
- Resources in place to accommodate growth opportunities

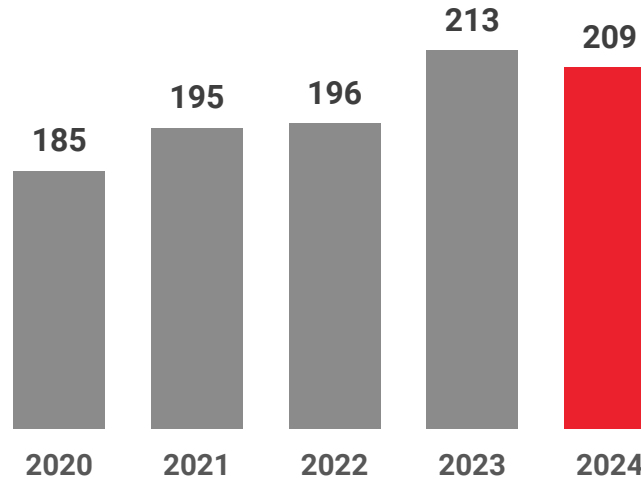
Workload

average daily GTMs (in millions)



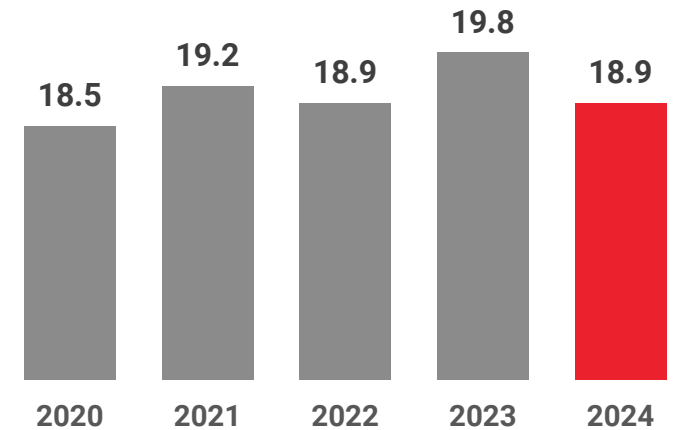
Car velocity

car miles per day



Through network train speed

miles per hour



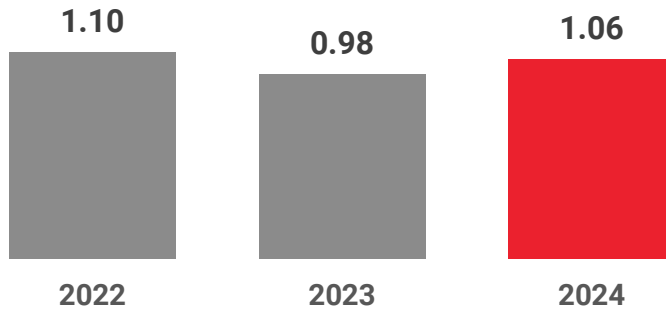
Safety is a core value



An uncompromising commitment to the health and safety of our employees, the customers we serve, and the communities and environment in which we operate

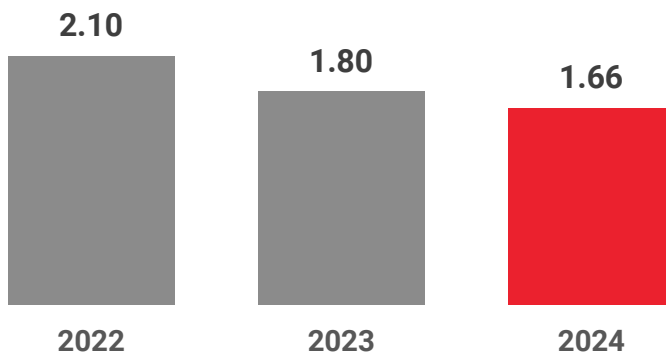
Injury frequency rate

(per 200,000 person hours)



Accident rate

(per million train miles)



Employee Health & Safety – Focusing on prevention

- Putting safety at the center of our day-to-day operations with prevention and training programs designed to minimize risk, reduce injuries and accidents, and engage employees at all levels of the organization
- Thorough and systematic approach to safety, safety culture, risk management programs (including emergency preparedness and response), and operational integrity at all levels

Accident & Safety Management – Minimizing accidents and spills

- On-going investments in infrastructure and innovative technology, including:
a 3D tie rating technology system, unmanned aerial vehicles, automated track inspection, automated railcar inspection portals and predictive data analytics
- Structured community engagement program to share information on crossing safety, corridor risk assessments, proximity guidelines, dangerous goods traffic and emergency response training

Building the next generation of railroaders



Continuous learning
and development

11,000 +

Students through CN Campuses and other CN-sponsored training in 2024; includes new-hire onboarding and employee skills re-certification.

Ensuring continuous learning for our employees is critical to having a skilled, safe and engaged labor force

Canadian unionized
workforce of ~12,900 ⁽¹⁾

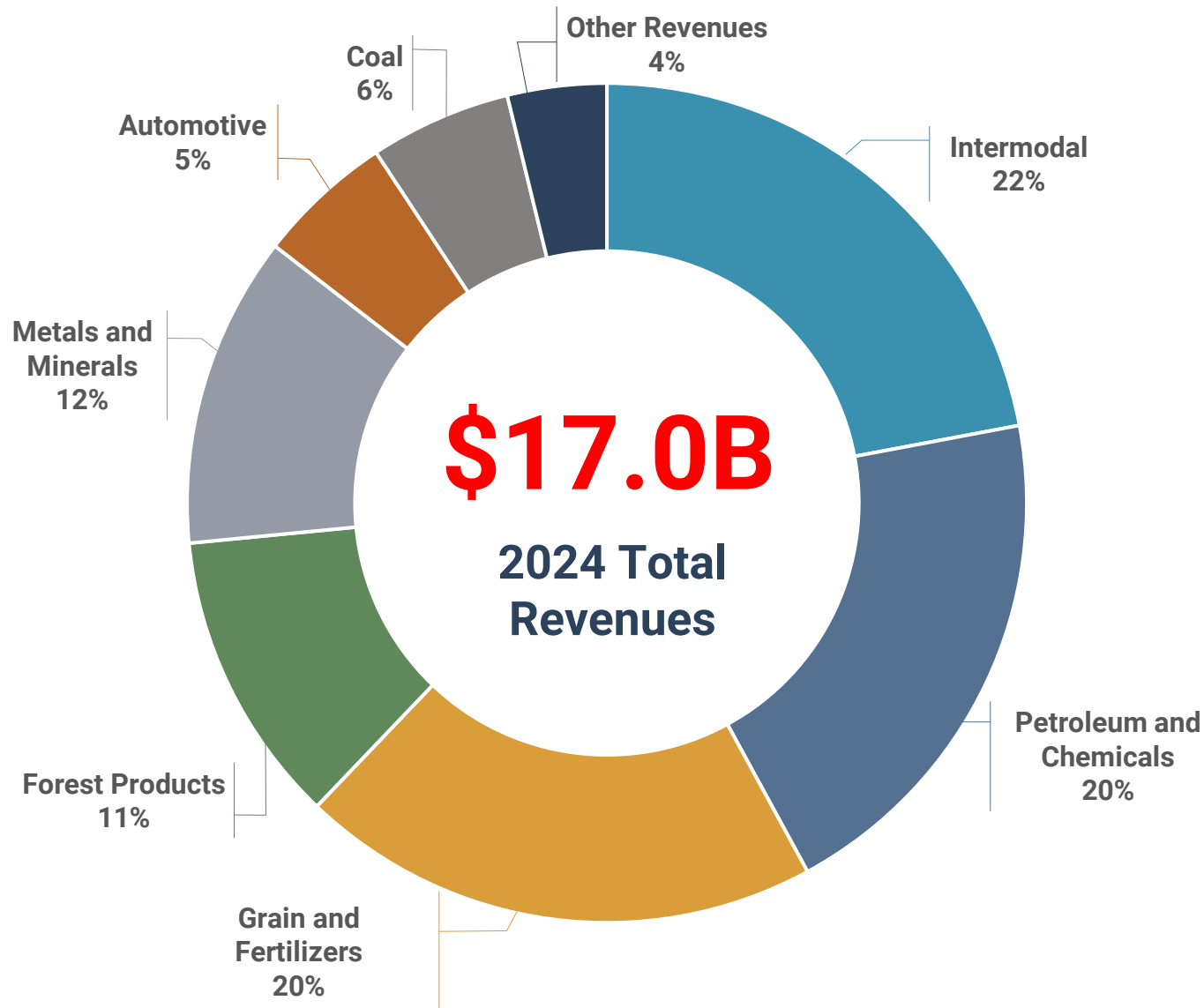
Canadian Unionized Employees ⁽²⁾	Number of employees ⁽¹⁾	Collective agreement expiration
Conductors and yard coordinators	3,646	December 31, 2026
Locomotive engineers	2,154	December 31, 2026
Track forces	2,507	December 31, 2026
Signals and communications	766	December 31, 2028
Shopcraft	1,746	December 31, 2028
Clerical and Intermodal	1,576	December 31, 2028

U.S. unionized
workforce of ~5,700 ⁽¹⁾

U.S. Unionized Employees
CN is part of a national labor relation council, which works in collaboration with all the railroads to provide a stable operating landscape in the U.S.

(1) As at December 31, 2024.
(2) Excludes rail traffic controllers, special agents and other.

Market overview



7 major ports

Served across North America

65%

Of traffic originating and terminating on CN's Network

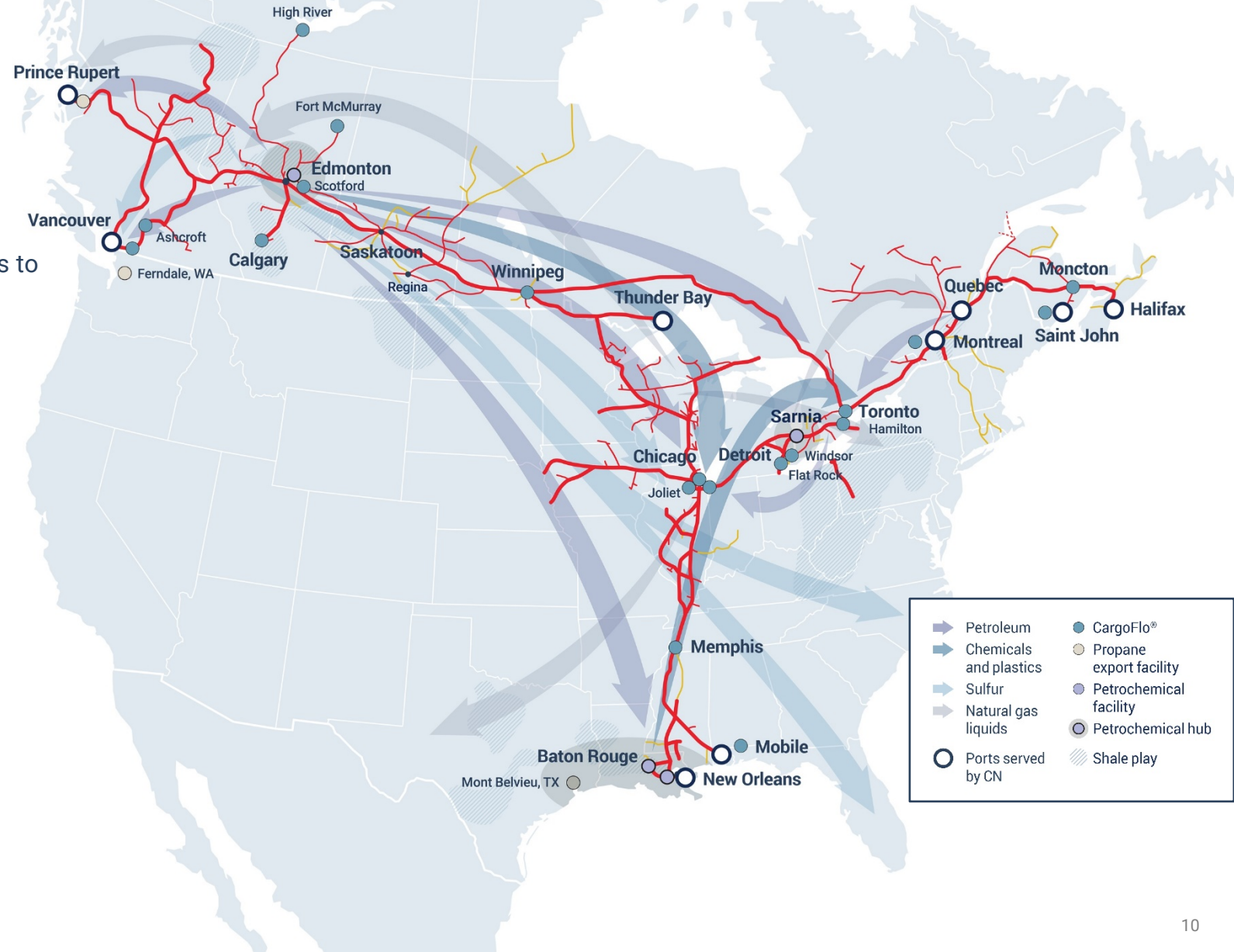
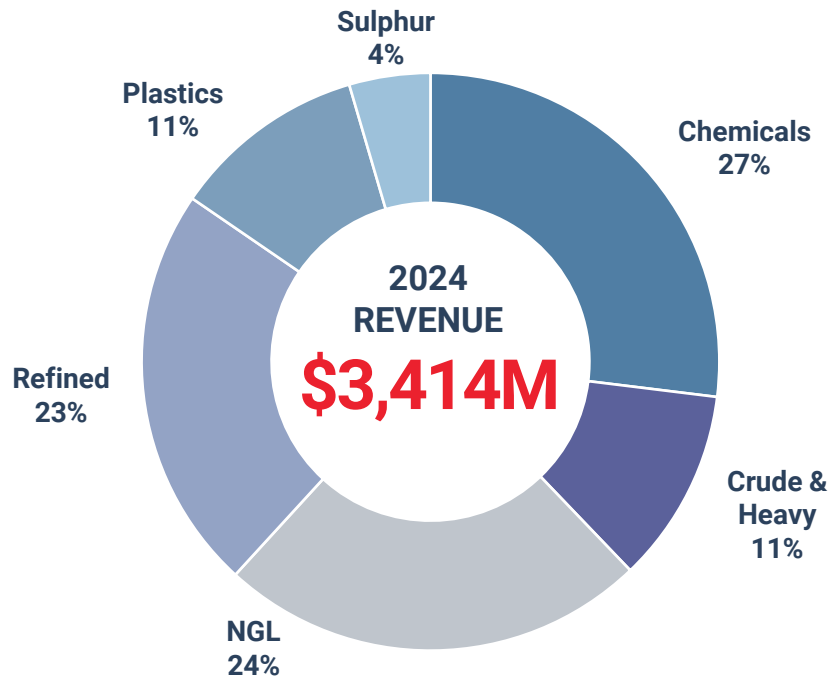
~700+ miles

Average length of haul

Petroleum and Chemicals

The global demand for secure, clean energy continues to drive growth along our energy corridors

- Serves three key petrochemical hubs in North America: Alberta, Louisiana and Ontario
- Handles over 50% of all Canadian chemicals production
- Export of propane and plastics broadens customer access to international markets



Metals and minerals

CN has a proven track record as a matchmaker by connecting producers with end markets

Metals

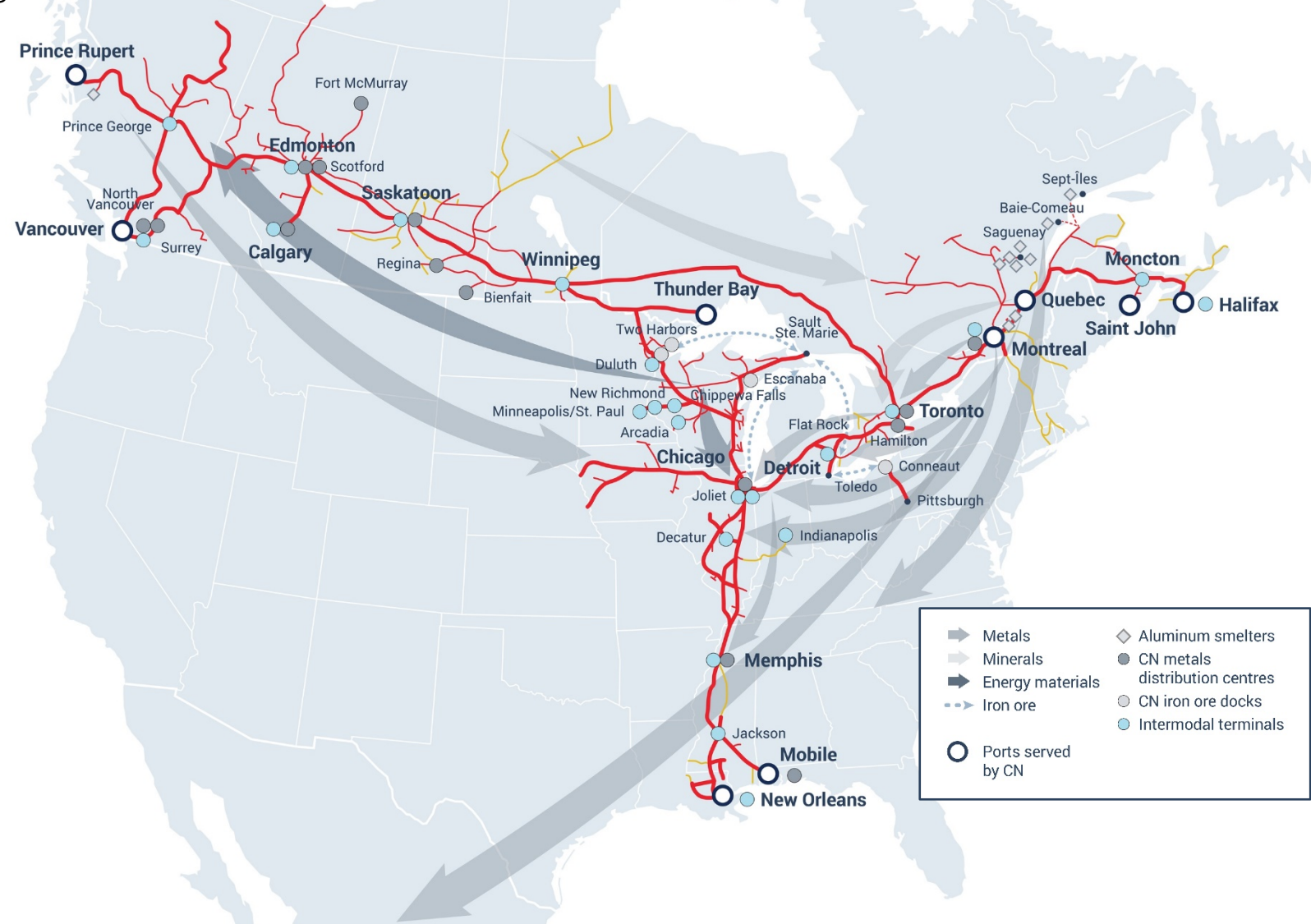
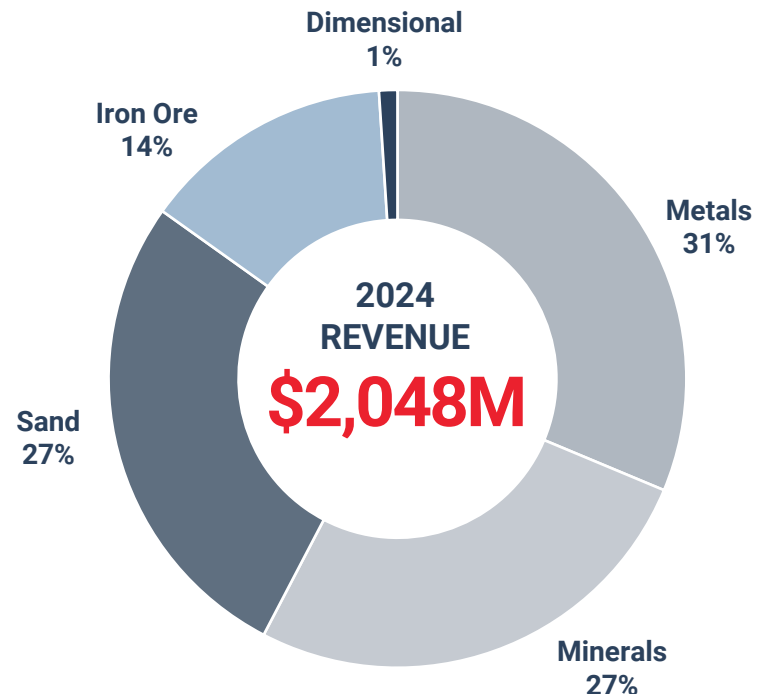
- Serves 10 aluminum smelters, more than any other railroad in North America
- The top mover of aluminum, iron ore and base metal ore in North America

Frac Sand

- Reaches all the top shale plays in Canada

Minerals

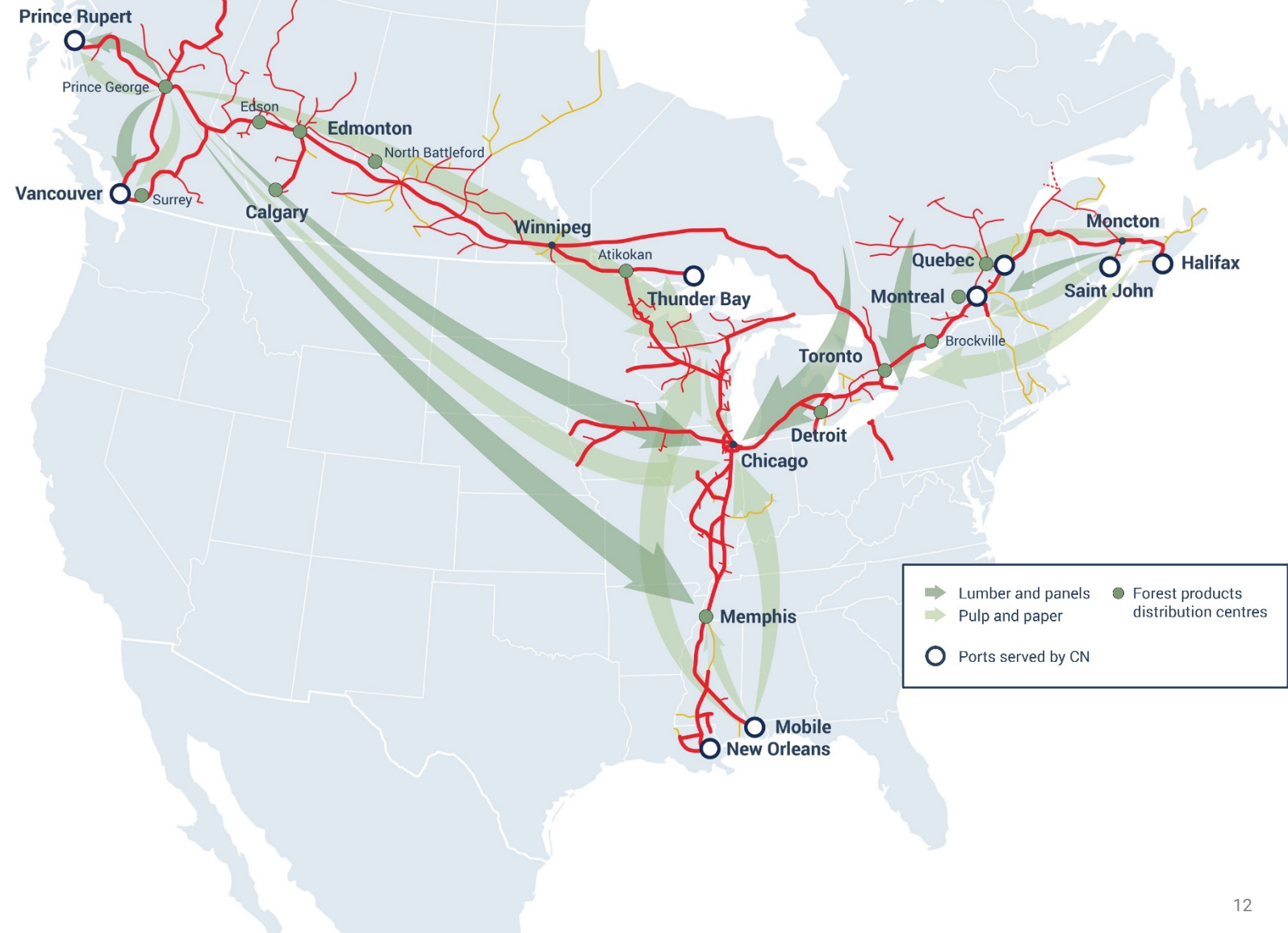
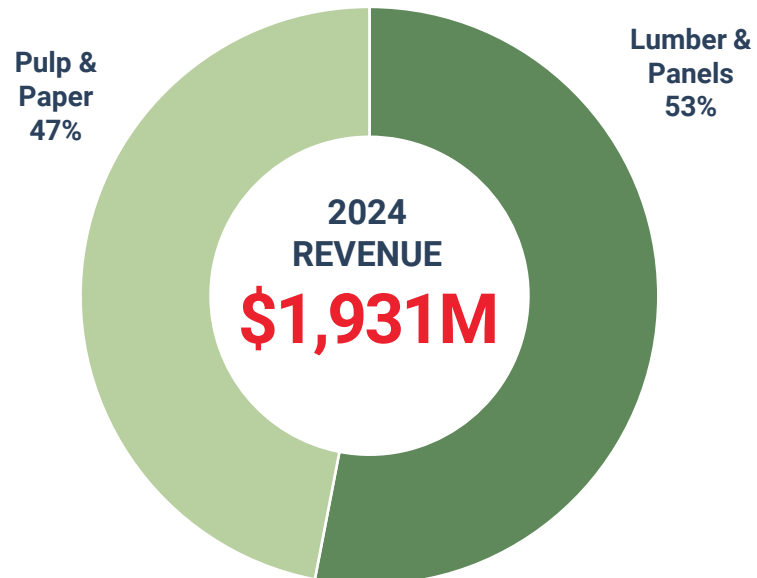
- Longer term opportunity for critical minerals such as lithium, copper, nickel and cobalt



Forest products

The CN Network serves key fiber sourcing regions

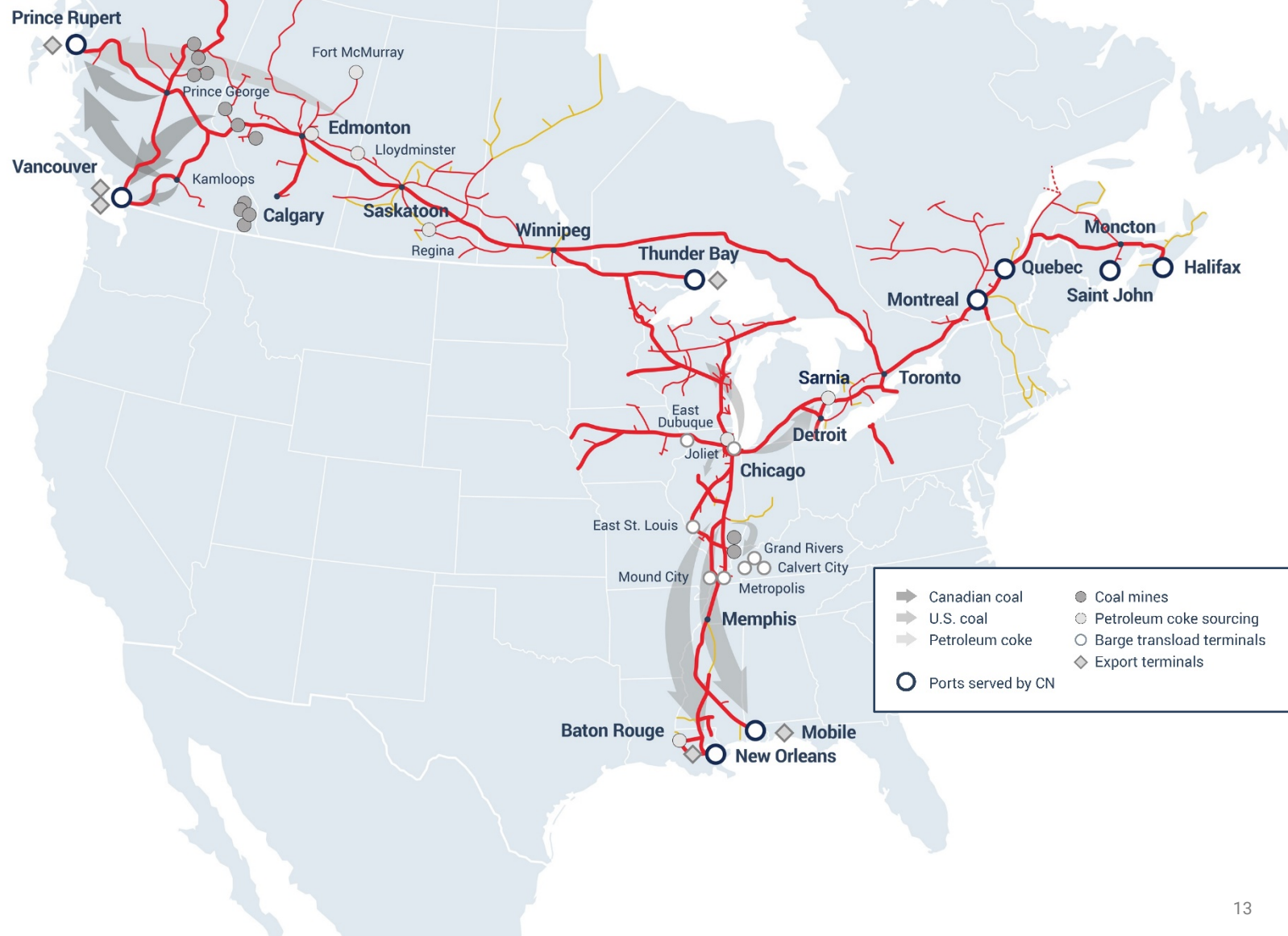
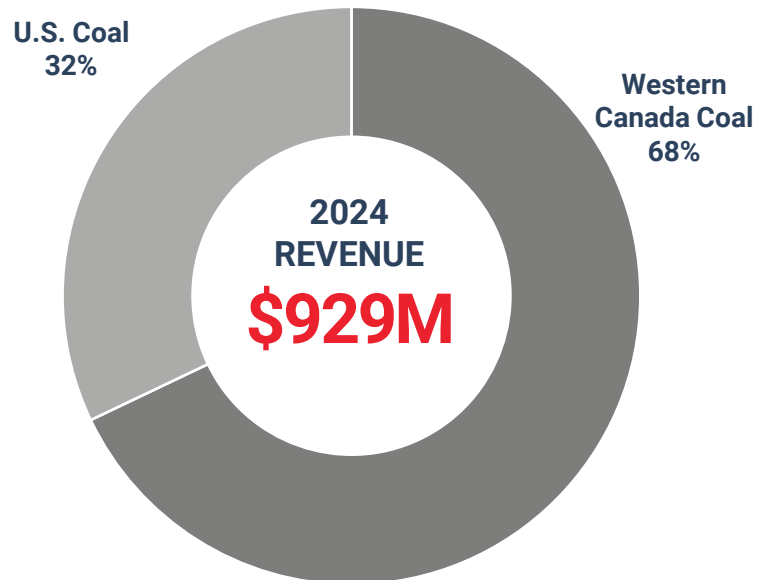
- Largest North American forest products railcar fleet: ~10,000 centerbeam car and ~10,000 boxcars
- Driven by new housing, repair and renovation
- Packaging demand backed by internet sales and general deliveries



Coal

Consistency and resiliency for our customers by leveraging our multiple coal export outlets

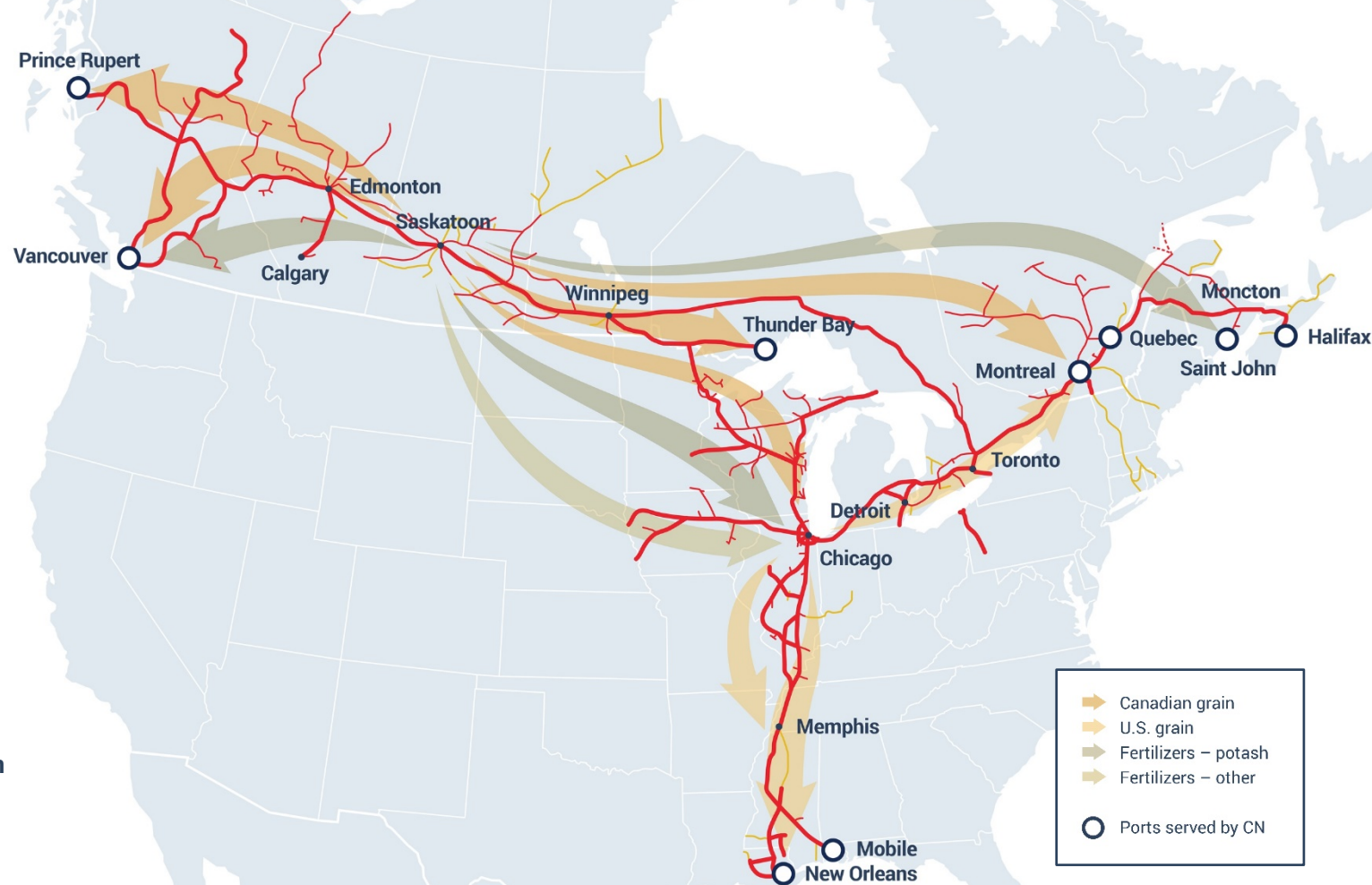
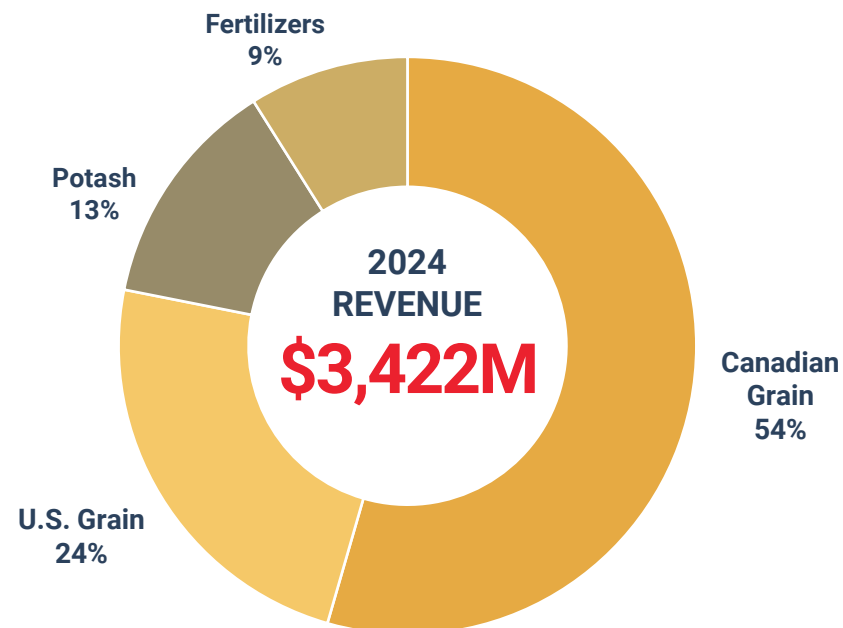
- Unique single access to Trigon (Prince Rupert) and Convent Marine Terminal (Louisiana) terminals, offering opportunities for growth in Canadian and U.S. export coal
- Coalspur (Vista) coal mine (started in May 2019), CST and Coal Valley restarted production in late 2021



Grain and fertilizers

CN is focused on helping power the agriculture economy

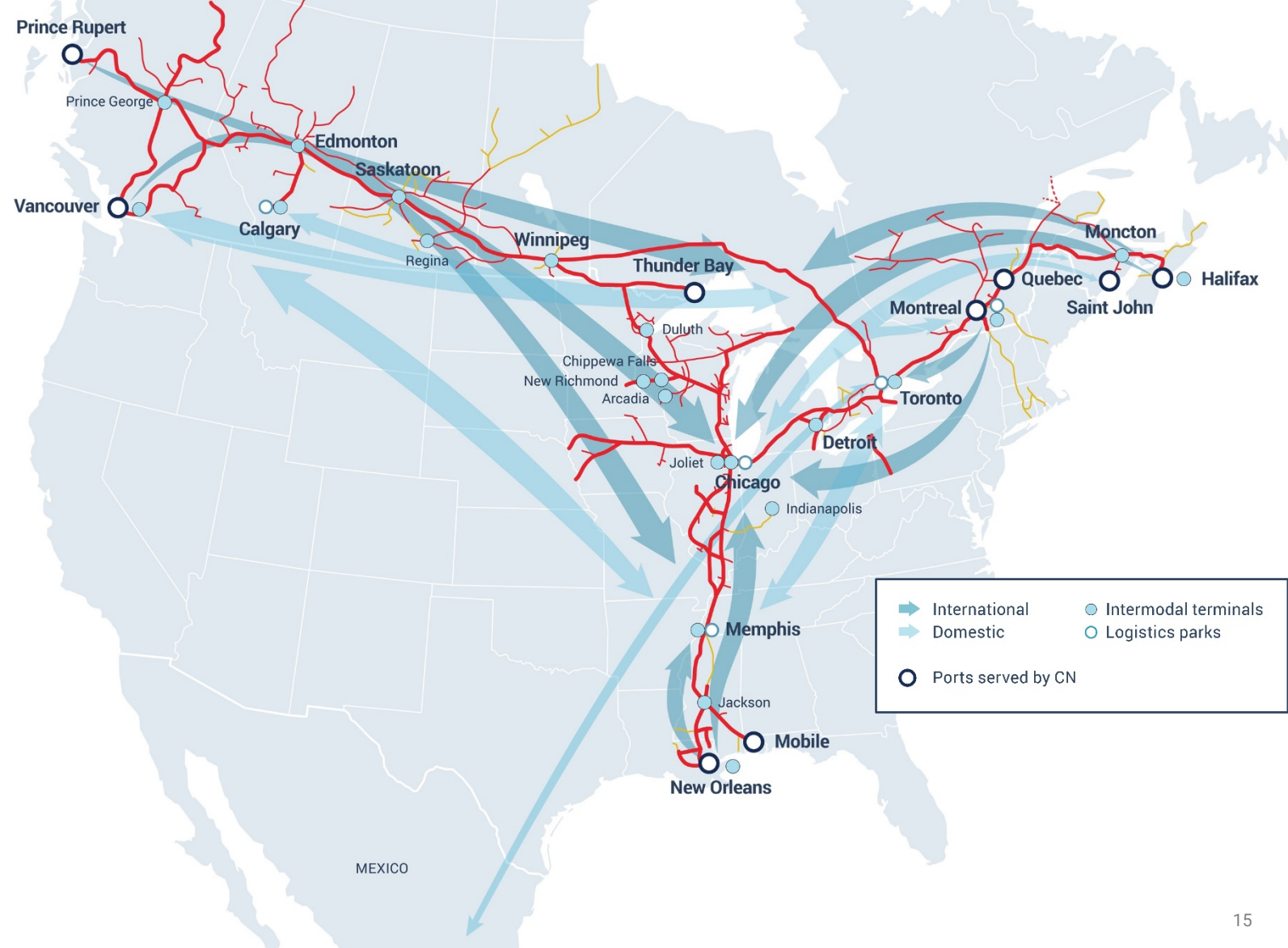
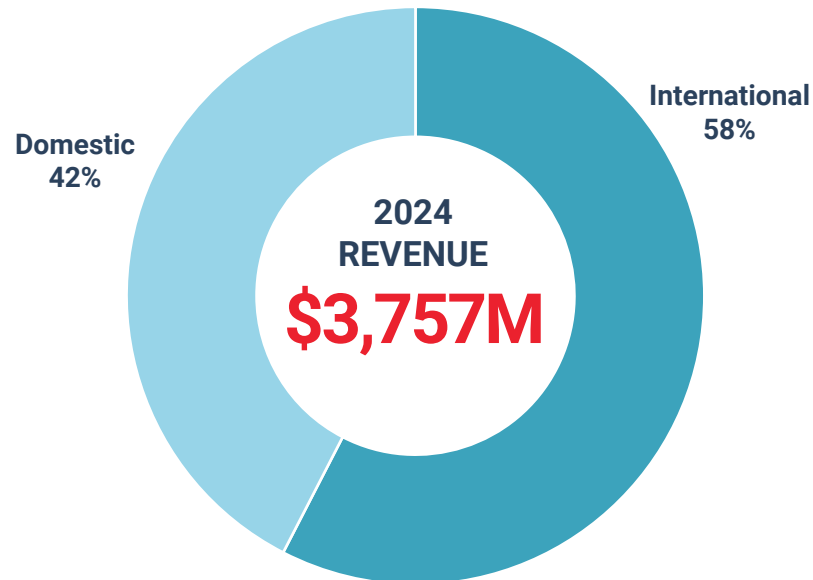
- CN has the hopper fleet, locomotive fleet, and operating crew base to move the anticipated volume of grain over the course of the 2024-2025 crop year
- 4,000+ new CN high-capacity grain hoppers now in service
- Increased customer participation in CN's Western Canada fleet integration program
- 5% increase in the annual price index for Canadian regulated grain for the 2024-25 crop year



Intermodal

Growth in CN's intermodal market is expected to come from port capacity, inland capacity and partnerships over the next 2-3 years

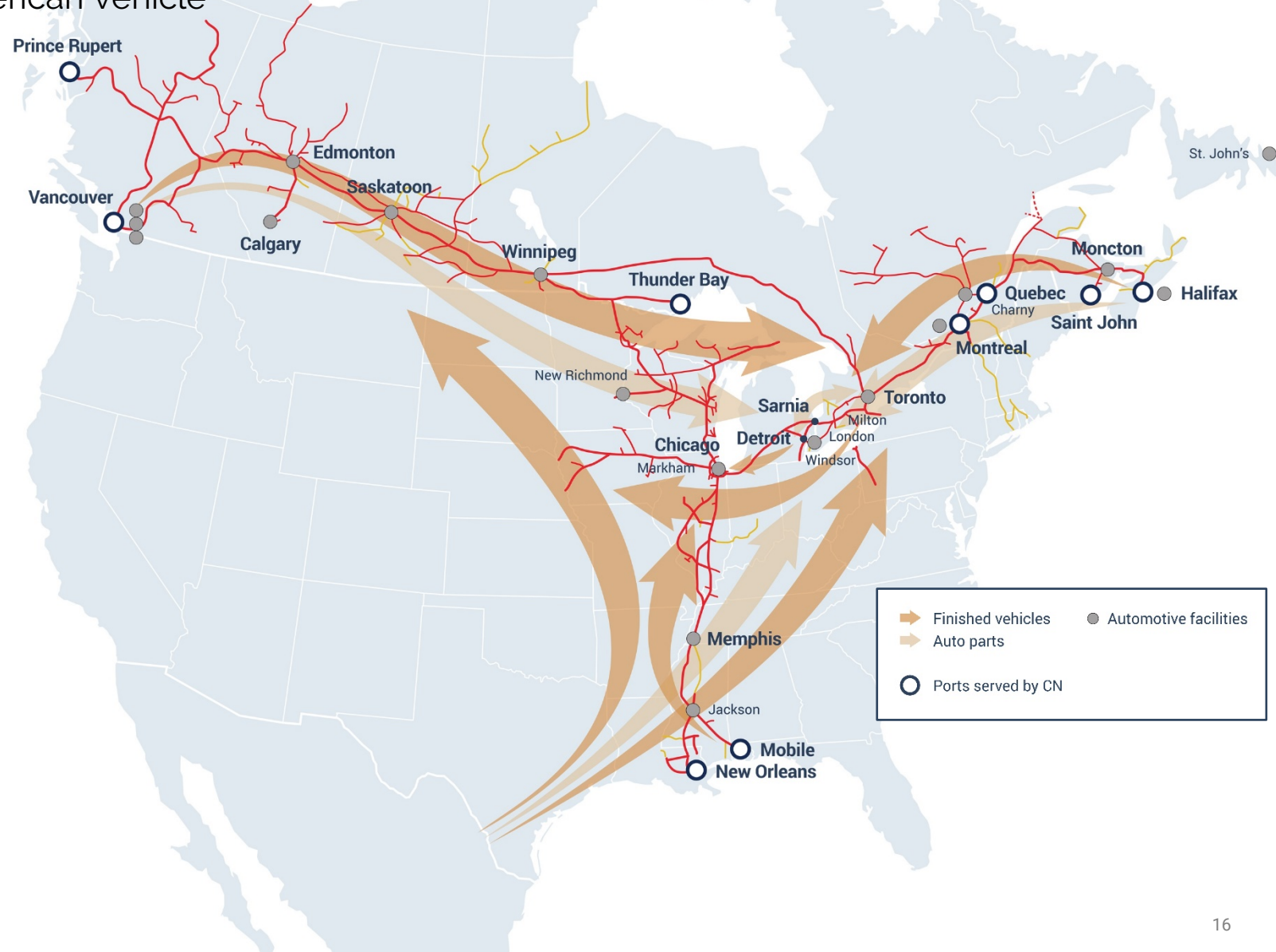
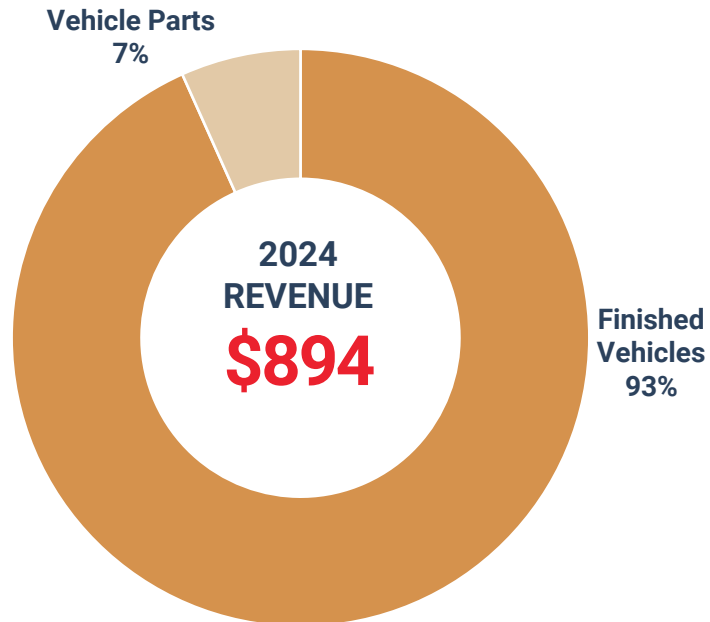
- Close collaboration with all supply chain stakeholders allow our customers to reach new markets
- Supply chain collaboration agreements with key ports ensures maximum efficiency for International Intermodal customers
- CargoCool® has one of Canada's largest reefer fleets
- CN is the Sole Canadian partner in UP/NS EMP Program
- Developing interline services to access new markets including Mexico, Kansas City, and Atlanta



Automotive

CN has the auto industry covered with direct access to ports on three coasts and major North American vehicle assembly and parts production facilities

- Average of 1.6 million finished vehicles handled annually
- 18 automotive compounds accessing 10 North American vehicle assembly plants
- Three import/export ports for finished vehicles served on three coasts
- Six ports handle containerized auto parts for import/export



Port Strategy – leveraging our 3-coast access



CN-EXCLUSIVE SERVED

PORT OF PRINCE RUPERT

- Intermodal: 1.6M TEU capacity
- Liquids, Grain, Coal and other bulk commodity exports
- Logistics and stuffing infrastructure supports Intermodal round-trip economics

PORT OF VANCOUVER

- Intermodal: 5M+ TEU capacity across 5 terminals
- Grain, Coal, Potash, liquids and other bulk commodity exports

3 Coast access

23 Intermodal terminals

Access to **7** major ports

CN-EXCLUSIVE SERVED

PORT OF HALIFAX

- Intermodal: 1.15M TEU capacity across 2 terminals

PORT OF SAINT JOHN

- Intermodal : 0.3M TEU capacity
- Potash exports

PORT OF MONTREAL

- Intermodal: 2.4M+ TEU capacity across 4 terminals

PORT OF NEW ORLEANS

- Intermodal: 0.84M TEU capacity across 2 terminals

PORT OF MOBILE

- Intermodal: 0.65M TEU capacity

- CN intermodal terminals
- CN-served ports



Embracing Technology

Improving safety, creating capacity, reducing costs and driving service reliability



Autonomous Track Inspection Program



Automated Inspection Portals



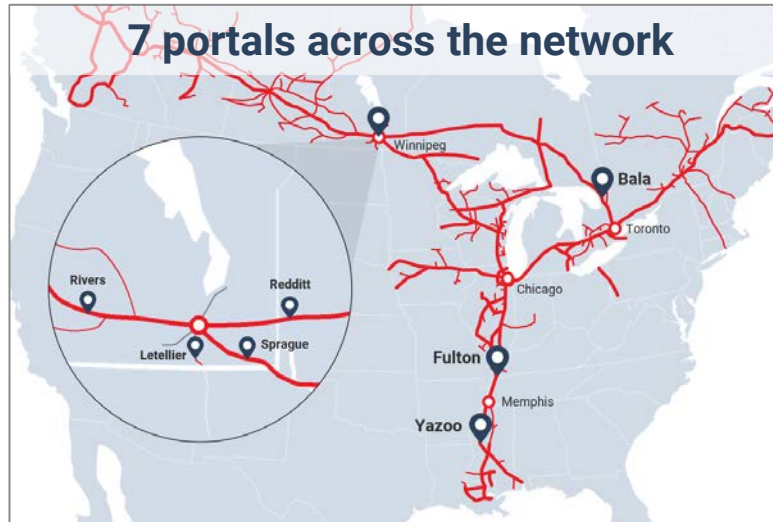
Handheld Technology for Field Employees



Fleet of 11 ATIP cars

- ATIP cars run in regular train service at track speed
- Program generates an extensive dataset on track health, used for proactive track and roadway maintenance and capital planning
- Inspects the tracks over which 95%+ of CN's GTM's runs

7 portals across the network



Deployed network-wide

- Empowers train crews with a safe and efficient method to report car movements in the field real-time
- Streamlines reporting, while removing manual input and transcription errors for Mechanical employees

Our commitment to building a sustainable future

Delivering Responsibly is at the heart of how CN is building for a sustainable future

It means moving customer goods safely and efficiently, being environmentally responsible, attracting and developing the best railroaders, helping build safer, stronger communities, while adhering to the highest governance standards

We are raising our game to deliver for a sustainable future, to make a meaningful difference for our people, our customers and the many communities where we operate

For more information on CN's sustainability initiatives, reporting and disclosures, please visit:

www.cn.ca/delivering-responsibly



Environment

Conduct our operations in a way that seeks to minimize environmental impact, while providing cleaner, more sustainable transportation services to our customers

Safety

Aim to be the safest railroad in North America by establishing an uncompromising safety culture and driving continuous improvement in risk reduction

People

Provide a safe, supportive and diverse work environment where our employees can grow to their full potential and be recognized for their contributions to our success

Community

Build safer, stronger communities by investing in community development, creating positive socio-economic benefits and ensuring open lines of communication

Governance

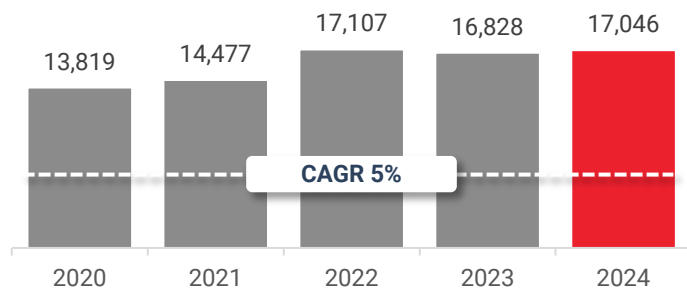
Continuously improve our culture of integrity and ethical business, building trust and confidence with all our stakeholders

Financial performance



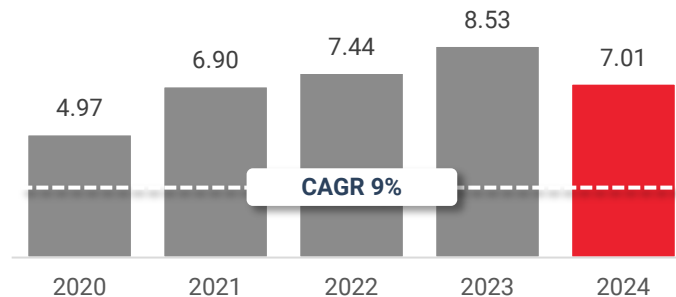
Total Revenues

\$M



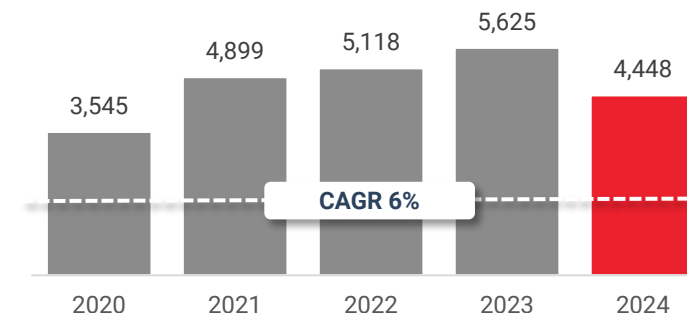
Diluted EPS ⁽¹⁾

\$ per share



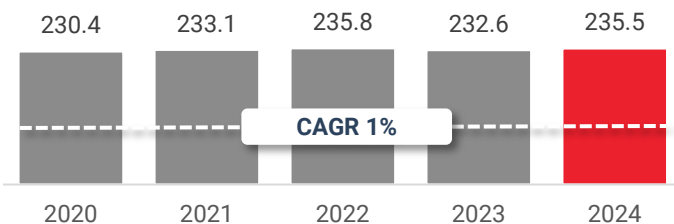
Net Income ⁽¹⁾

\$M



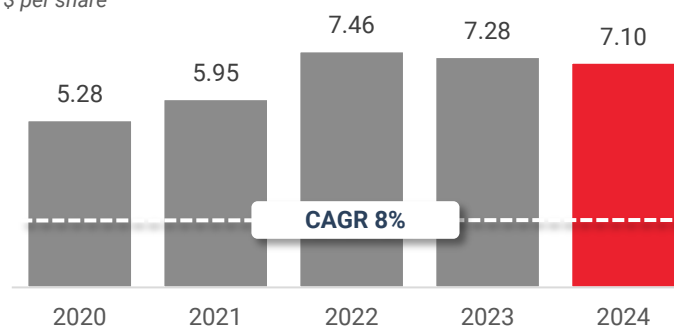
Volumes (revenue ton miles)

Billions



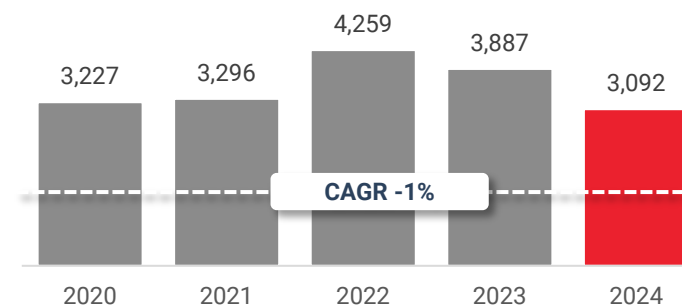
Adjusted Diluted EPS ⁽¹⁾⁽²⁾

\$ per share



Free Cash Flow ⁽²⁾

\$M



(1) In the first quarter of 2022, the Company changed its method of calculating market-related values of pension assets for its defined benefit plans using a retrospective approach. Comparative figures have been adjusted to conform to the change in methodology.

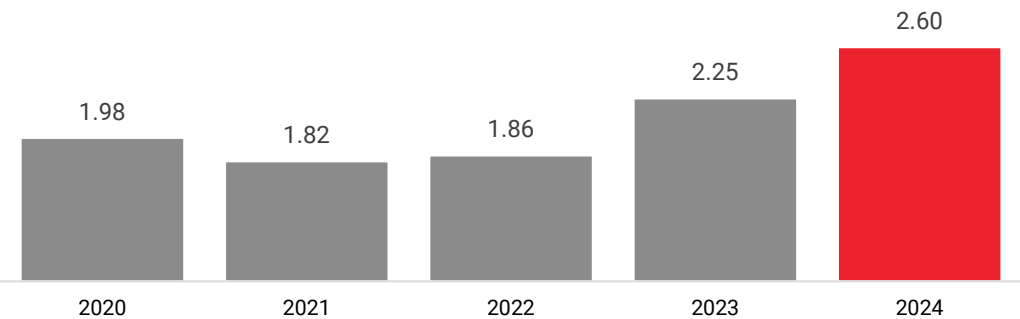
(2) These non-GAAP measures do not have any standardized meaning prescribed by GAAP and therefore may not be comparable to similar measures presented by other companies. For adjusted diluted EPS, see the section entitled "Adjusted performance measures" and for free cash flow, see the section entitled "Free cash flow" in the Q4 2024 Quarterly Review filed on January 30th 2025, which is incorporated by reference herein, for an explanation of these non-GAAP measures.



Maintaining a strong balance sheet

Prudent financial management

Adjusted debt-to-adjusted EBITDA multiple ⁽¹⁾



Investment Grade Credit Ratings ⁽²⁾

Rating agency	Long-term debt rating	Commercial Paper Rating
DBRS Morningstar	A	R-1 (low)
Moody's	A2	P-1
S&P Global Ratings	A-	A-2

(1) This non-GAAP measure does not have any standardized meaning prescribed by GAAP and therefore may not be comparable to similar measures presented by other companies. See the section entitled "Adjusted debt-to-adjusted EBITDA multiple" in the Q4 2024 Quarterly Review filed on January 30th 2025, which are incorporated by reference herein, for an explanation of this non-GAAP measure.

(2) As at December 31, 2024.



Disciplined approach to capital investments

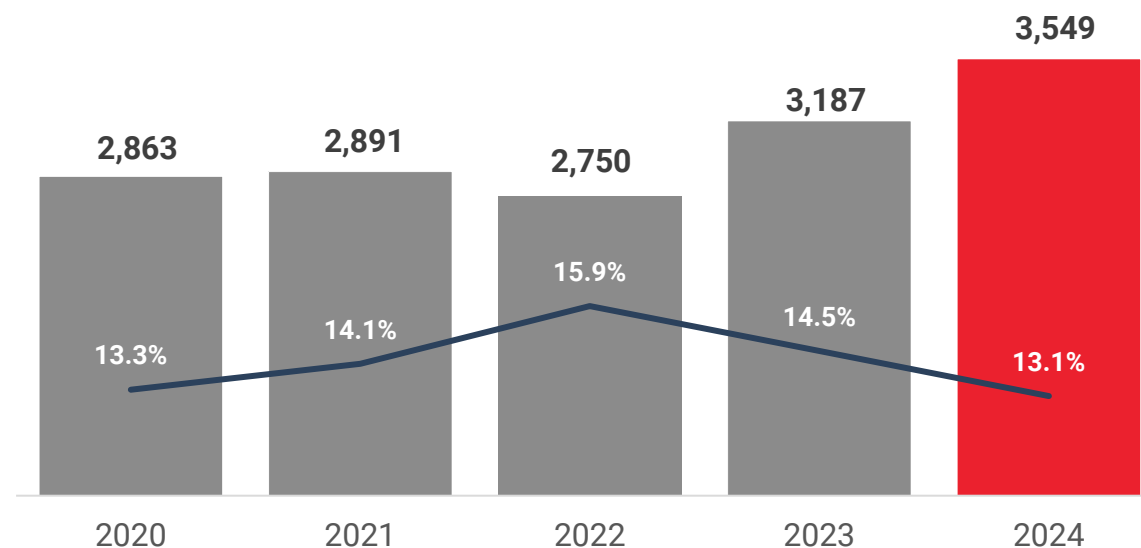
Investing to support our business and committed to investing for the long-term



- Investing to support the safety of our network, improve efficiency and resilience, and enable growth
- Driving efficient deployment of capital by leveraging technologies like the autonomous track inspection program (ATIP), which gathers detailed information on asset health and allows for more targeted maintenance programs
- Aligning project completions timelines with customers' volume ramp-up

Capital Investments and Adjusted ROIC ⁽¹⁾

in \$M & % respectively



Capital investments as a percentage of revenues



(1) Please see the Appendix for an explanation of this non-GAAP measure.

Rewarding shareholders

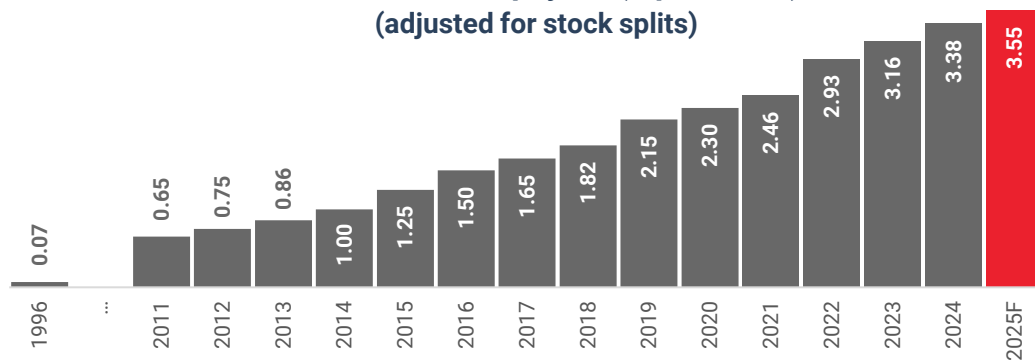
Consistent dividend growth and opportunistic approach to share repurchases



29 consecutive years of dividend growth

- Dividend has increased every year since 1995 IPO
- 15% cumulative annual growth rate in dividend per share since first dividend paid in 1996
- 5% increase in dividend for 2025 announced in January
- 47% adjusted dividend payout ratio in 2024 ⁽¹⁾

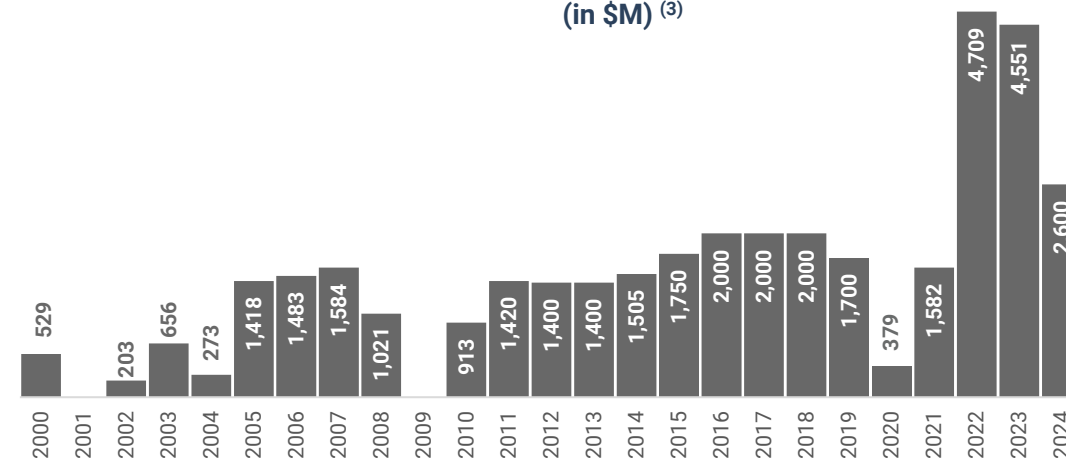
Annual dividend payout (\$ per share)
(adjusted for stock splits)



Share repurchases

- \$37B of share repurchases since 2000
- New Normal Course Issuer Bid (NCIB) for up to 20 million common shares from February 4, 2025 to February 3, 2026 ⁽²⁾

Share repurchases
(in \$M) ⁽³⁾



(1) Please see the Appendix for an explanation of this measure.

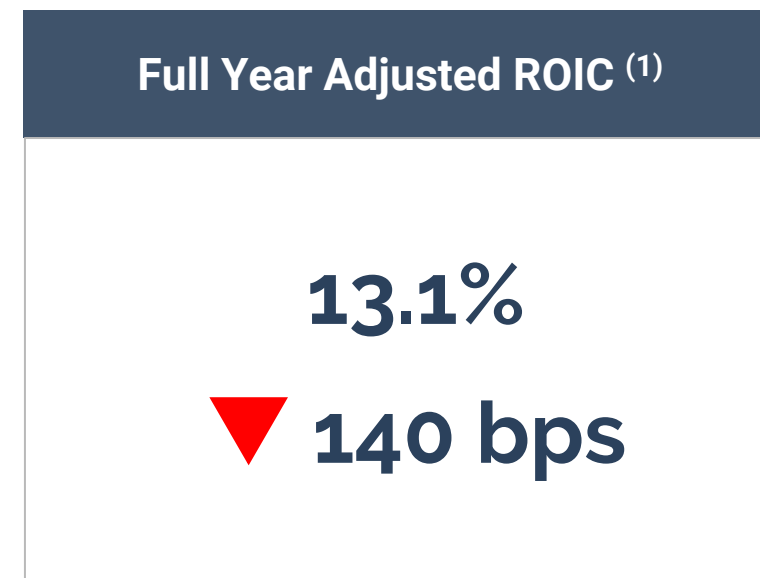
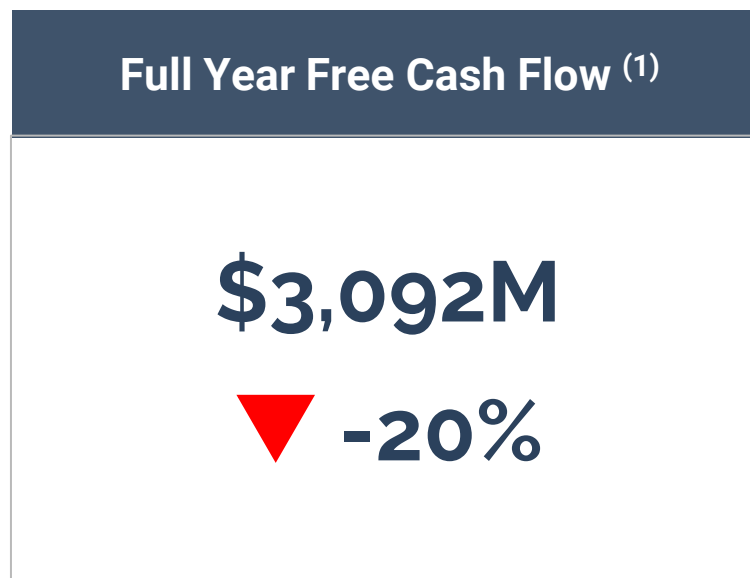
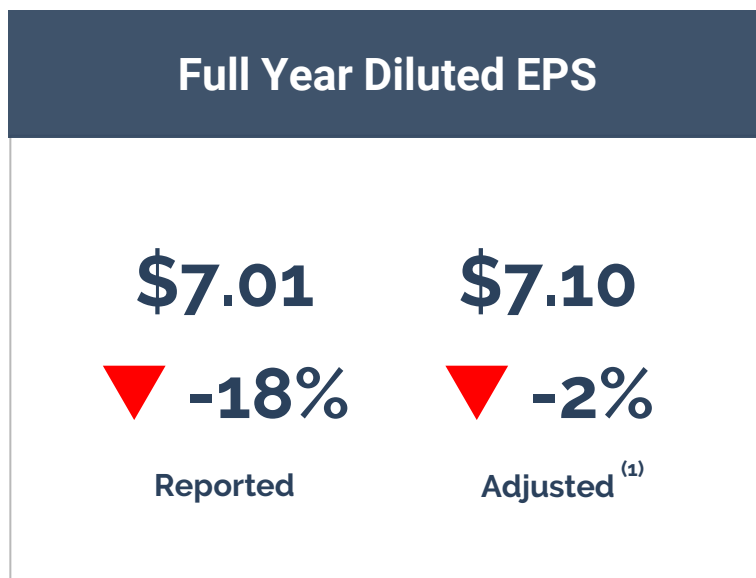
(2) Please see Forward-Looking Statements at the beginning of the presentation for a summary of important risk factors.

(3) Excludes the two percent tax on net share repurchases made on or after January 1, 2024.

Full year 2024 results



- Material impact from protracted rail and port labor uncertainty starting in May
- Weaker-than-expected macro environment, particularly forest products and construction-related commodities
- Fuel price fluctuations drove a negative impact of ~35¢ on EPS and ~100 bps on Operating Ratio



⁽¹⁾ These non-GAAP measures do not have any standardized meaning prescribed by GAAP and therefore may not be comparable to similar measures presented by other companies. For adjusted diluted EPS, see the section entitled "Adjusted performance measures"; for free cash flow, see the section entitled "Free cash flow" and for adjusted ROIC, see the section entitled "ROIC and Adjusted ROIC" in the Q4 2024 Earnings Release filed on January 30th, 2025, which is incorporated by reference herein, for an explanation of these non-GAAP measures.

Resource alignment – good setup into 2025 to drive growth at low incremental cost

2025 financial outlook ⁽¹⁾

- Expect to deliver 10%-15% adjusted diluted EPS ⁽²⁾ growth over 2024
 - Volume assumption of low to mid single-digit RTM growth, including modest economic growth
 - Same-store price ahead of rail inflation, as well as incremental margin improvement
- Capital envelope reduced by \$100M despite labor and material cost inflation and foreign exchange headwind

2025 Adjusted Diluted EPS ⁽²⁾ Growth

**Expect
to deliver
10%-15%**

Disciplined Investment

**CAPEX
\$3.4B**

net of amounts
reimbursed by
customers

Steady Capital Allocation

 **+5% dividend growth**

**Managing to targeted
Adjusted debt-to-adjusted
EBITDA of 2.5x ⁽²⁾**

⁽¹⁾ Please see Forward-looking statements at the beginning of the presentation for a summary of key assumptions and important risk factors underlying CN's financial outlook.

⁽²⁾ CN's full-year adjusted diluted EPS outlook and adjusted debt-to-adjusted EBITDA target exclude certain adjustments, which are expected to be comparable to adjustments made in prior years. However, management cannot individually quantify on a forward-looking basis the impact of these adjustments on its adjusted diluted EPS and adjusted debt-to-adjusted EBITDA because these items, which could be significant, are difficult to predict and may be highly variable. As a result, CN does not provide a corresponding GAAP measure for, or reconciliation to, its adjusted diluted EPS outlook and adjusted debt-to-adjusted EBITDA target.

Closely monitoring increased economic risk

Creating Value for Shareholders: 2024-2026 Outlook



Bringing top line growth to the bottom line

- Growing faster than the economy and pricing ahead of rail inflation
- Incremental efficiency improvements

**High single-digit
Diluted EPS CAGR ⁽¹⁾**

Consistent approach to capital allocation

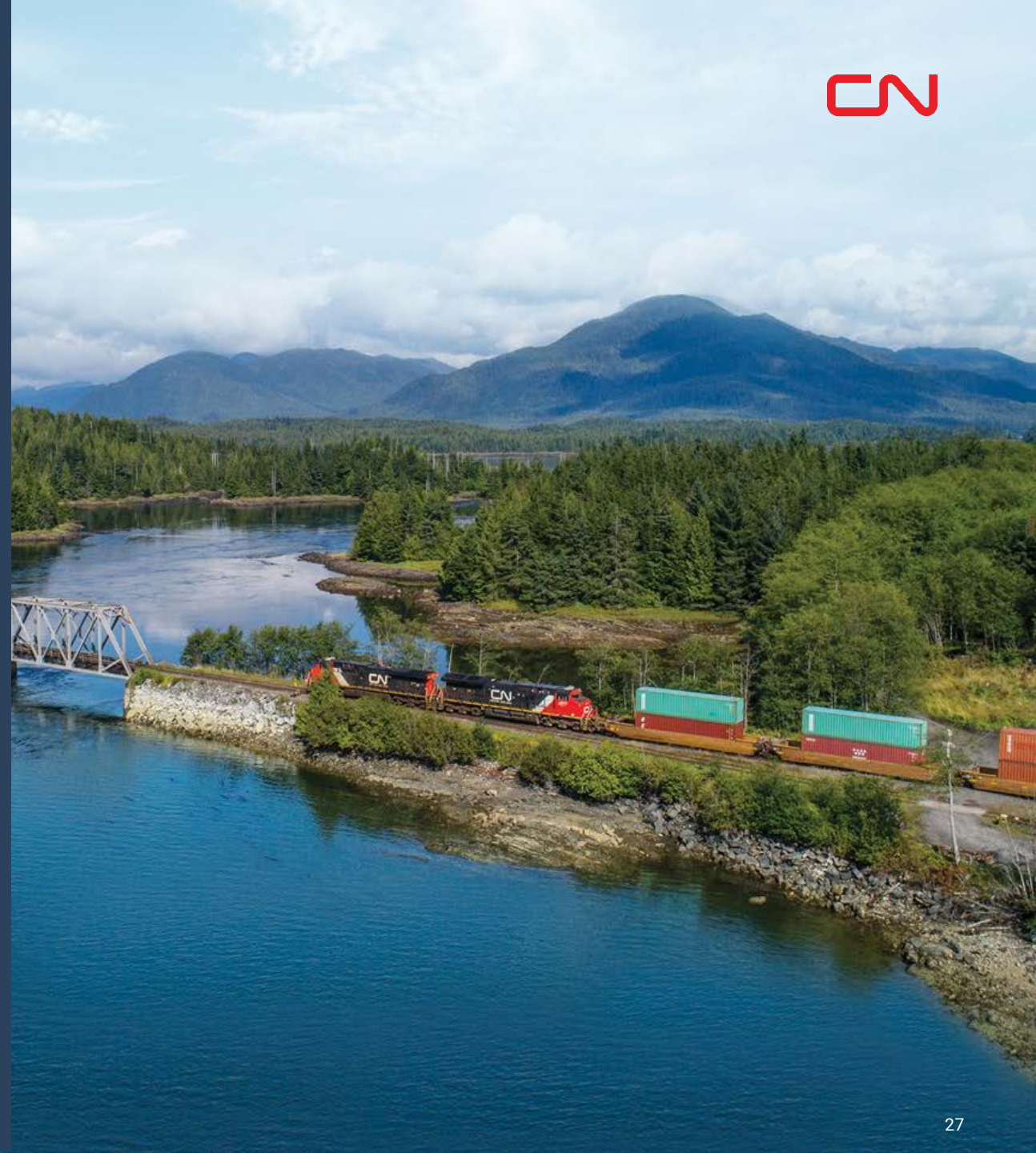
- Reinvesting in the business
- Maintaining a strong balance sheet
- Dividend growth in line with earnings growth

2.5x Debt-to-EBITDA

Sustainable, Profitable Growth – targeting high single-digit Diluted EPS CAGR

(1) Please see Forward-Looking Statements at the beginning of the presentation for a summary of key assumptions and important risk factors underlying CN's financial outlook

Appendix



Financial highlights



	2020	2021	2022	2023	2024	CAGR
Total revenues (\$M)	13,819	14,477	17,107	16,828	17,046	5%
Total revenue ton miles (RTMs) (B)	230.4	233.1	235.8	232.6	235.5	1%
Operating income (\$M)	4,777	5,616	6,840	6,597	6,247	7%
Net income (\$M) ⁽¹⁾	3,545	4,899	5,118	5,625	4,448	6%
Adjusted net income (\$M) ⁽¹⁾⁽²⁾	3,767	4,225	5,134	4,800	4,506	5%
Diluted earnings per share (\$) ⁽¹⁾	4.97	6.90	7.44	8.53	7.01	9%
Adjusted diluted earnings per share (\$) ⁽¹⁾⁽²⁾	5.28	5.95	7.46	7.28	7.10	8%
Free cash flow (\$M) ⁽²⁾	3,227	3,296	4,259	3,887	3,092	-1%
Operating ratio (%)	65.4	61.2	60.0	60.8	63.4	
Adjusted operating ratio (%) ⁽²⁾	61.9	61.2	59.9	60.8	62.9	
Share repurchases (\$M)	379	1,582	4,709	4,551	2,600	
Dividends per share (\$)	2.30	2.46	2.93	3.16	3.38	10%
Adjusted debt-to-adjusted EBITDA multiple (times) ⁽²⁾	1.98	1.82	1.86	2.25	2.60	
Return on Invested Capital (ROIC) (%) ⁽¹⁾⁽²⁾⁽³⁾	12.7	16.4	15.8	16.8	12.9	
Adjusted ROIC (%) ⁽¹⁾⁽²⁾⁽³⁾	13.3	14.1	15.9	14.5	13.1	

(1) In the first quarter of 2022, the Company changed its method of calculating market-related values of pension assets for its defined benefit plans using a retrospective approach. Comparative figures have been adjusted to conform to the change in methodology.

(2) Adjusted to exclude items affecting the comparability of results. These non-GAAP measures do not have any standardized meaning prescribed by GAAP and therefore may not be comparable to similar measures presented by other companies. For adjusted net income, adjusted diluted EPS and adjusted operating ratio, see the section entitled "Adjusted performance measures", for free cash flow, see the section entitled "Free cash flow", for adjusted debt-to-adjusted EBITDA multiple, see the section entitled "Adjusted debt-to-adjusted EBITDA multiple" and for ROIC and adjusted ROIC, see the section entitled "ROIC and Adjusted ROIC" in the Q4 2024 Quarterly Review filed on January 30th, 2025, which is incorporated by reference herein, for an explanation of these non-GAAP measures.

(3) Please see the Appendix – Non-GAAP measures for an explanation of this non-GAAP measure.

5-year revenue summary



(in \$ millions)	2020	2021	2022	2023	2024	CAGR	% of 2024 revenue
Petroleum & chemicals	2,631	2,816	3,229	3,195	3,414	7%	20%
Metals and minerals	1,409	1,548	1,911	2,048	2,048	10%	12%
Forest products	1,700	1,740	2,006	1,943	1,931	3%	11%
Coal	527	618	937	1,017	929	15%	6%
Grain and fertilizers	2,609	2,475	2,783	3,265	3,422	7%	20%
Intermodal	3,751	4,115	4,906	3,823	3,757	-	22%
Automotive	591	576	797	945	894	11%	5%
Total freight revenues	13,218	13,888	16,569	16,236	16,395	6%	96%
Other Revenue	601	589	538	592	651	2%	4%
Total revenues	13,819	14,477	17,107	16,828	17,046	5%	100%

- Well-diversified book of business
- Consistent top line performance
- Well-positioned for continued growth

Properties summary



In millions	Property additions		Net Properties ⁽¹⁾	
	2024	2023	2024	2023
Track and roadway ^{(2) (3)}	2,088	1,963	37,187	34,894
Rolling Stock	799	663	5,840	5,143
Buildings	117	90	1,604	1,472
Information Technology ⁽⁴⁾	365	302	1,668	1,548
Other	180	199	1,661	1,590
Properties including finance leases ⁽⁵⁾	3,549	3,217	47,960	44,617
less: Finance Leases included in properties	-	30	381	416
Net Properties ⁽⁶⁾	3,549	3,187	47,579	44,201

(1) Net properties represents historical book value, less accumulated depreciation

(2) In 2024, approximately 73% (2023 - 76%) of the Track and roadway property additions were incurred to renew basic infrastructure. Costs relating to normal repairs and maintenance of Track and roadway properties are expensed as incurred, and amounted to approximately 11% of the Company's total operating expenses in 2024 (2023 -10%).

(3) As at December 31, 2024, includes land of \$2,682 million (2023 - \$2,497 million).

(4) In 2024, the Company capitalized costs for internally developed software and related licenses of \$235 million (2023 - \$203 million).

(5) In 2024, property additions, net of finance leases, were \$3,549 million (2023 - \$3,187 million), of which \$1,564 million (2023 - \$1,529 million) related to track and railway infrastructure maintenance, including the replacement of rail, ties, bridge improvements, and other general track maintenance.

(6) In 2024 and 2023, property additions included expenditures of \$75 million and \$66 million, respectively, related to construction obligations in freight contracts for which the Company has received contract consideration (or such consideration is due) from its customers. Such consideration is recorded in Contract liabilities in the Consolidated Balance Sheets and recognized in Revenues over the life of the freight service obligation.

2025 CAPEX of \$3.4B, net of amounts reimbursed by customers

Non-GAAP measures



This presentation makes reference to non-GAAP measures that do not have any standardized meaning prescribed by GAAP, including adjusted dividend payout ratio, ROIC and adjusted ROIC. These non-GAAP measures may not be comparable to similar measures presented by other companies. These non-GAAP measures should not be considered in isolation or as a substitute for financial measures prepared in accordance with GAAP.

Adjusted dividend payout ratio

Management believes that the adjusted dividend payout ratio is a useful measure of the Company's financial strength as it demonstrates the sustainability of the Company's dividend payments. The Company calculates the dividend payout ratio as dividends divided by net income. The Company calculates the adjusted dividend payout ratio as dividends divided by adjusted net income.

<i>In \$M, unless otherwise indicated</i>	2020	2021	2022	2023	2024
Dividends	1,634	1,740	2,004	2,071	2,138
Net income ⁽¹⁾	3,545	4,899	5,118	5,625	4,448
Dividend payout ratio (%) ⁽¹⁾	46.1	35.5	39.2	36.8	48.1
Dividends	1,634	1,740	2,004	2,071	2,138
Adjusted net income ⁽¹⁾⁽²⁾	3,767	4,225	5,134	4,800	4,506
Adjusted dividend payout ratio (%) ⁽¹⁾	43.4	41.2	39.0	43.1	47.4

(1) In the first quarter of 2022, the Company changed its method of calculating market-related values of pension assets for its defined benefit plans using a retrospective approach. Comparative figures have been adjusted to conform to the change in methodology.

(2) Adjusted to exclude items affecting the comparability of results. This non-GAAP measure does not have any standardized meaning prescribed by GAAP and therefore may not be comparable to similar measures presented by other companies. For adjusted net income, see the section entitled "Adjusted performance measures" in the Q4 2024 Quarterly Review filed on January 30th 2025, which is incorporated by reference herein, for an explanation of this non-GAAP measure.

Non-GAAP measures



ROIC and Adjusted ROIC

ROIC and adjusted ROIC are useful measures for management and investors to evaluate the efficiency of the Company's use of capital funds and allow investors to assess the operating and investment decisions made by management. The Company calculates ROIC as return divided by average invested capital, both of which are non-GAAP measures. Return is defined as Net income plus interest expense after-tax, calculated using the Company's effective tax rate. Average invested capital is defined as the sum of Total shareholders' equity, Long-term debt and Current portion of long-term debt less Cash and cash equivalents, and Restricted cash and cash equivalents, averaged between the beginning and ending balance over the last twelve-month period. The Company calculates adjusted ROIC as adjusted return divided by average invested capital, both of which are non-GAAP measures. Adjusted return is defined as adjusted net income plus interest expense after-tax, calculated using the Company's adjusted effective tax rate. Return, average invested capital, ROIC, adjusted return and adjusted ROIC do not have any standardized meaning prescribed by GAAP and therefore, may not be comparable to similar measures presented by other companies.

<i>In \$M, unless otherwise indicated</i>	2020	2021	2022	2023	2024
Net income ⁽¹⁾	3,545	4,899	5,118	5,625	4,448
Interest expense	554	610	548	722	891
Tax on interest expense	(120)	(139)	(133)	(177)	(214)
Return ⁽¹⁾	3,979	5,370	5,533	6,170	5,125
Average invested capital	31,353	32,673	34,934	36,824	39,605
ROIC (%) ⁽¹⁾	12.7	16.4	15.8	16.8	12.9
Adjusted net income ⁽¹⁾⁽²⁾	3,767	4,225	5,134	4,800	4,506
Interest expense	554	610	548	722	891
Less: Amortization of bridge financing and other fees	-	(97)	-	-	-
Tax on interest expense less amortization of bridge financing and other fees	(137)	(123)	(133)	(177)	(214)
Adjusted return ⁽¹⁾	4,184	4,615	5,549	5,345	5,183
Average invested capital	31,353	32,673	34,934	36,824	39,605
Adjusted ROIC (%) ⁽¹⁾	13.3	14.1	15.9	14.5	13.1

(1) In the first quarter of 2022, the Company changed its method of calculating market-related values of pension assets for its defined benefit plans using a retrospective approach. Comparative figures have been adjusted to conform to the change in methodology.

(2) Adjusted to exclude items affecting the comparability of results. This non-GAAP measure does not have any standardized meaning prescribed by GAAP and therefore may not be comparable to similar measures presented by other companies. For adjusted net income, see the section entitled "Adjusted performance measures" in the Q4 2024 Quarterly Review filed on January 30th 2025, which is incorporated by reference herein, for an explanation of this non-GAAP measure.

Investor relations contacts

- ▶ **Stacy Alderson**
Assistant Vice President, Investor Relations
Stacy.Alderson@cn.ca
514-399-0052
- ▶ **Greg Hamilton**
Senior Manager, Investor Relations
Greg.Hamilton@cn.ca
514-399-4654
- ▶ **Nicole Smith**
Expert, Investor Relations
Nicole.Smith@cn.ca

Follow us



 For more information, please visit www.cn.ca/en/investors/investor-contacts.

TSX: CNR NYSE: CNI

