



CPKC

ADVANTAGE

Forward Looking Statements

The following presentation contains certain forward-looking information within the meaning of applicable securities laws in both the U.S. and Canada relating, among other things, to CPKC's operations, priorities and plans, anticipated financial and operational performance, including business prospects, market drivers and outlook, planned capital expenditures, anticipated revenues and the source thereof, anticipated market growth and opportunities for expansion, and programs and strategies (including financing strategies). This forward-looking information also includes, but is not limited to, statements concerning expectations, beliefs, plans, goals, objectives, assumptions and statements about possible future events, conditions, and results of operations or performance.

With respect to the KCS business combination, there can be no guarantee of the satisfaction of the conditions imposed by the STB in its March 15, 2023 final decision, successful integration of KCS or that the combined company will realize the anticipated benefits of the business combination, whether financial, strategic or otherwise, and this may be exacerbated by changes to the economic, political and global environment in which the merged company will operate.

Forward-looking information may contain statements with words such as "will", "anticipate", "believe", "should", "commit", "expect", "plan", "financial expectations", "key assumptions", "outlook", "guidance", or similar words suggesting future outcomes. Undue reliance should not be placed on forward-looking information as actual results may differ materially from the forward-looking information. Forward-looking information is not a guarantee of future performance.

By its nature, CPKC's forward-looking information involves numerous assumptions, inherent risks and uncertainties that could cause actual results to differ materially from the forward-looking information, including but not limited to the following factors: changes in business strategies; general North American and global economic, credit and business conditions; shifts in global manufacturing including industrial development and nearshoring opportunities in Mexico; timing of completion of major infrastructure development; the continuation and extension of key commercial relationships; risks in agricultural production such as weather conditions and insect populations; the availability and price of energy commodities; the effects of competition and pricing pressures; industry capacity; shifts in market demand; changes in commodity prices; inflation; changes in laws, regulations and government policies, including regulation of rates; changes in taxes and tax rates; potential increases in maintenance and operating costs; changes in fuel prices; the development, commercial viability and market acceptance of hydrogen fuel technology and other alternative fuel systems; uncertainties of investigations, proceedings or other types of claims and litigation; labour disputes; risks and liabilities arising from derailments; transportation of dangerous goods; timing of completion of capital and maintenance projects; currency and interest rate fluctuations; effects of changes in market conditions and discount rates on the financial position of pension plans, including long-term floating rate notes and investments; climate change; various events that could disrupt operations, including severe weather, droughts, floods, avalanches and earthquakes as well as security threats and governmental response to them, and technological changes, and the pandemic created by the outbreak of the novel strain of Coronavirus and its variants (and the disease known as COVID-19) and resulting effects on economic conditions, the demand environment for logistics requirements and energy prices, restrictions imposed by public health authorities or governments, fiscal and monetary policy responses by governments and financial institutions, and disruptions to global supply chains; and satisfaction of the conditions imposed by the U.S. Surface Transportation Board (STB) in its March 15, 2023 final decision and successful integration of KCS.

In addition, our environmental, social, governance and sustainability priorities, policies, practices, programs, goals and objectives (including our commitments and targets relating to GHG emissions reduction) remain under development as we continue to refine our analysis of and response to potential future climate and other risks and opportunities, and as the science, data and methodology underlying our analysis and strategy continue to evolve over time. Further, as we continue to integrate the operations of KCS into ours, we are conducting additional data-gathering and intend to further assess the climate and other environmental, social, governance and sustainability strategies and initiatives for the combined company, and may make changes to our existing strategies and initiatives as a result.

For these reasons, in future disclosures, we may include information that differs from those contained in this report. Unless indicated otherwise or the context otherwise requires, forward-looking information in this report speaks only as of the date hereof. The foregoing list of factors is not exhaustive. These and other factors are detailed from time to time in reports filed by CPKC with securities regulators in Canada and the United States. Reference should be made to "Item 1A – Risk Factors" and "Item 7 – Management's Discussion and Analysis of Financial Condition and Results of Operations" in CPKC's annual and quarterly reports filed on Form 10-K and 10-Q, respectively.

Forward-looking information is based on current expectations, estimates and projections and it is possible that predictions, forecasts, projections, and other forms of forward-looking information will not be achieved by CPKC. Except as required by law, CPKC undertakes no obligation to update publicly or otherwise revise any forward-looking information, whether as a result of new information, future events or otherwise.

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Basis of Presentation and Non-GAAP Measures

Basis of Presentation

Except where noted, all figures are in millions of Canadian dollars.

Financial information is prepared in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP), unless otherwise noted.

Non-GAAP Measures

CPKC presents non-GAAP earnings information in this presentation including Adjusted operating income to provide a basis for evaluating underlying earnings trends that can be compared with the prior period's results.

It should be noted that CPKC's non-GAAP earnings, as described in this presentation, have no standardized meanings and are not defined by U.S. GAAP and, therefore, are unlikely to be comparable to similar measures presented by other companies. The presentation of these non-GAAP measures is not intended to be considered in isolation from, as a substitute for, or as superior to the financial information presented in accordance with GAAP.

Although CPKC has provided target non-GAAP measures (Adjusted return on invested capital (ROIC) Core adjusted diluted earnings per share (EPS) and Free cash conversion), management is unable to reconcile the forward-looking Adjusted ROIC Core adjusted diluted EPS and Free cash conversion to the most comparable GAAP measure (Return on shareholders equity, diluted EPS and Cash from operating activities) due to unknown variables and uncertainty related to future results. These unknown variables may include unpredictable transactions of significant value. In recent years, CPKC has recognized acquisition-related costs, changes in income tax rates and a change to an uncertain tax item. These or other similar, large unforeseen transactions affect Return on shareholders equity, diluted EPS and Cash from operating activities but may be excluded from Adjusted ROIC Core adjusted diluted EPS and Free cash conversion, where applicable. Additionally, the U.S.-to-Canadian dollar exchange rate is unpredictable and can have a significant impact on CPKC's reported results but may be excluded from Adjusted ROIC Core adjusted diluted EPS and Free cash conversion.

For further information regarding non-GAAP measures see Non-GAAP Measures in the Company's 2020 and 2022 Annual Report filed on Form 10-K documents filed on SEDAR and EGAR.



Keith Creel

President &
Chief Executive Officer

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The Journey So Far

2012-2016

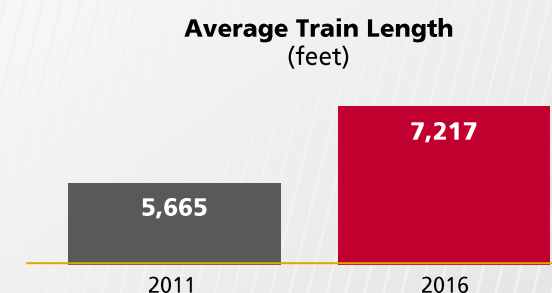
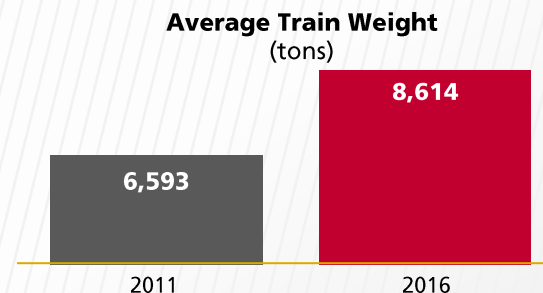
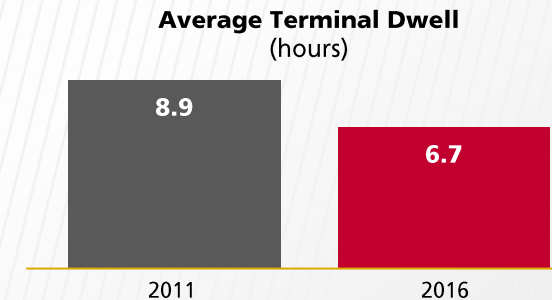
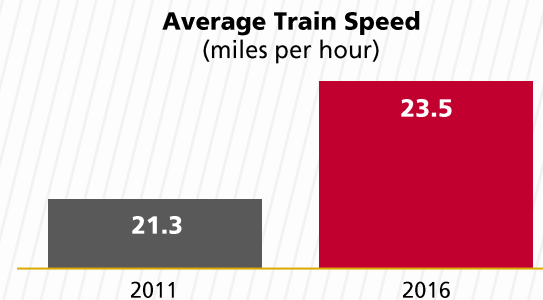
Service-focused

Culture of accountability

Developed the team

Network investments

Rebuilt the Engine



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The Journey So Far

The Truth About CPKC PSR

Optimizes assets

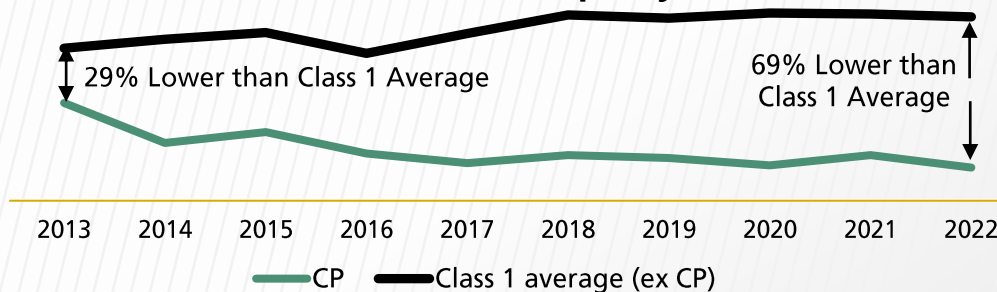
Increases investments

Strengthens safety

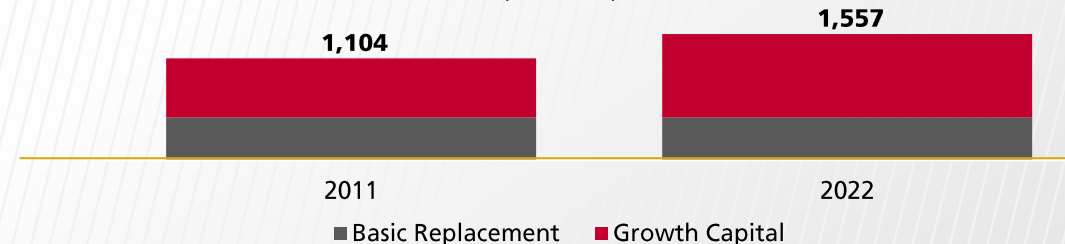
Improves service

Enables growth

Train Accident Frequency



Capital Investment (\$millions)



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The Journey So Far

2017-2022

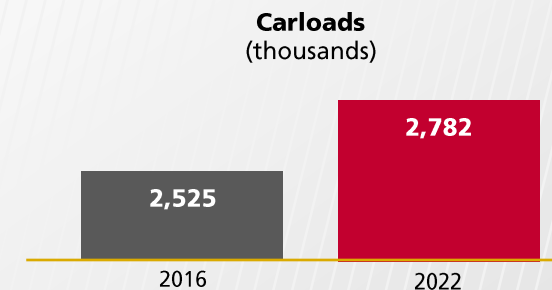
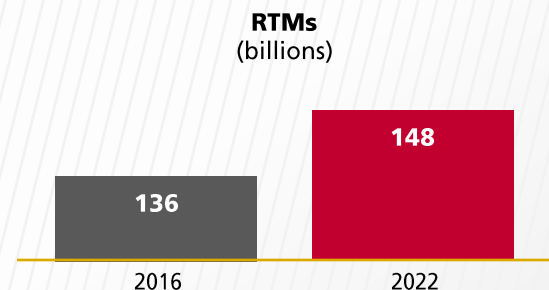
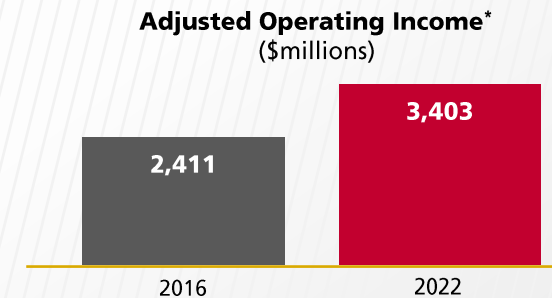
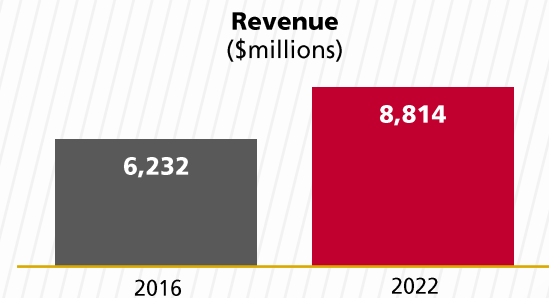
Room to grow

Service innovation

Increased capacity

Disciplined approach

Sustainable Growth



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CP Standalone Data

*Adjusted Operating Income is a Non-GAAP operating measure. For a full description and reconciliation of Adjusted Operating Income, see CP's 10-K for the years ended December 31, 2017 and December 31, 2022 which is available on SEDAR at www.sedar.com under CP's SEDAR profile.

Connecting a Continent

CPKC Advantages

Industry leader in safety

Right culture & team

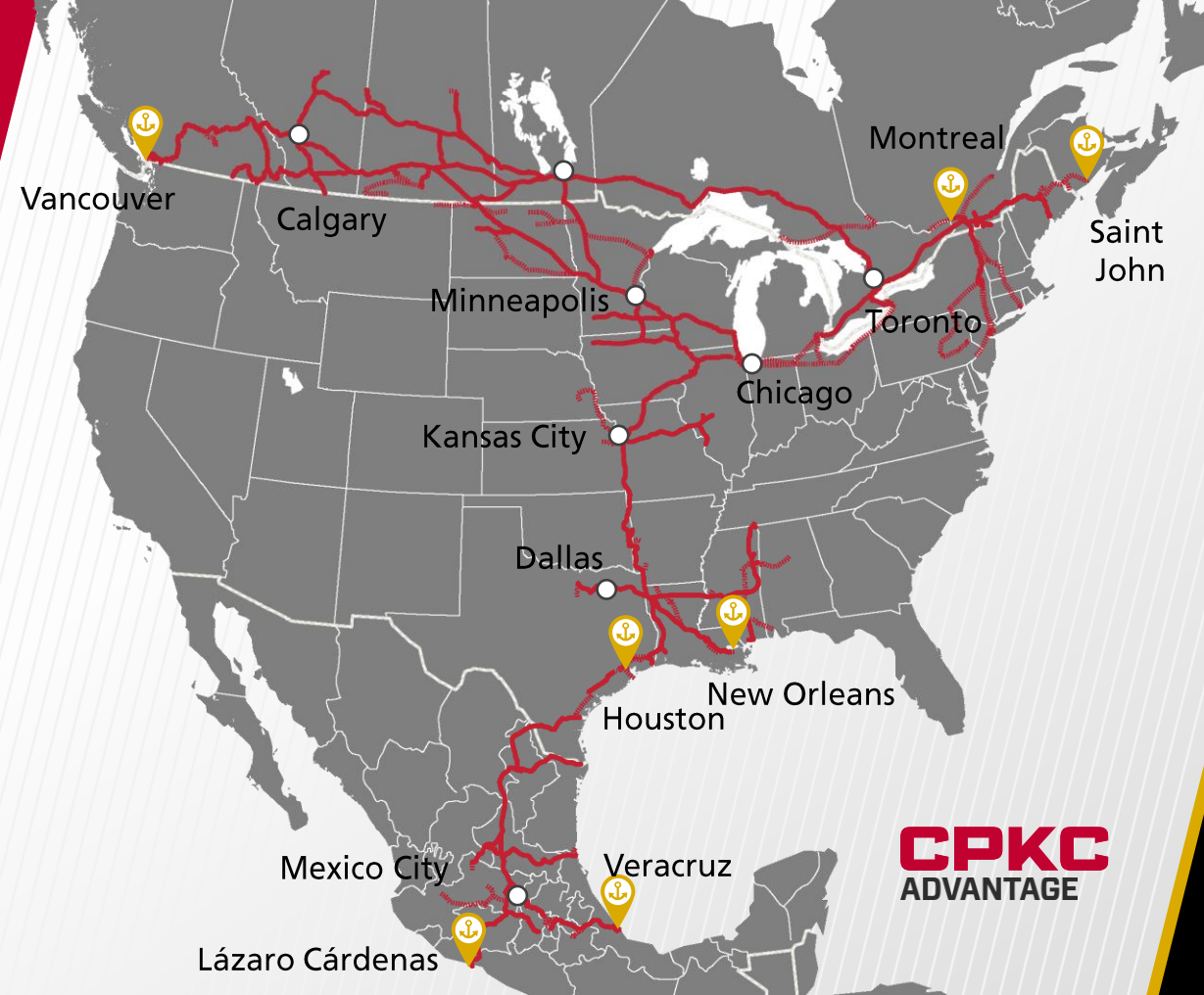
Capacity to grow

Disciplined approach

Service innovation

Unparalleled reach

Unique Single-Line Three-Nation Railroad



MEXICO

A New Operating Environment

**Meaningful nearshoring
opportunity**

**Twinning the Laredo Bridge
Exclusivity extension to 2037
Leadership & expertise
in Mexico**



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The Next Chapter

CPKC Advantage 2023 - 2028

Unique & unrivalled network
Best-in-class leadership team
Industry-leading results
2024-2028 guidance

Transformational Combination



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Meridian & Bigbee Railroad (MNBR)

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

Extending Our Reach;
New East-West Connectivity

- CPKC
- MNBR
- CSX



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Maeghan Albiston

Vice-President &
Chief Human Resources
Officer

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People are the Engine

**We've Hit the
Ground Running**

Culture of Accountability

Boots on the ground

People development &
leadership training

Pulse surveys to measure
engagement & opportunities

Performance-Based Culture

Employee Share Purchase Plan

Established CPKC financial &
operating targets

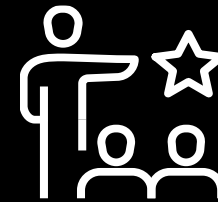
Incentives aligned with
shareholder interests

Aligned with Shareholder Interests

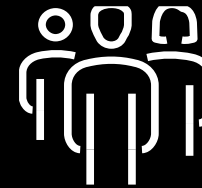
Targets & Strategy Reflect Your Feedback



Performance-based compensation drives accountability



Attract & retain the best railroaders



Succession planning a top priority

A Culture of Accountability

Sustainably Driven

Committed to Climate Action

Uniquely positioned
Industry leading practices
Drives engagement across the business

A Leader in Sustainability

BUSINESS
AMBITION FOR 1.5°C





John Brooks

**Executive Vice-President
& Chief Marketing Officer**

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Transformational Growth

Reflect on the Journey
The Network Advantage
Opportunity Pipeline
Segment Overview
Unique Path Forward

Sustainable & Profitable Growth

2018 Model



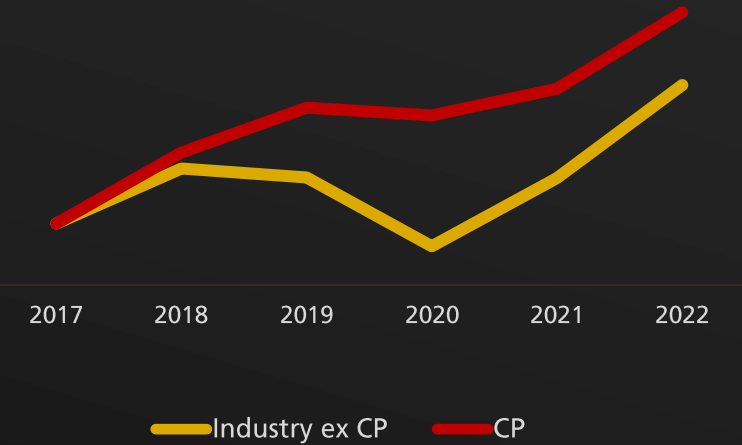
Industry-leading growth

Sales & Marketing Culture

Constructive Tension

Playbooks Driving Strategy

Unique Land Assets



Same Playbook – Bigger Playing Field

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Reported total revenue indexed to 2017

Same Playbook Bigger Playing Field

3-country connectivity; 20,000 track miles

30+ ports & 30+ auto facilities

200+ transloads & 90+ shortlines

The Mexico Advantage

Unique land assets



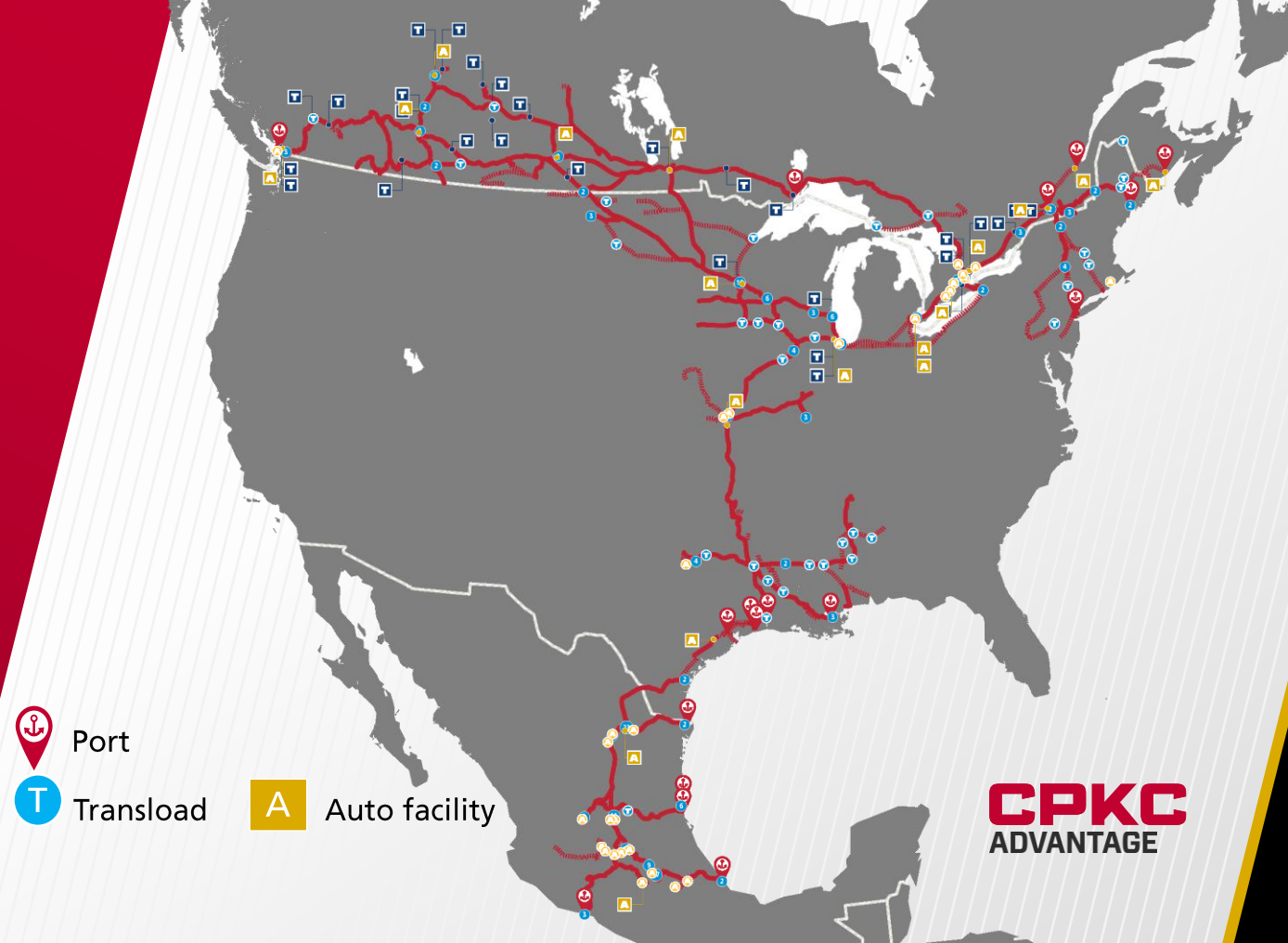
Port



Transload



Auto facility



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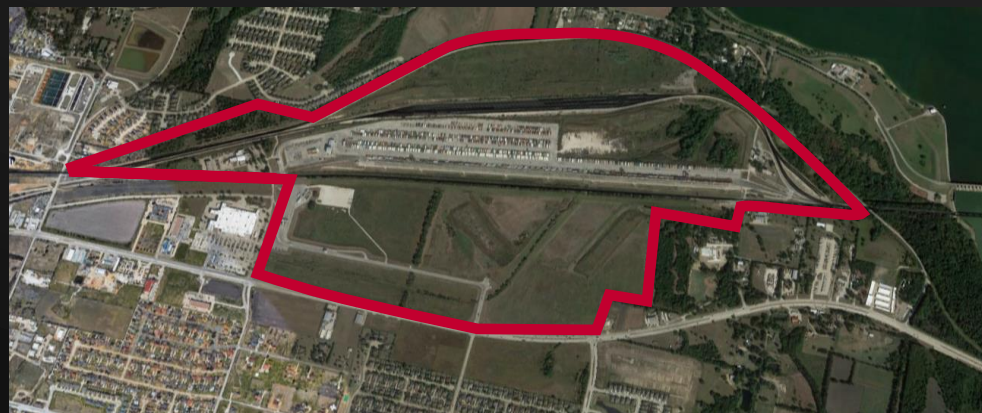
Room to Grow 2.0

>6,000 Acres of
Developable Land
Across the Network

Port Arthur
Terminal



Dallas
Terminal



IFG Kansas City

Revenue Opportunity Pipeline

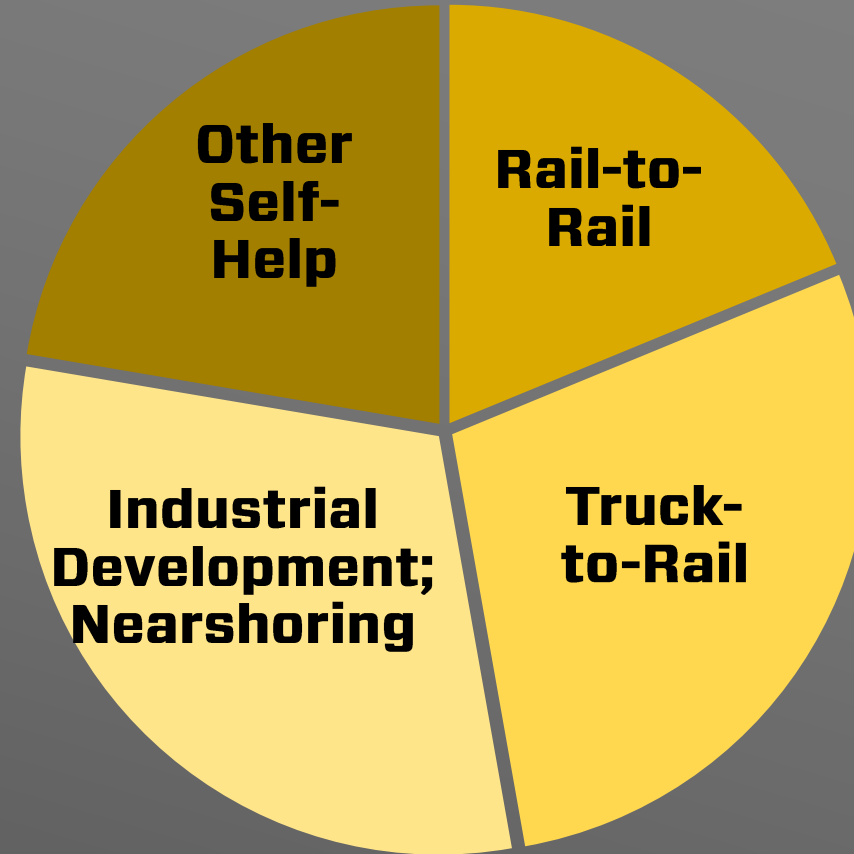
Bigger than expected

Multi-year view

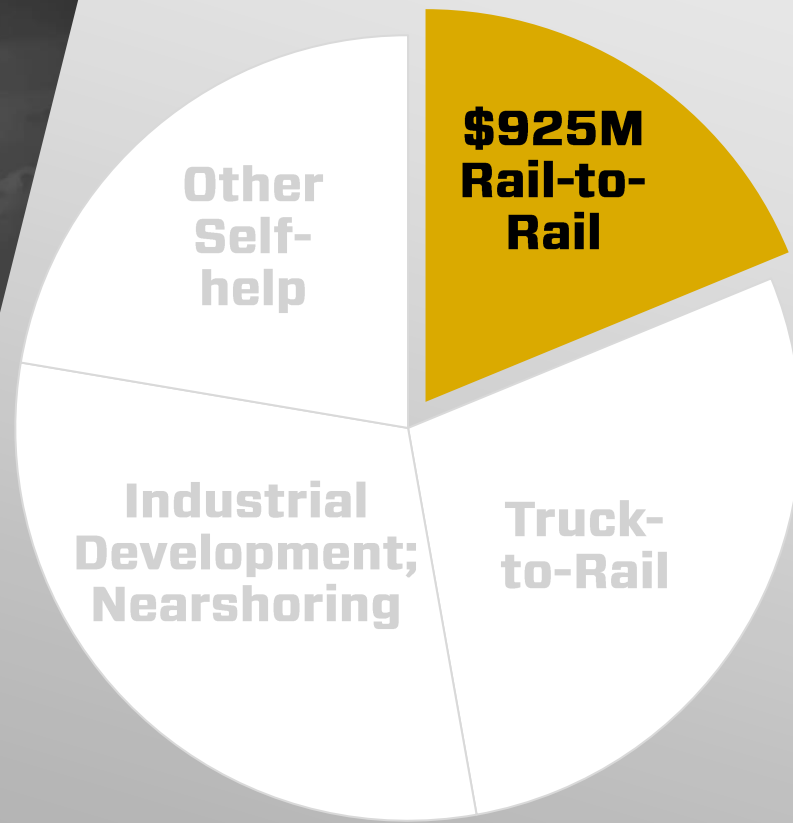
Playbook driven

Focus on strategic fit

~\$5B = Industry-Leading Growth



Rail-to-Rail Opportunity



Share shift

Direct route conversion

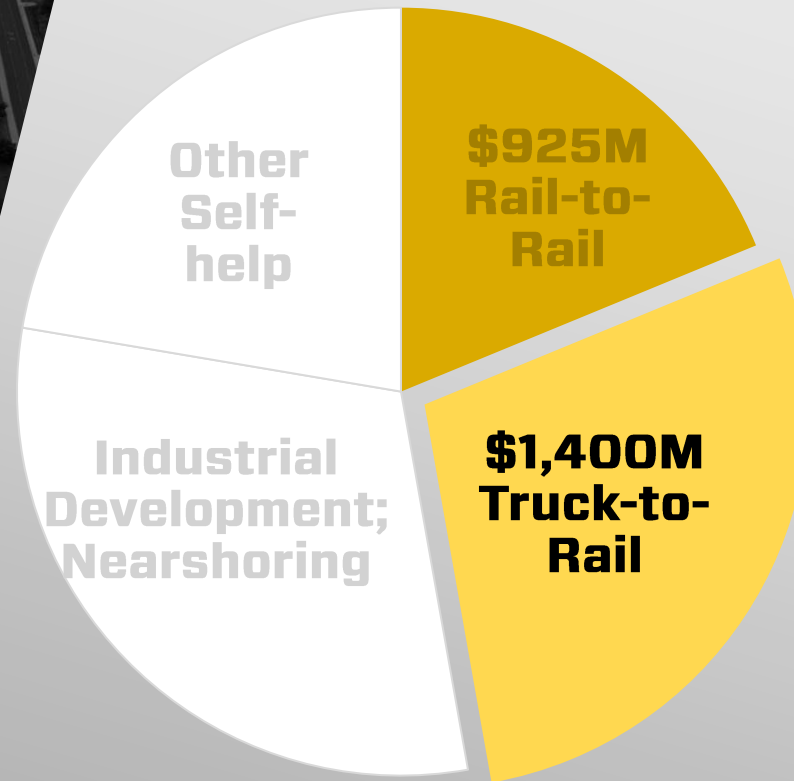
Low hanging fruit

Diversifying Existing Rail Options



All estimates are in USD

Truck-to-Rail Opportunity



1.8M addressable truck market

Product & lanes conducive to rail

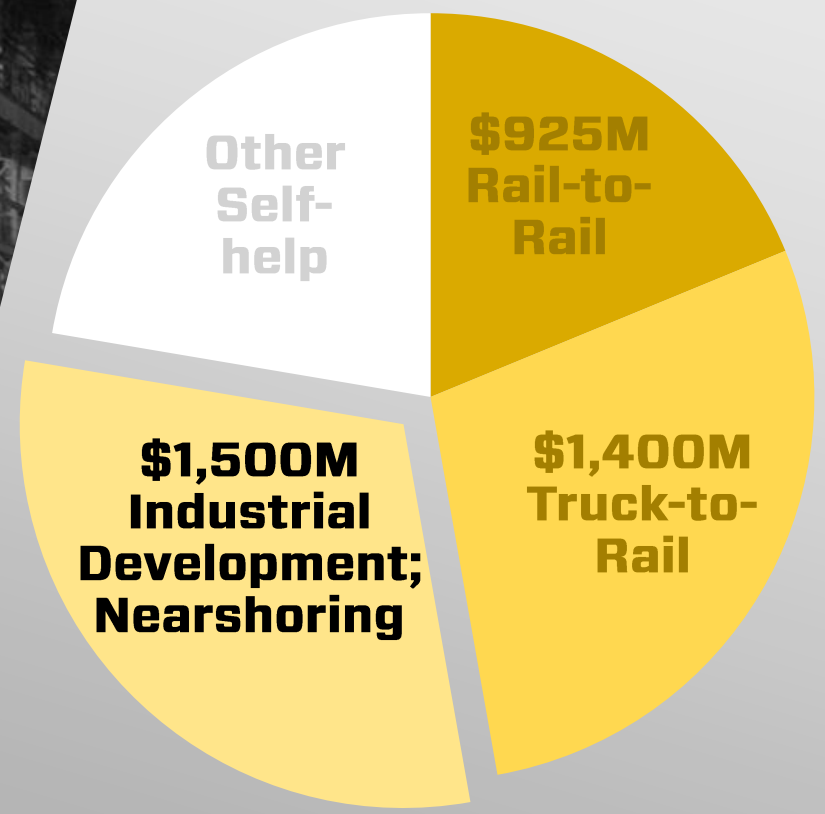
Early wins announced

Single-Line Service Delivers Up to 75% GHG Emissions Savings

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All estimates are in USD

Industrial Development & Nearshoring



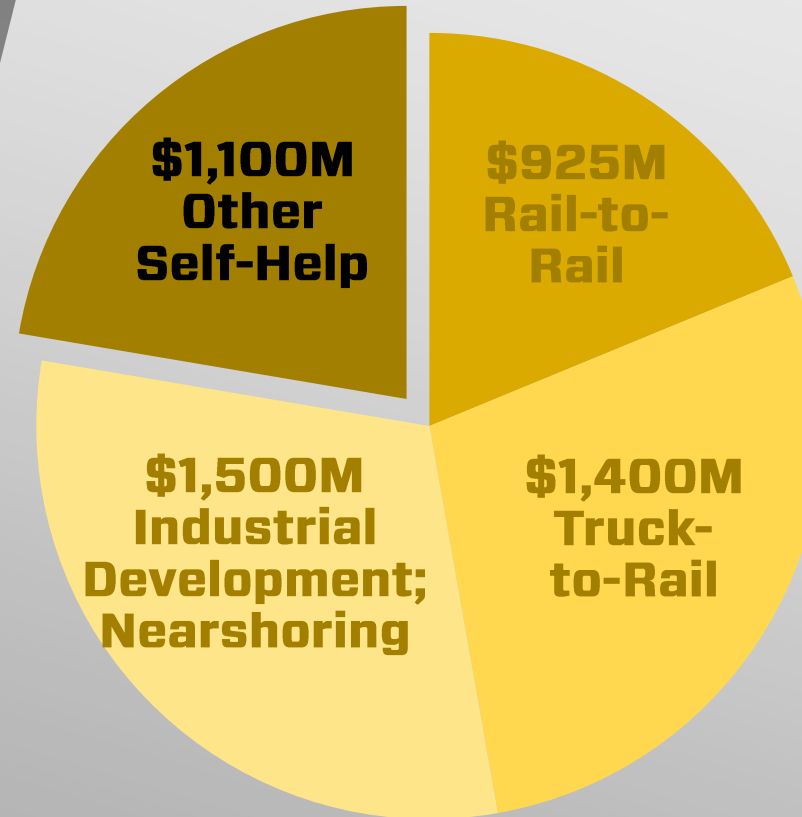
Mexico nearshoring
New investment & emerging markets
Customer & CPKC investment

A Lifetime Opportunity



All estimates are in USD

Other Self-Help



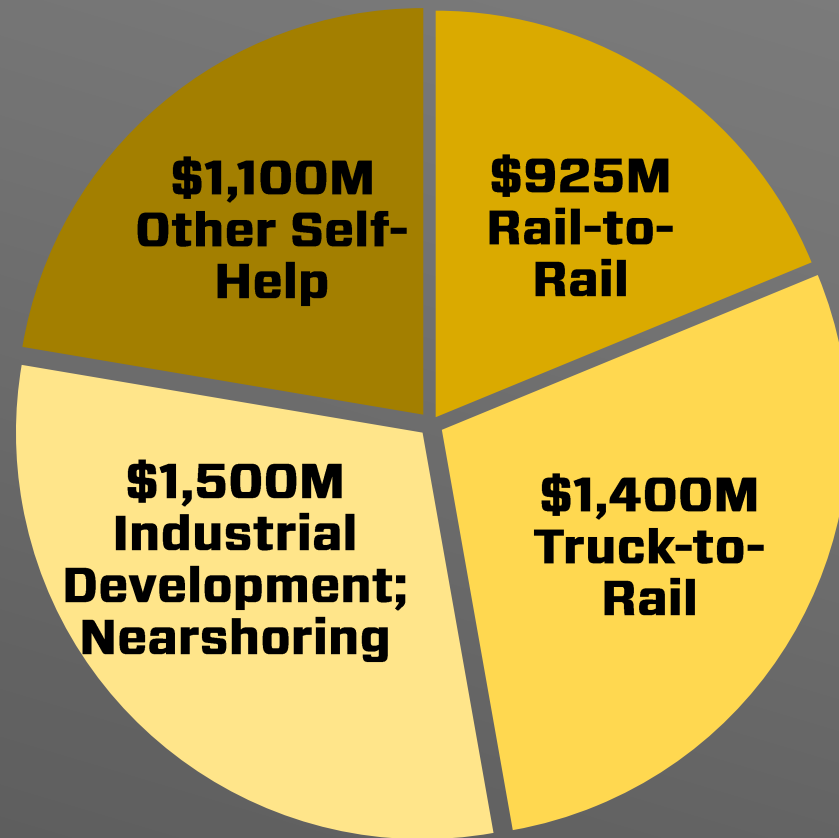
New market outlets
Transload & shortline partners
Business discipline
Win! Win! Win!

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All estimates are in USD

Revenue Opportunity Pipeline

~\$5B = Industry-Leading Growth



Constantly recharging

Multi-year view

Focus on strategic fit

Driven by: self help, network advantage, customer choice

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All estimates are in USD



David Eaton

**Director of Business
Development - Mexico**

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1994: A Year of Transition

**700% growth in U.S. - Mexico
trade: 1994 - 2022**



**NAFTA Brought Economic
Stability to Mexico**

The Nearshoring Story

Fundamental shift in global manufacturing

Creating synergies for North American integration

CPKC Connects the Continent

BUSINESS, ECONOMY, NEWS

NEARSHORING IN MEXICO: A LIFETIME OPPORTUNITY



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Global Supply Chain Pivot

USMCA incentives
& U.S. industrial
policy

Geopolitics

De-Risking Supply Chains

Changing
consumer demand

Emissions
reduction targets



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Mattel: Pivot Back to Mexico



1998

**Built Barbie plant in
Monterrey, MX**



Barbie waves goodbye to Mexico.

2018

**Announced closure
of plant as cost
cutting measure**

Toymaker Mattel expands
Mexican plant in 'nearshoring'
push

By Kylie Madry ▾



2022

**Monterrey, MX now
Mattel's largest
plant**

Electric Vehicle Ecosystems Come to Mexico

Established automotive manufacturing hub
Transformation to electric mobility

Announcements from BMW & Tesla

**Mexico Positioned to be a Global
EV Leader**



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Focus on Demographics

Young population – average age 29
Productive & competitively-priced
Large & well-educated labour pool

**Mexico's Demographics
Driving Business Decisions**

Study puts Mexico's workforce among
top 10 in the world

MND Staff January 24, 2023



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Investment Creates a Virtuous Cycle

Destination for intermediate
goods investment

Increasing exports to the
U.S. & Canada

Further incentivizing investment

Driving Enduring Growth



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China & Europe Pivot to Mexico

Quick access to North American markets

Cost-effective production

Industrial parks & new plants

**Growth in Foreign
Direct Investment**



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Mexico's Moment & the North American Era

The Enduring Value of CPKC





Jonathan Wahba

Senior Vice-President
Sales & Marketing
Intermodal, Automotive
& Bulk

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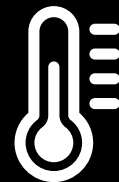
CPKC Advantage

Intermodal & Automotive
Opportunity

Domestic
Intermodal



Refrigerated
Market



International
Intermodal



Automotive



Same Playbook – Bigger Playing Field

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A Problem to Solve - Laredo Gateway

Addressable Market:
1.8M Truckloads Per Year



World Trade Bridge at Laredo Gateway

MMX 180/181 Premier Cross-Border Service



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MMX 180/181 Premier Cross-Border Service

**Fastest, Most Reliable, Cross-
Border Service in the Market**

Trucks

Border crossing open 16
hours/day

~10% of trucks inspected

Drivers change at the
border

4x higher GHG emissions
than rail

MMX 180/181

Border crossing open 24
hours/day

100% of trains inspected

Safe & secure movement of
goods cross-border

Service wins on speed and
consistency

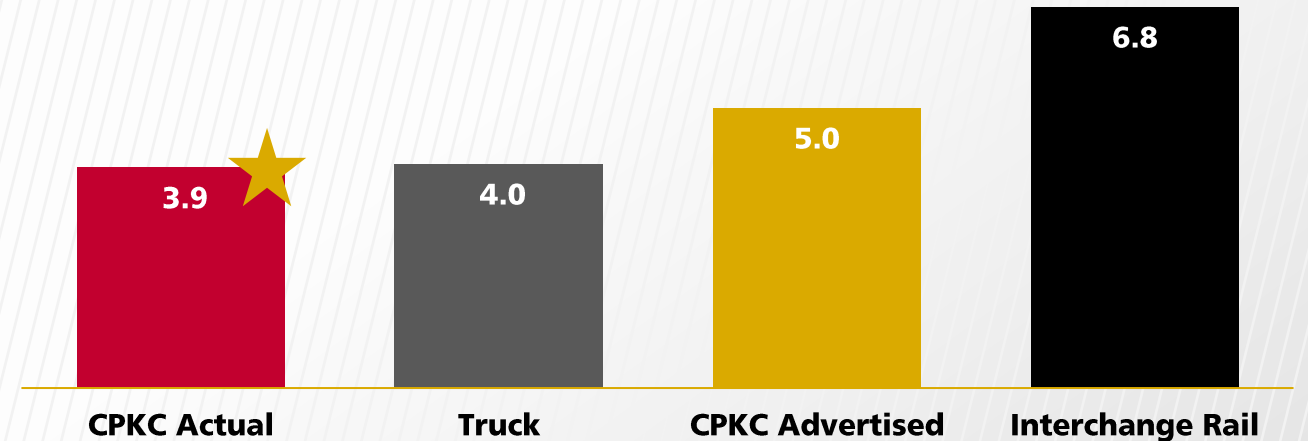
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MMX 180/181 – The Results Are In

Actions speak louder than words

Delivering Truck Competitive Service

Days in Transit*



*San Luis Potosi to Chicago

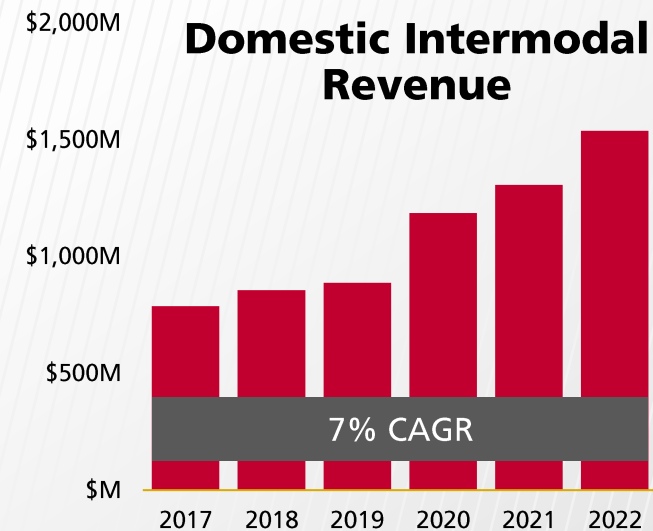
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Leveraging The Existing Playbook

Same Principles Apply to the North / South Route

2018 Domestic Intermodal Playbook

- Flagship transcontinental service
- Strong growth in temperature-controlled service
- Customer co-location makes business sticky



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Anchoring the Service

SCHNEIDER



SWIFT
INTERMODAL

Multi-year agreements signed days after Day One

Anchor MMX domestic intermodal customers

**“You should rename your MMX service the bullet train.”
– Mark Rourke, President and CEO of Schneider**

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What's Next?

We Are Just Getting Started

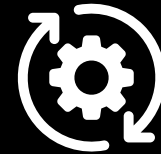
\$100 Million a Year Secured



Fastest & most reliable service between Chicago and Mexico



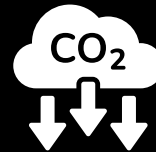
Truck competitive



Reduce transportation carbon footprint



Supports the integration of North American supply chains



Latent capacity with ample room to grow

More to Come...

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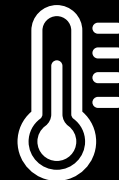
CPKC Advantage

Intermodal & Automotive
Opportunity

Domestic
Intermodal

\$200M

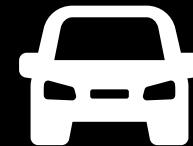
Refrigerated
Market



International
Intermodal



Automotive



Same Playbook – Bigger Playing Field

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A Problem to Solve

**Cross-Border Temperature Controlled:
The Final Frontier of Over-the-Road
Conversion**

**Cumbersome
inspection process**

**Trucks could be
stopped for days
without warning**

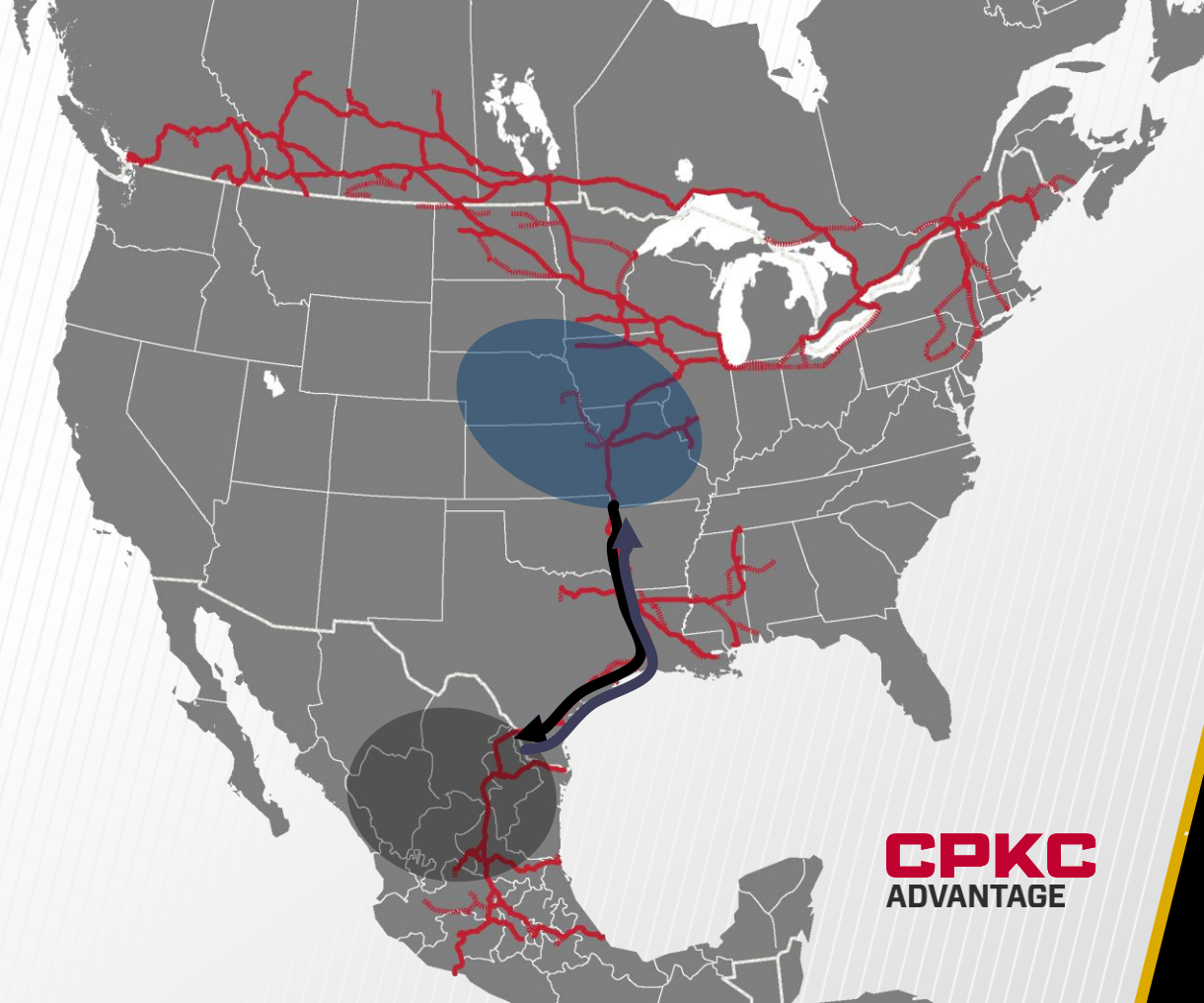
High transportation cost driving food inflation

**Mexico - U.S. Refrigerated Goods are
Moved by Truck**

Temperature Control

Mexico is a leader in produce exports

Market exclusively served by trucks today



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Largest Refrigerated Container Fleet



Strategic Partnership with Americold

Partnering with Industry Leaders

Co-invests in critical infrastructure assets

240 Americold locations across the globe

Connecting the Dots



Strategic Partnership with Americold

Partnering with Industry Leaders

Opening in 2024 on CPKC's IFG/Kansas
City property

Reduces local truck miles

Additional locations to follow

Room to Grow 2.0



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CPKC Advantage

Intermodal & Automotive
Opportunity

Domestic
Intermodal

\$200M

Refrigerated
Market

\$150M

International
Intermodal



Automotive



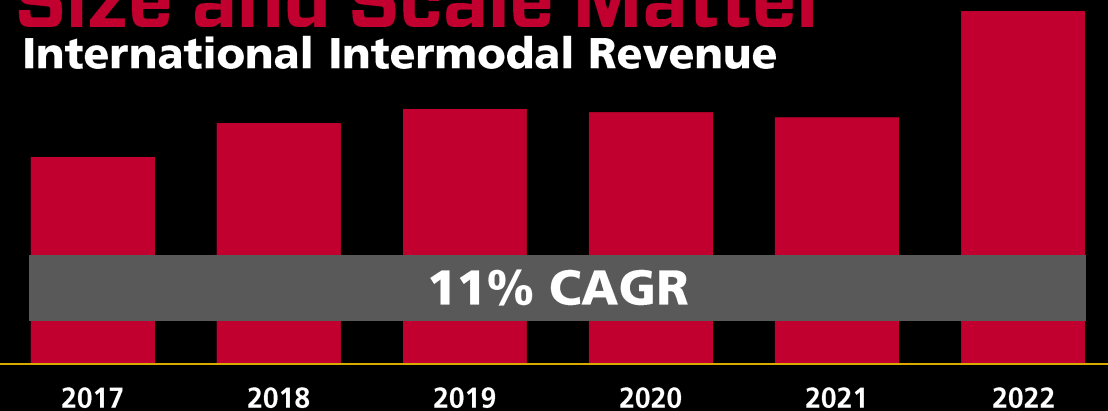
Same Playbook – Bigger Playing Field

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All estimates are in USD

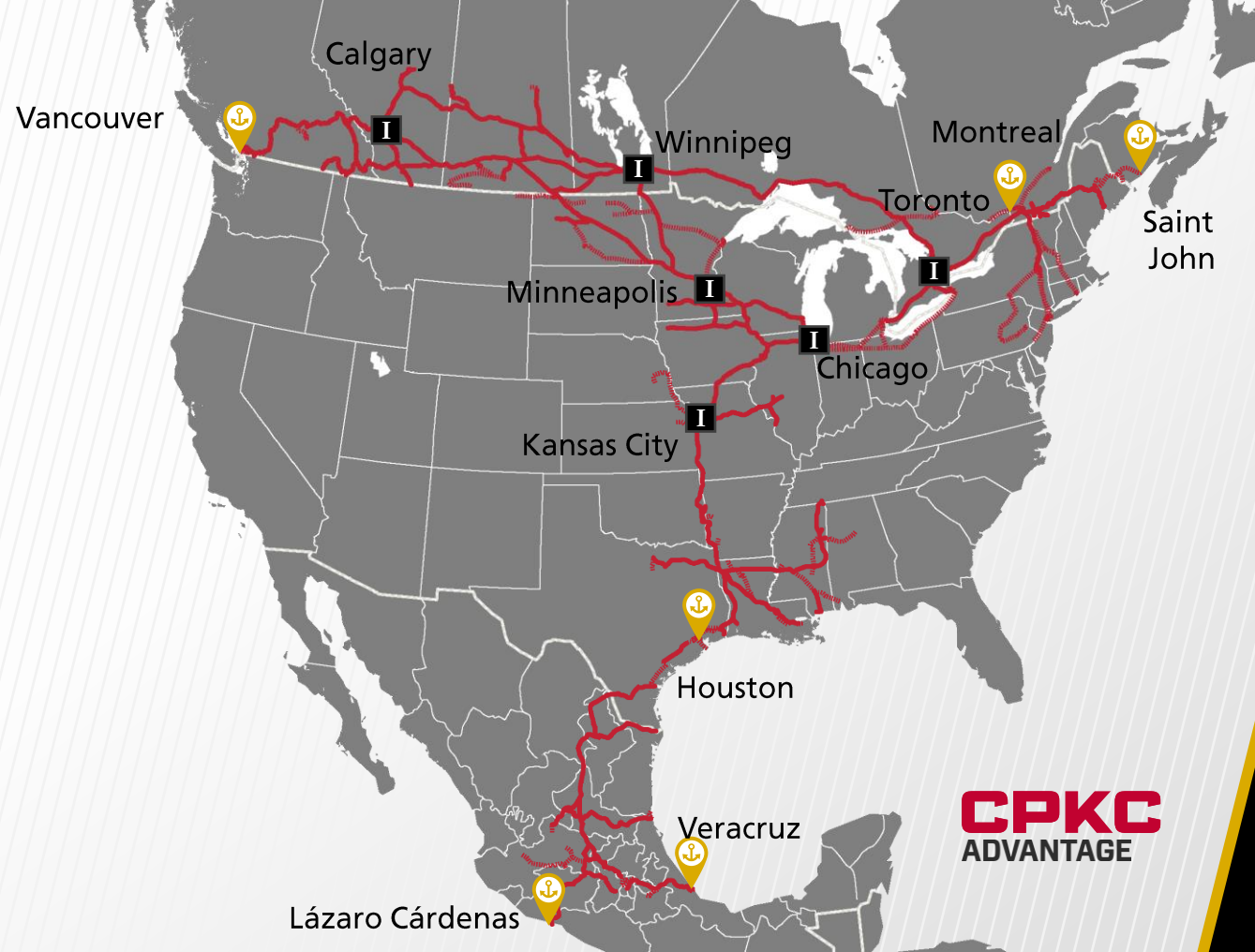
International Intermodal

Size and Scale Matter
International Intermodal Revenue



**Superior International
Intermodal Reach**

CP Standalone



Return to the East Coast

Port Saint John: Fastest Growing Deep-water Port



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Port Saint John

Return to the East Coast

Growing capacity by 5x over 5 years

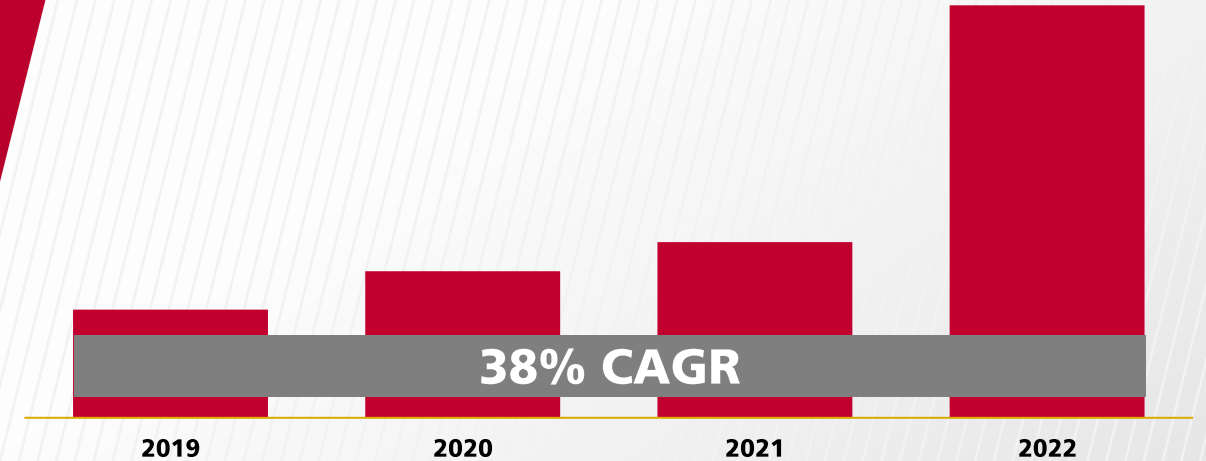
Doubled our 2-year revenue target

200-mile routing advantage

Invested in infrastructure to amplify the service

Excellent global terminal operator

Port Saint John TEU Growth



West Coast Ports are at Capacity

**Shippers Clamoring for
Alternatives**

**North America Needs
Additional Outlets**



The Solution

The Limitless Potential of Lázaro Cárdenas

Underutilized state-of-the-art facility

CPKC has the reach to be competitive

Two global terminal operators

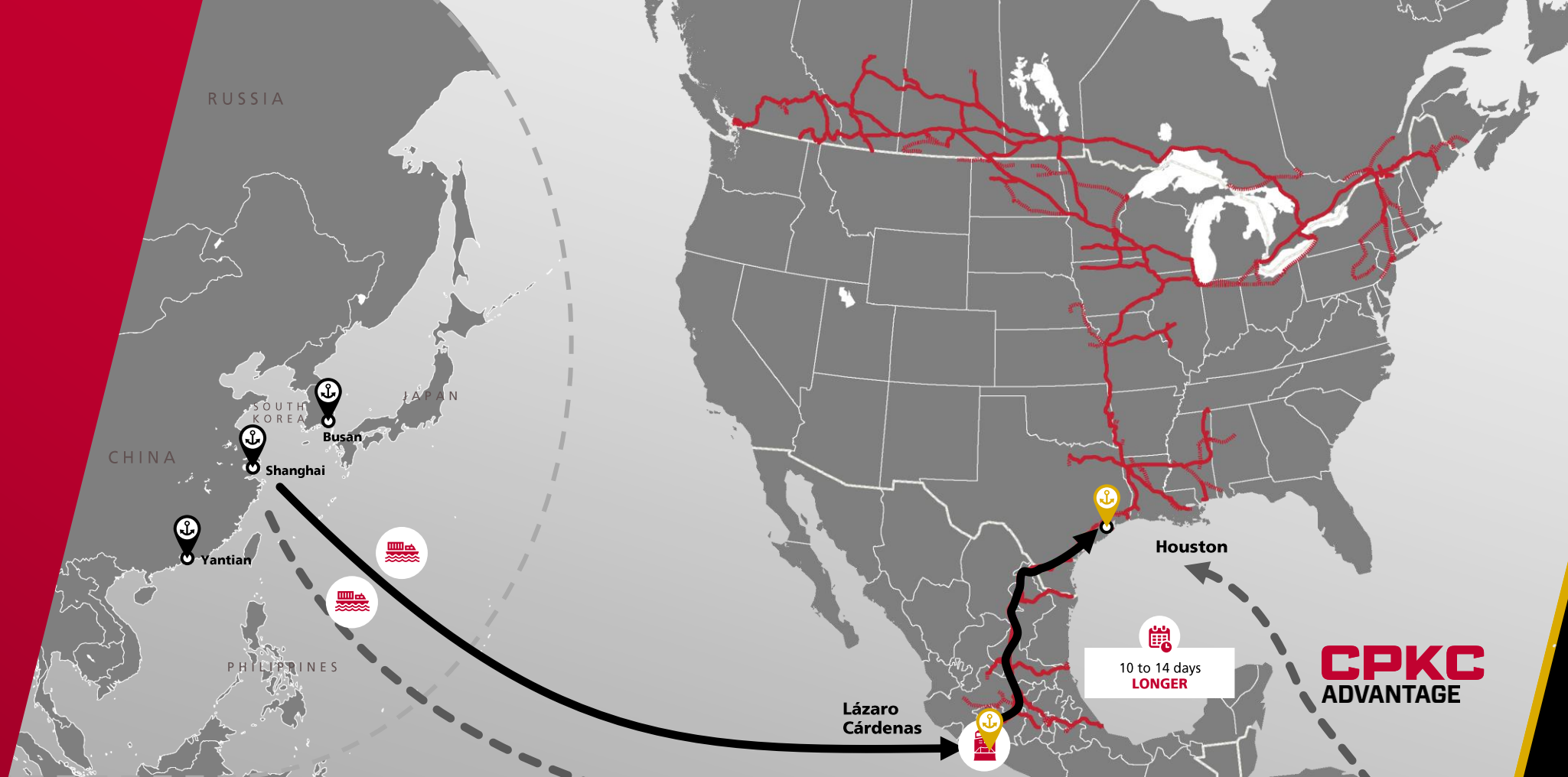
Routing advantage: Texas Shortcut

**A Much-Needed Alternative to
LA-Long Beach**



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The Texas Shortcut



10 to 14 days
LONGER

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Lázaro Cárdenas

Gateway Service into U.S.

More to come...



CPKC Advantage

Intermodal & Automotive
Opportunity

Domestic
Intermodal

\$200M

Refrigerated
Market

\$150M

International
Intermodal

\$200M

Automotive



Same Playbook – Bigger Playing Field

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Positioned to Capture Limitless Demand

Meeting the Needs of
the Market



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Offering OEMs a Superior Alternative

CPKC will create self-sustaining loop

Our model minimizes empty miles

Leverages our land & auto compounds

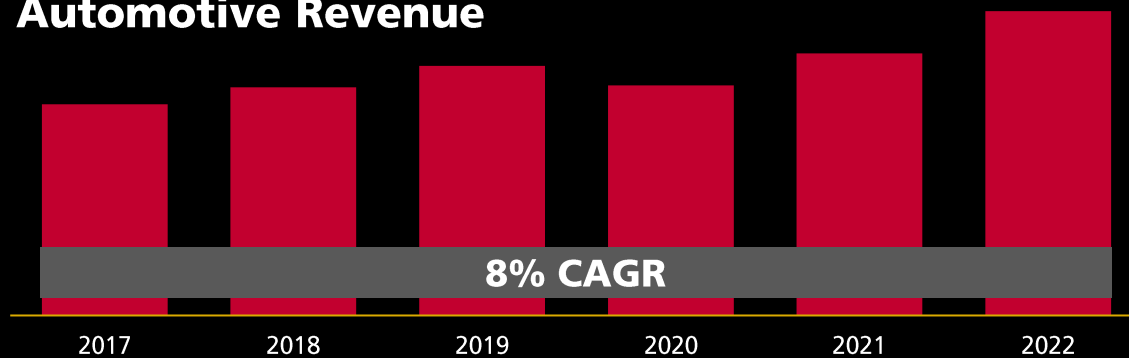
Unlocks New Supply Chain



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Room to Grow 2.0

Automotive Revenue



**Announcing Today –
Dallas Auto Compound**

CP standalone



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CPKC Advantage

Secured & Line of Sight
Intermodal & Automotive
Opportunity

Domestic
Intermodal

\$200M

Refrigerated
Market

\$150M

International
Intermodal

\$200M

Automotive

\$250M

Same Playbook – Bigger Playing Field

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Coby Bullard

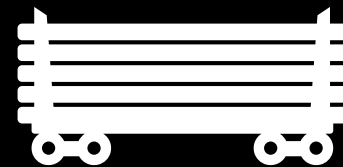
Senior Vice-President
Sales & Marketing
Merchandise, ECP &
Transloads

CPKC
ADVANTAGE

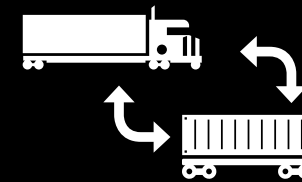
Merchandise & ECP Growth



**Maximize
Our Existing
Franchise**



**Optimizing
Equipment**

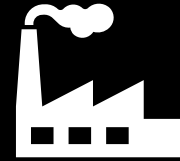


**Extending
Our Reach**

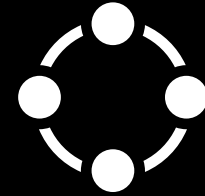
2018 Playbook

CPKC
ADVANTAGE

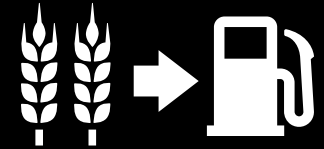
Merchandise & ECP Playbook



**Industrial
Development**



**Leveraging
the Franchise**

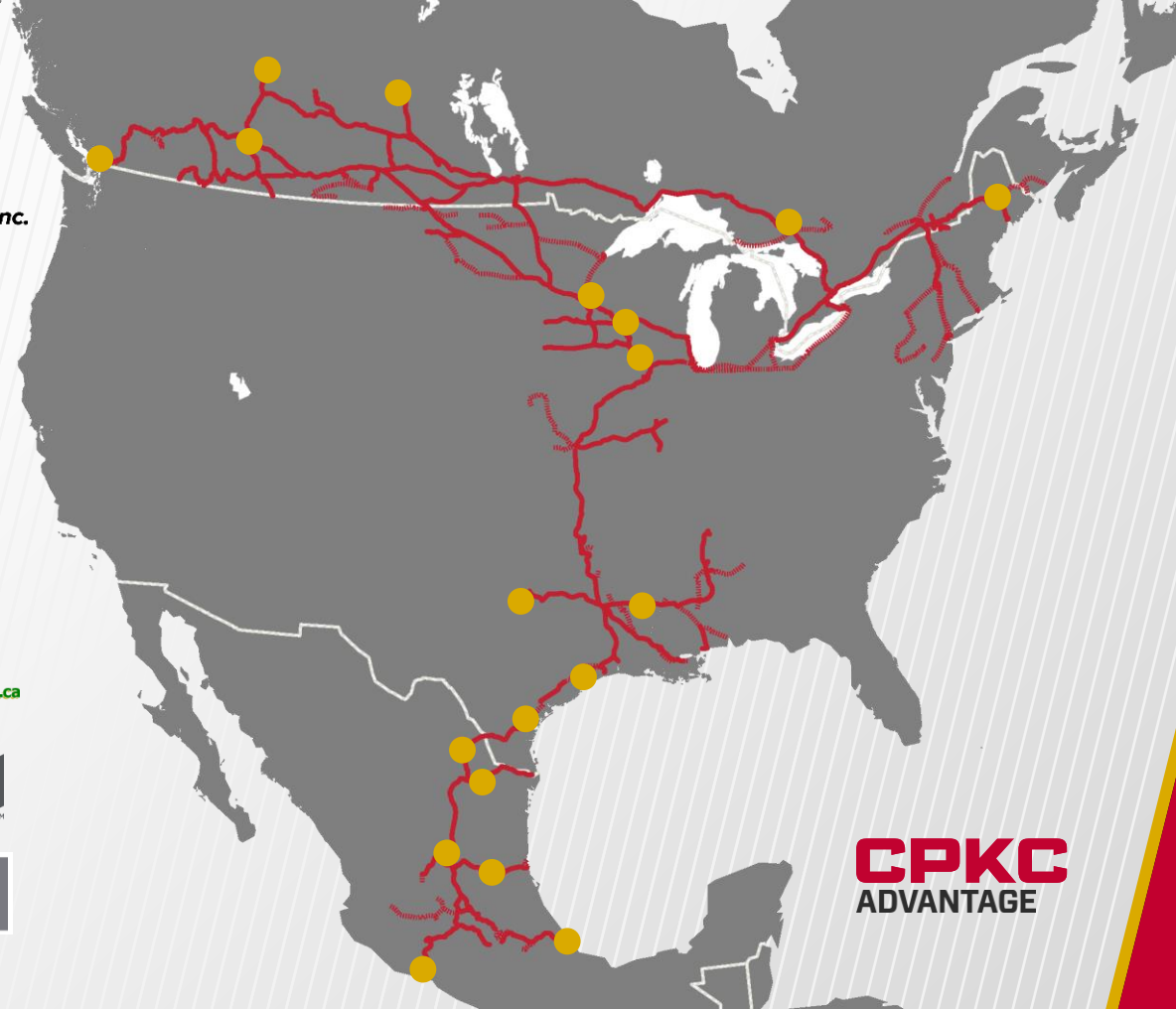


**Emerging
Markets**

**Same Playbook
Bigger Playing Field**

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Industrial Development – Announced Projects



Developing the Franchise

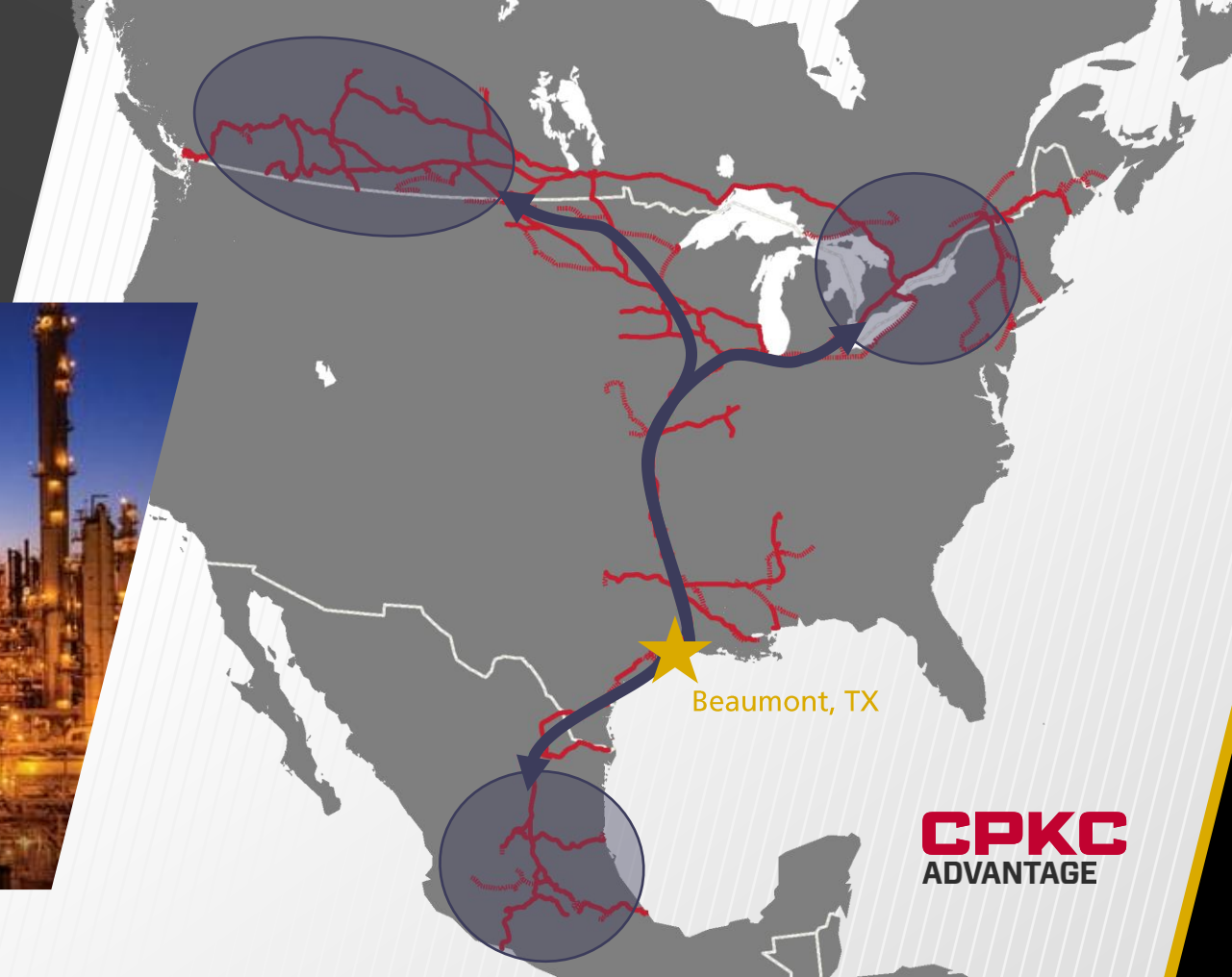
Beaumont, TX Development

\$2B+ Investment

Entire North American market

Incremental 250K bpd

**Expanding Refinery
Capacity – Drives Growth**

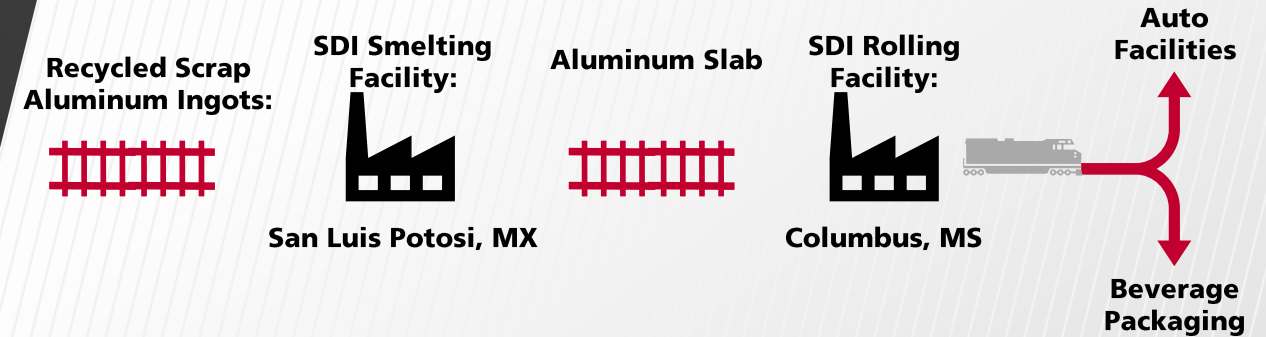


Leveraging the Franchise

Building a New Supply Chain

\$2B+ Investment in aluminum marketplace

CPKC Participates in Three Discrete Rail Moves



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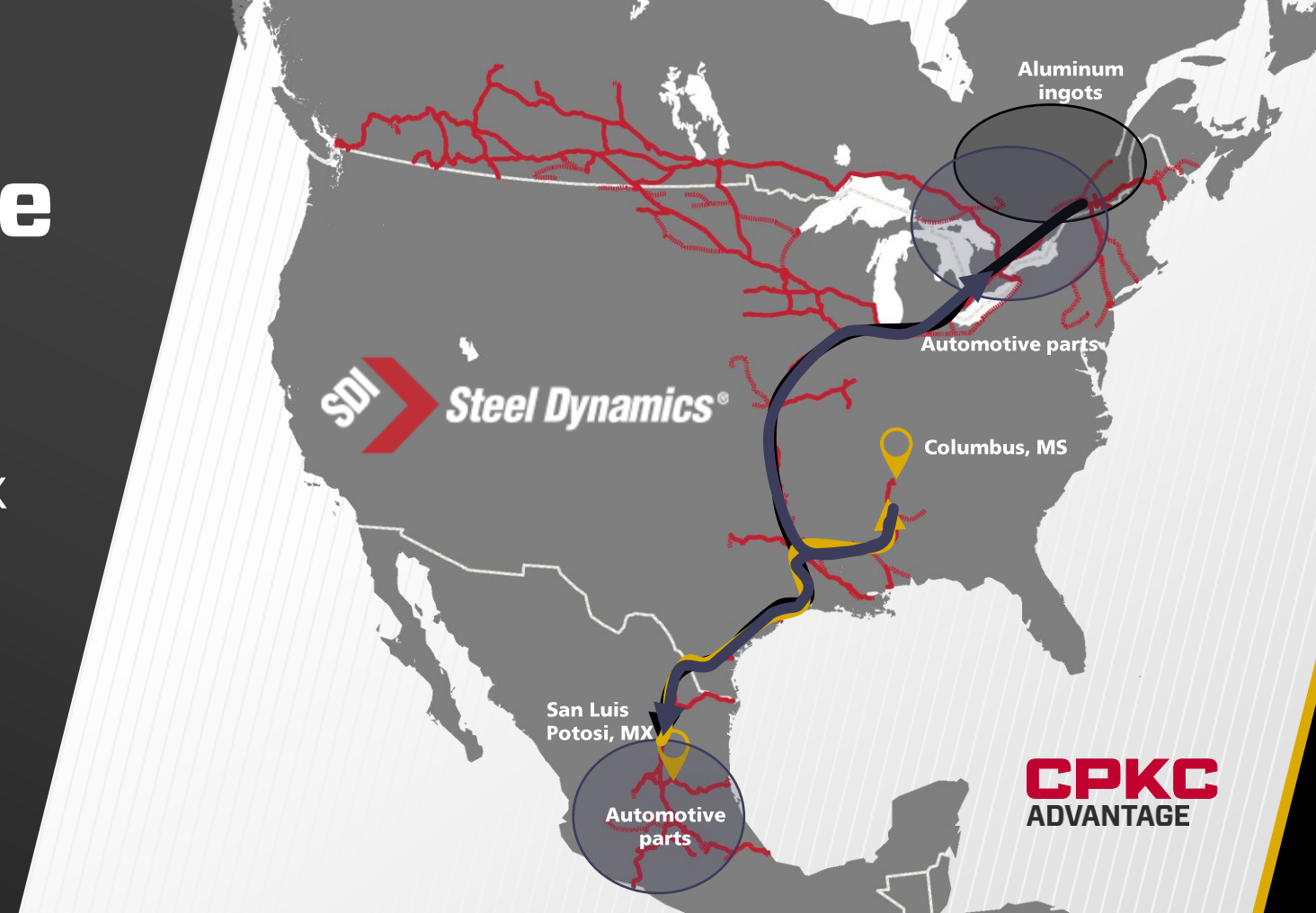
Leveraging the Franchise

CPKC sole-served

Ramping up in 2025

1. Aluminum ingots from Quebec, CA to San Luis Potosi, MX
2. Aluminum slab from SLP to Columbus, MS
3. Rolled aluminum from Columbus across North America

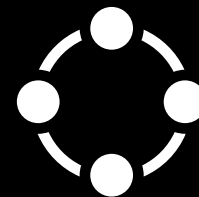
Growing Marketplace



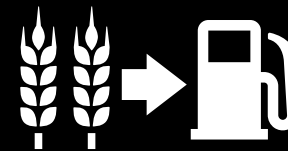
Merchandise & ECP Playbook

Industrial
Development

\$600M



Leveraging
the Franchise



Emerging
Markets

**Same Playbook
Bigger Playing Field**

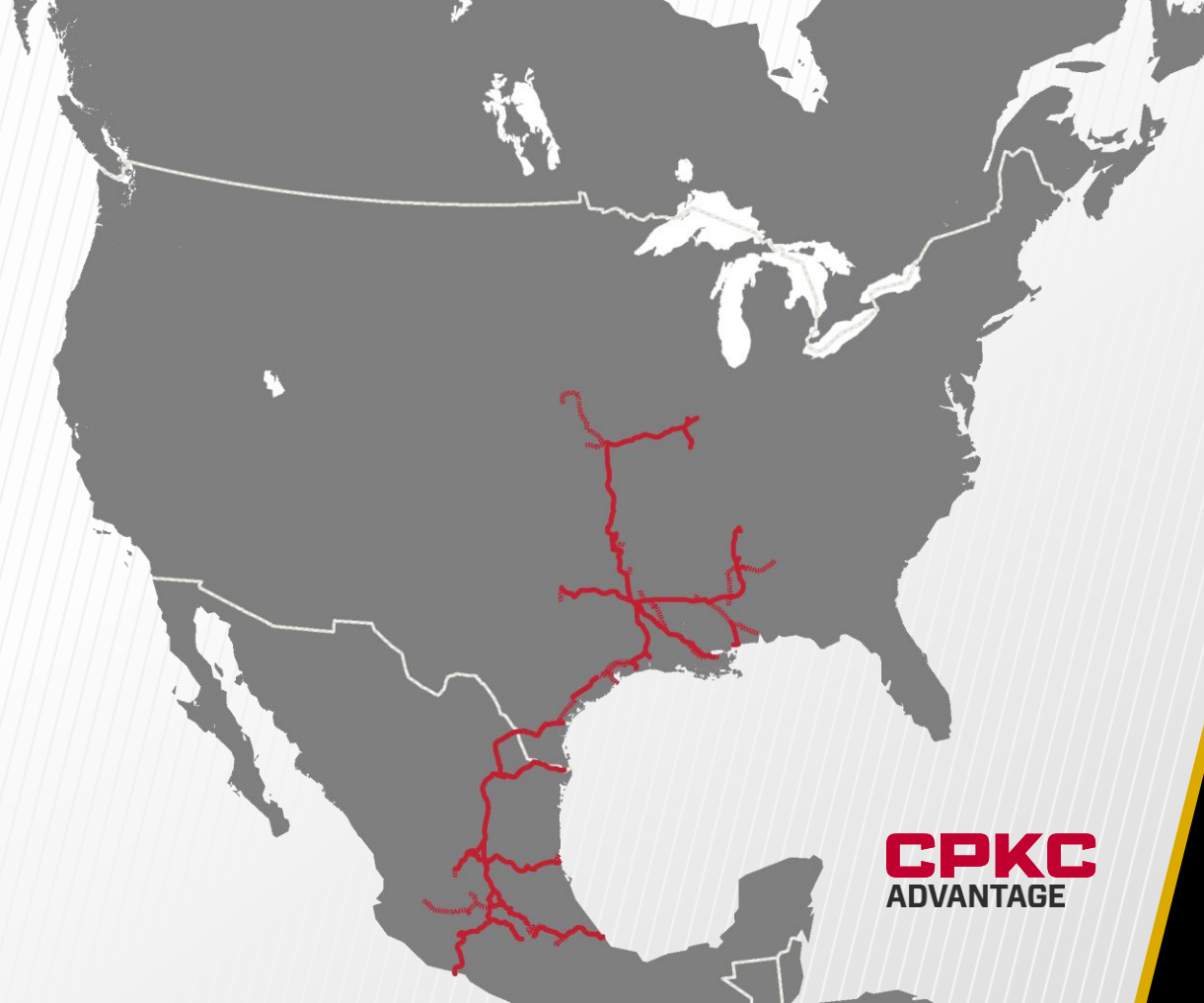
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Origin Rich



CPKC
ADVANTAGE

Destination Rich



CPKC
ADVANTAGE

Forest Products

Limited destination options

Costly equipment is underutilized



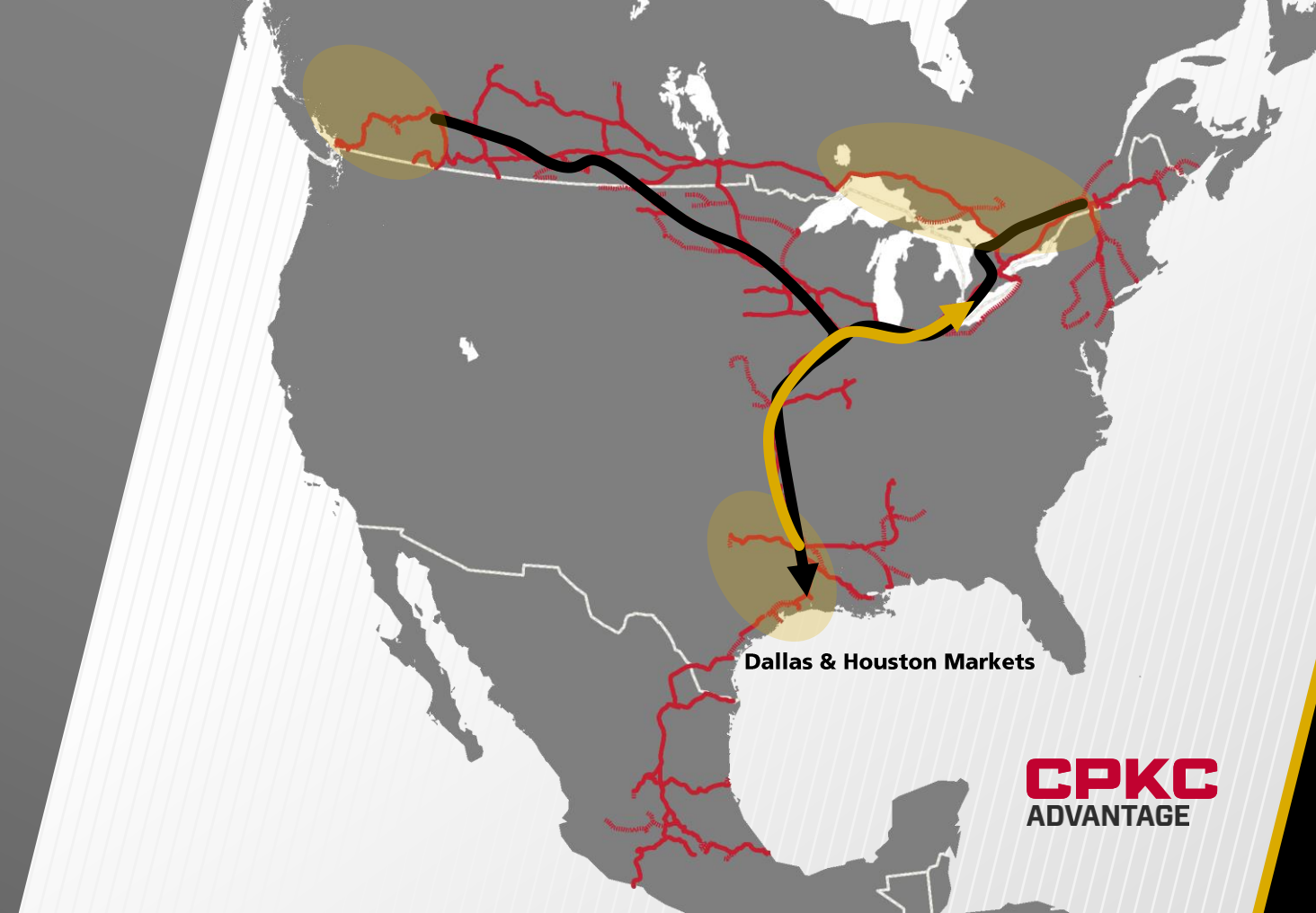
Dallas & Houston Markets

CPKC
ADVANTAGE

Forest Products

Single-line haul into Texas market
100% CPKC equipment control
Creates reload opportunities
Removes days from equipment cycles

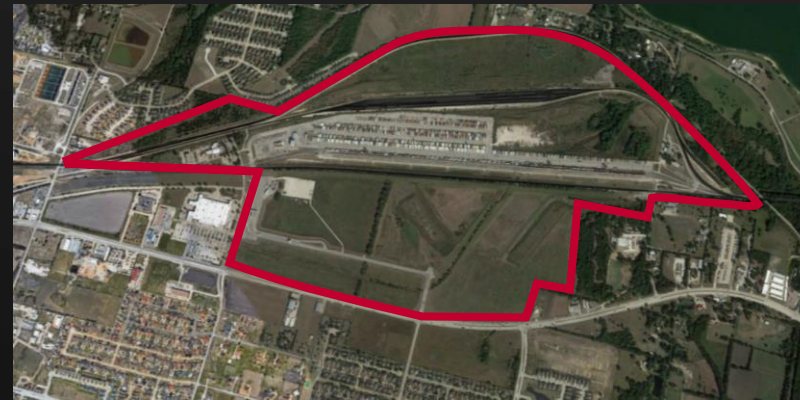
Earning the Right to Grow



Dallas & Houston Markets

CPKC
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Destination Dallas



Dallas Wylie Terminal



Greenville



Zacha Junction

Room to Grow 2.0 – 500+ Acres in Dallas-Fort Worth

Enabled Steel Markets

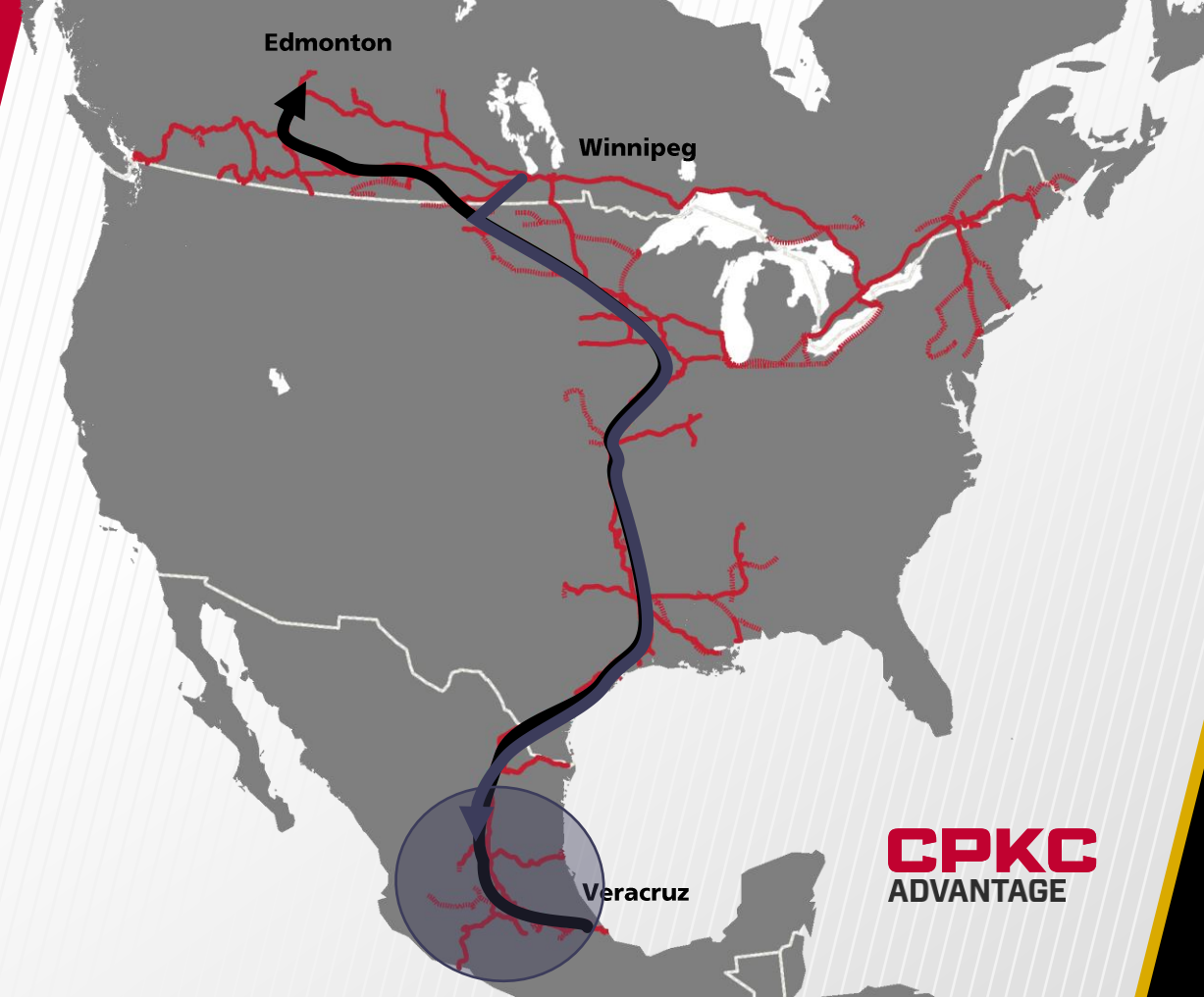
New markets optimize our assets

Closing the loop to limit empty miles

Loaded steel from Mexico to and from
Western Canada

Improved return on assets

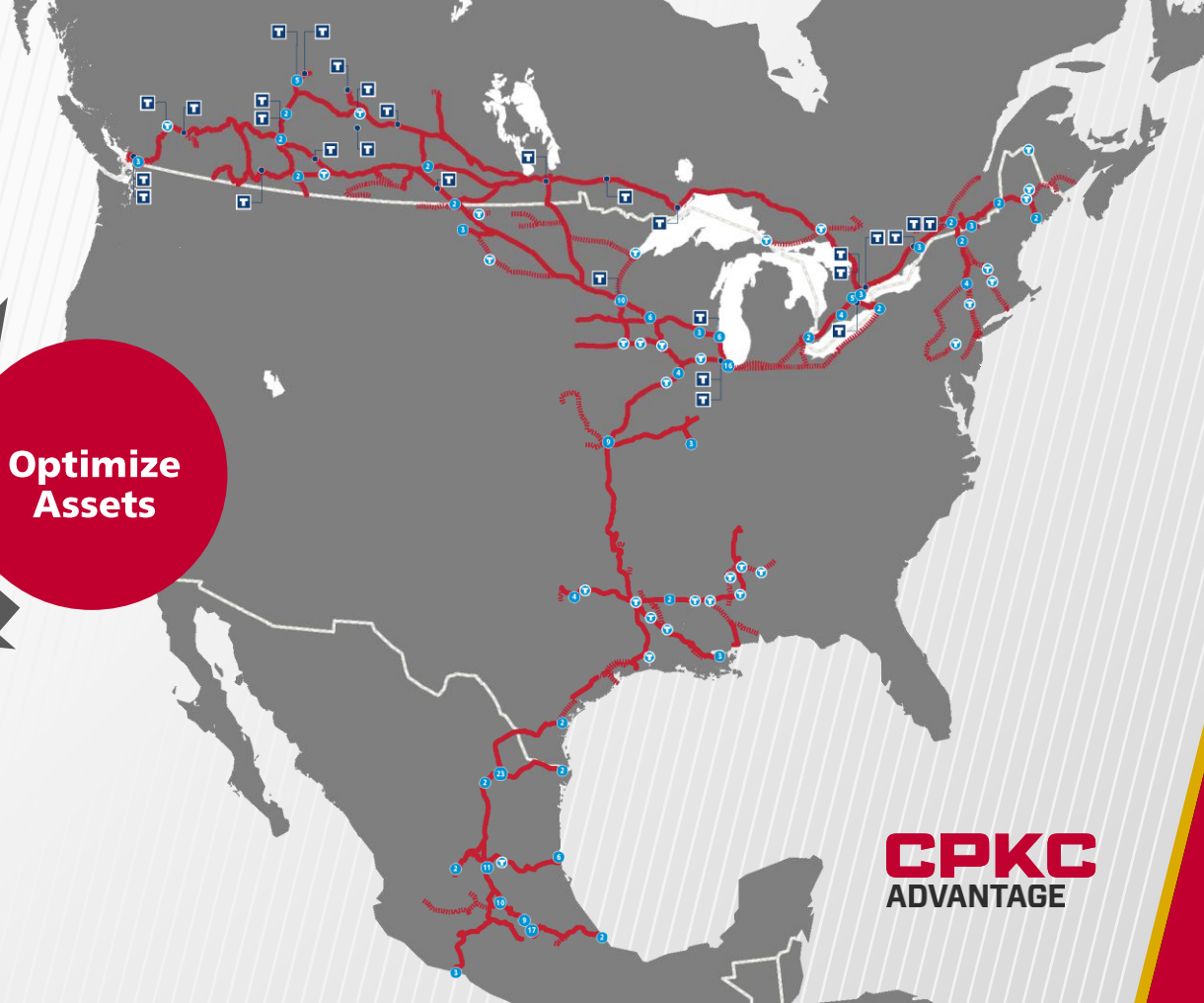
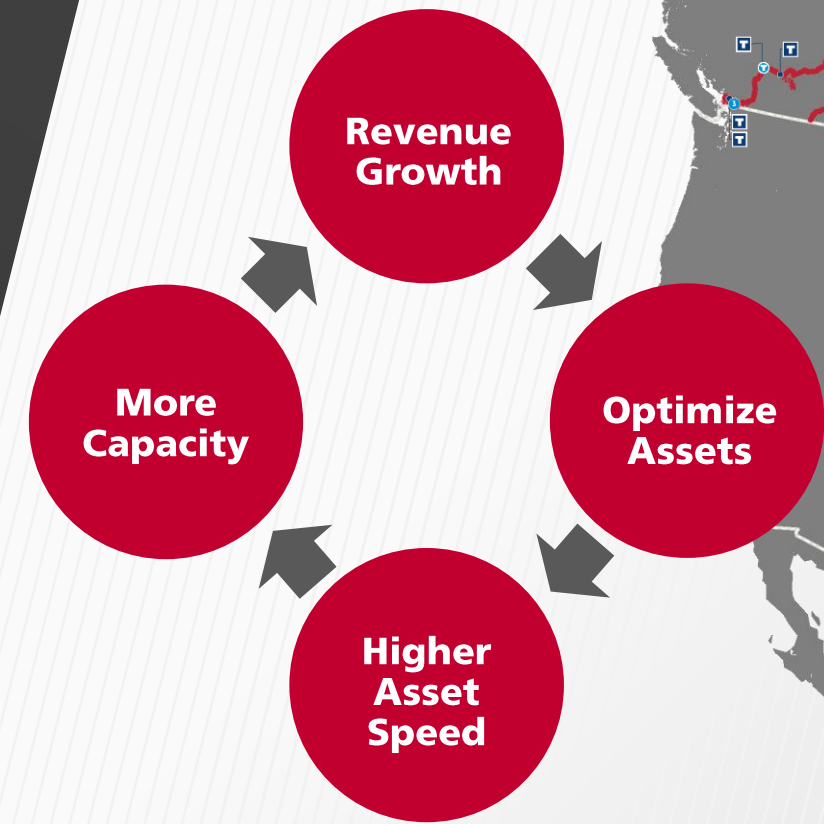
Earning the Right to Grow



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It is All About Reach

Earning the Right to Grow



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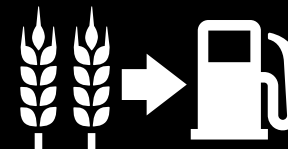
Merchandise & ECP Playbook

Industrial
Development

\$600M

Leveraging
the Franchise

\$275M



Emerging
Markets

**Same Playbook
Bigger Playing Field**

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Global Renewable Fuel Targets

Meeting Local Requirements

Emissions reduction to meet 2050 UN commitments

Canada Clean Fuels Act sets the requirements floor

Local regulations create blending challenges

Federal government proposes regulations for Clean Fuel Standard

Aim to cut greenhouse gas emissions from fuels burned to heat homes, run vehicles

The Canadian Press

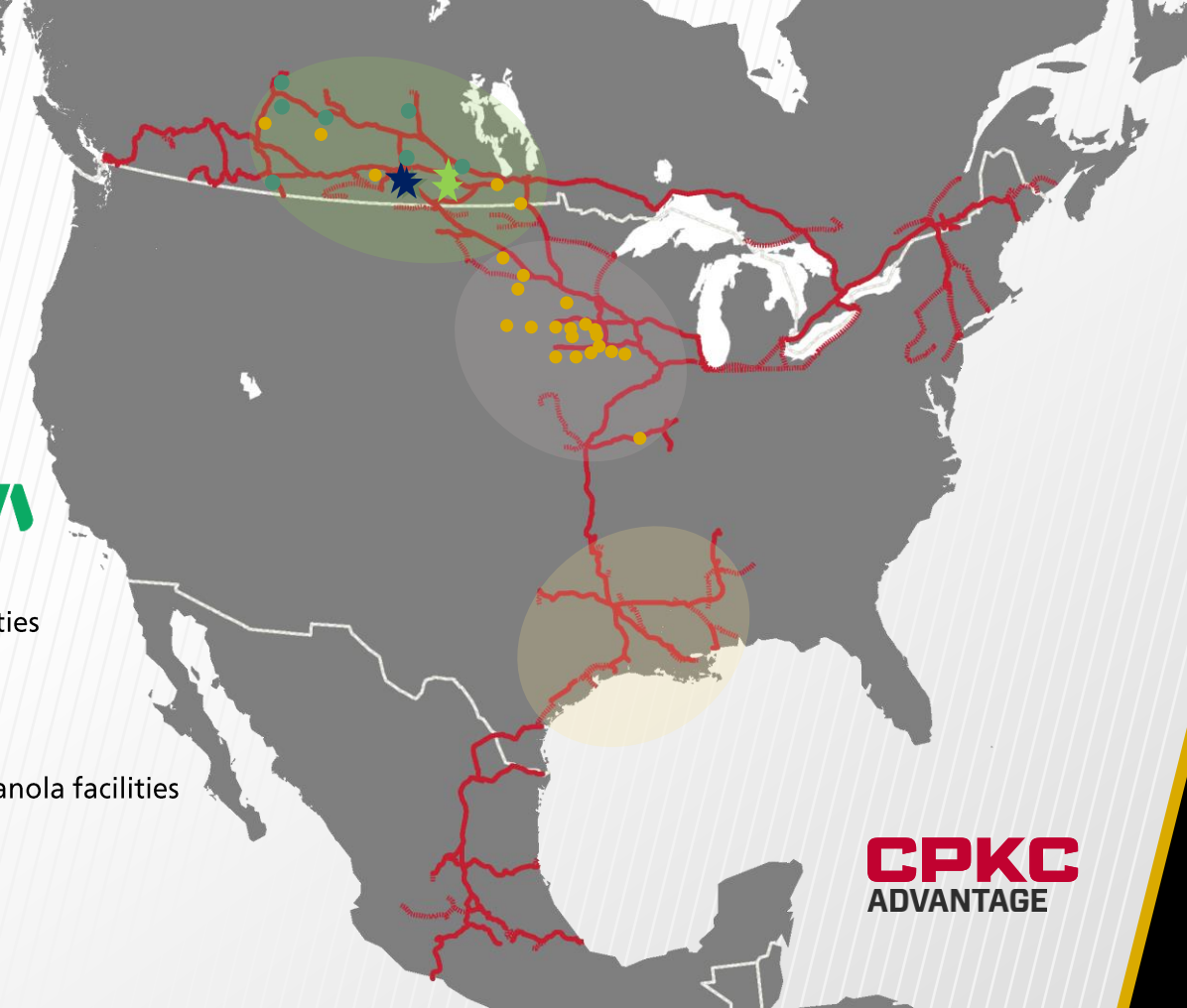
Expanding Origin Footprint

Significant Capacity to Grow

LDC.
Louis Dreyfus Company

VITERRA

- Canola crush facilities
- ★ Announced canola facility expansions
- ★ Announced new canola facilities
- Ethanol facilities



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Renewable Fuels - Destination Solutions

Room to Grow 2.0 - Multiple Options Across the GTA

Scalable solution
Largest market
in Canada

Optimizing capacity
Rail growth story



Greater Toronto Area

Agincourt
Yard

Milton Transload



Merchandise & ECP Playbook

Industrial
Development

\$600M

Leveraging
the Franchise

\$275M

Emerging
Markets

\$250M

**Same Playbook
Bigger Playing Field**

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All estimates in USD



John Brooks

**Executive Vice-President
& Chief Marketing Officer**

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Powerful Agricultural Franchise

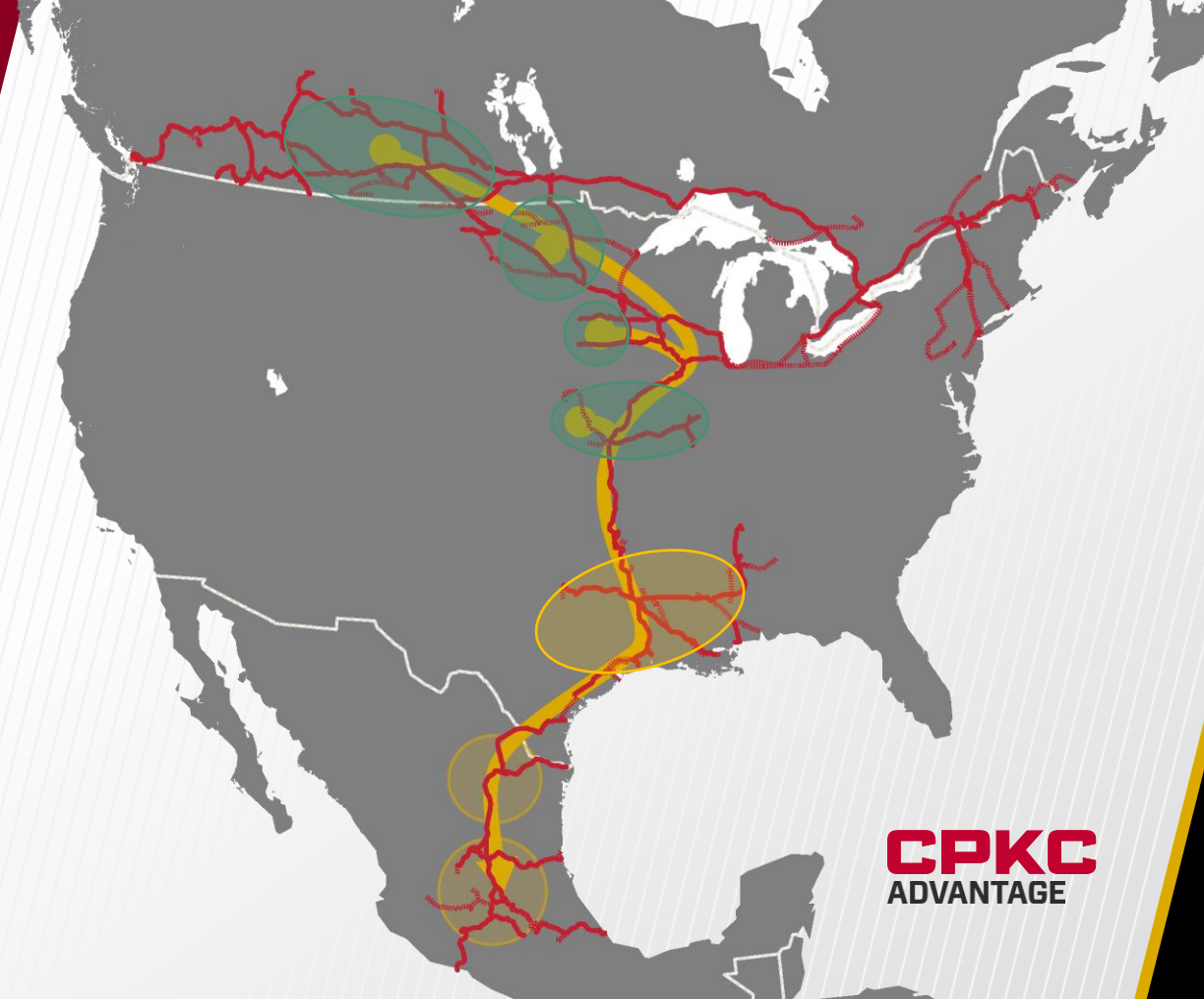
~30% of CPKC revenue

Linking origins & destinations

Production growth at
~3% CAGR

Increased optionality +
leading operating
model

Better Together



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8500' Model Evolution

2018

6 facilities
Canada only

30% shorter
cycles

2024

66 facilities
Canada, U.S. & Mexico

+44% more
grain per train

~300 fewer
train starts

Power of the Franchise



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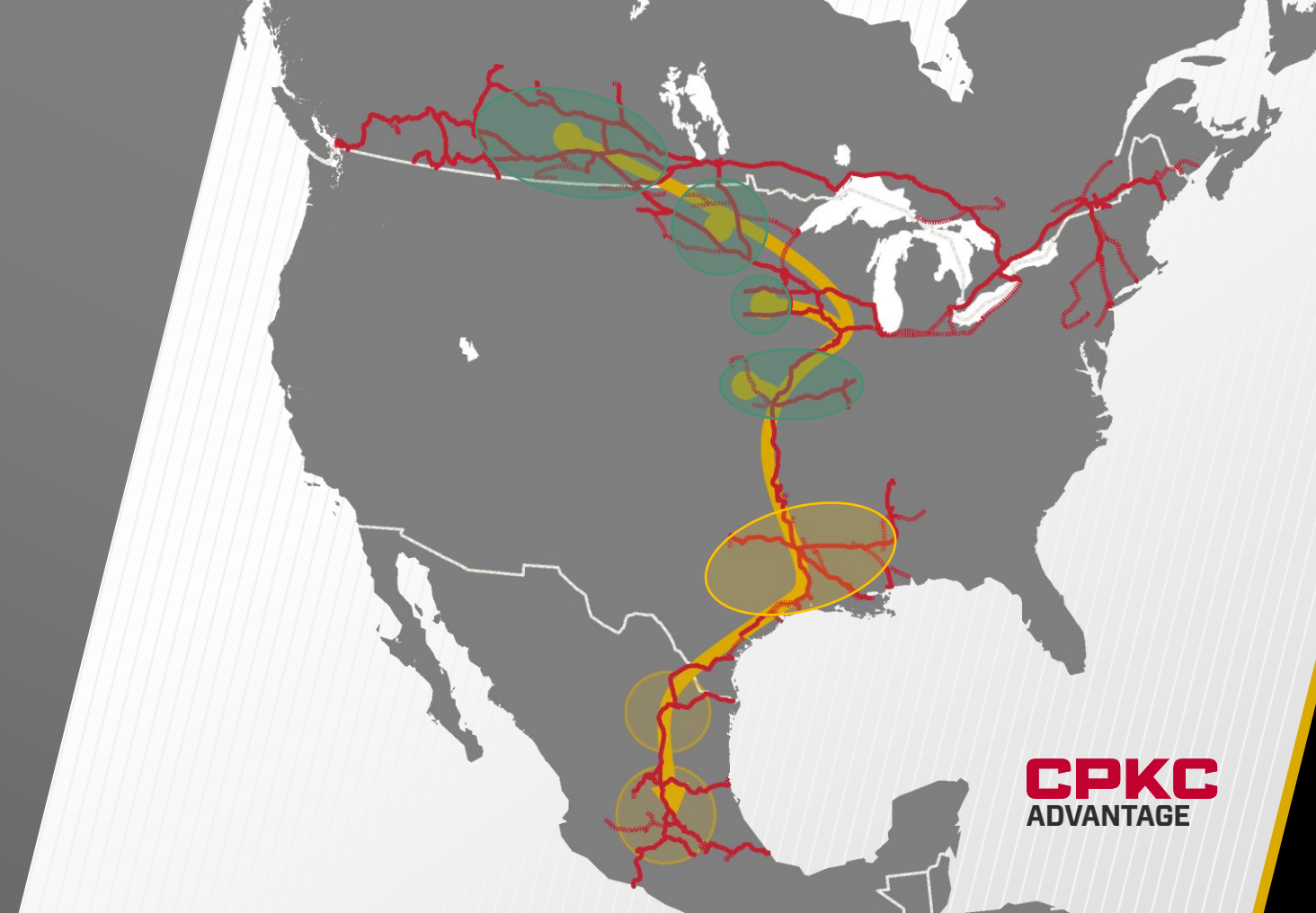
Unlocking New Investment

VITERRA

ADM

RICHARDSON

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Terminal Development

CPKC is the Global Leader in Potash Transportation

New export terminal in Port Arthur, TX

Supply chain resiliency

Direct route; unlocks growth

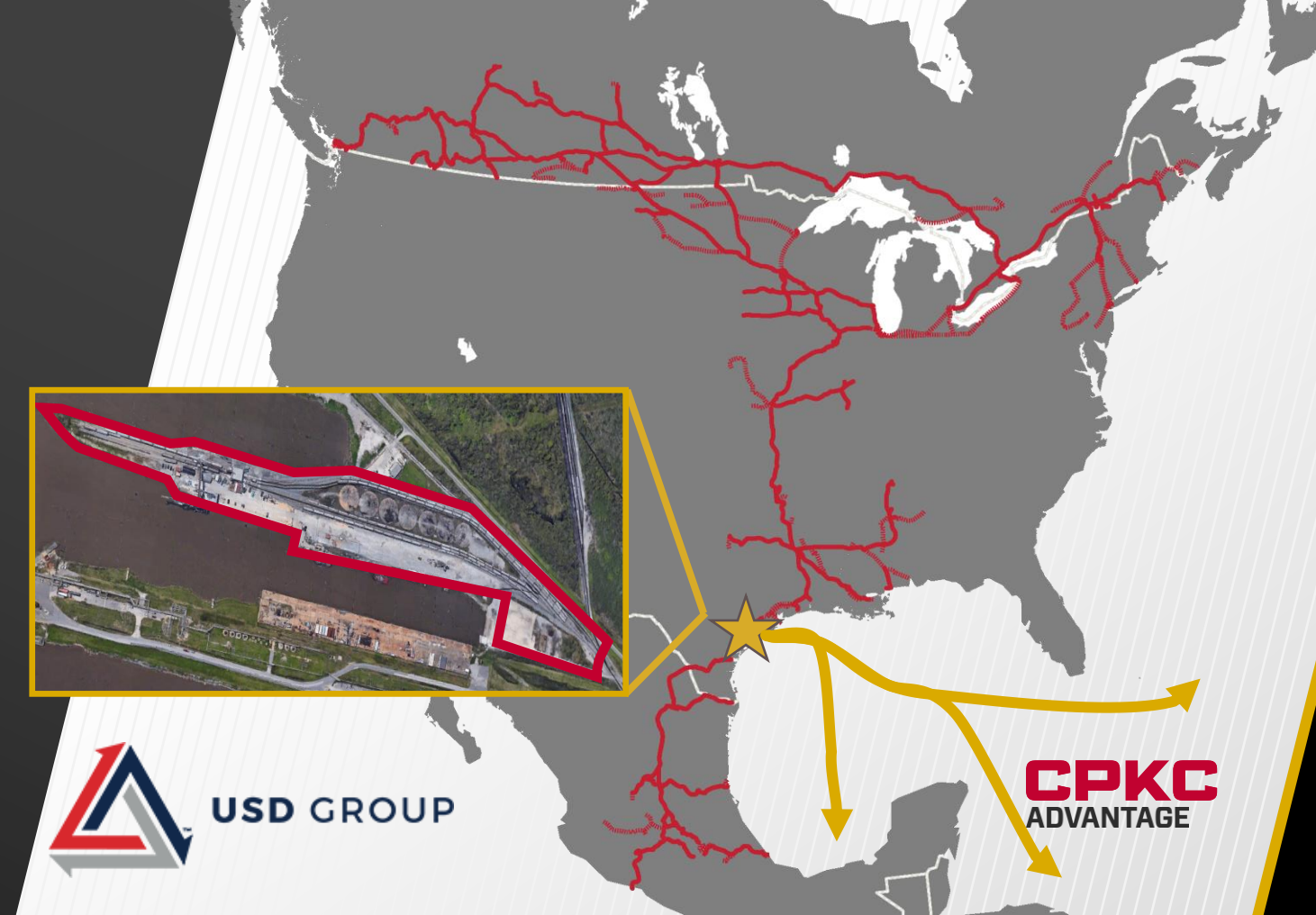
2MMT with room to grow

Power of the Franchise



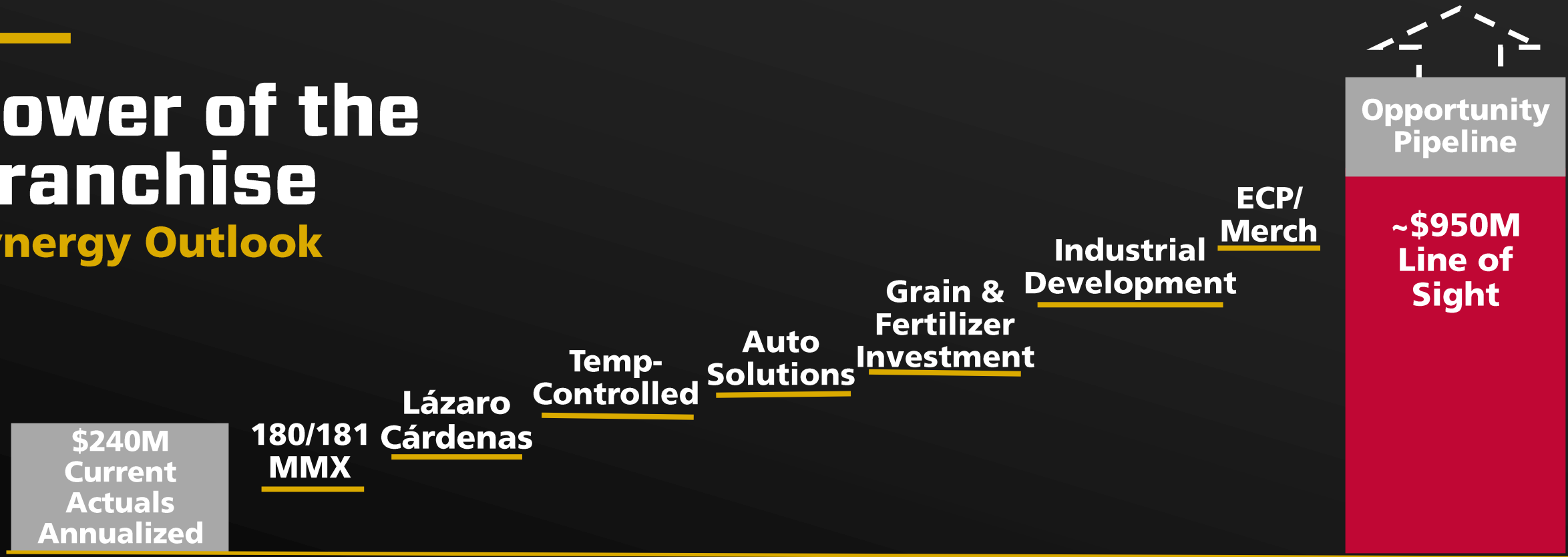
USD GROUP

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Power of the Franchise

Synergy Outlook



Transformational Growth

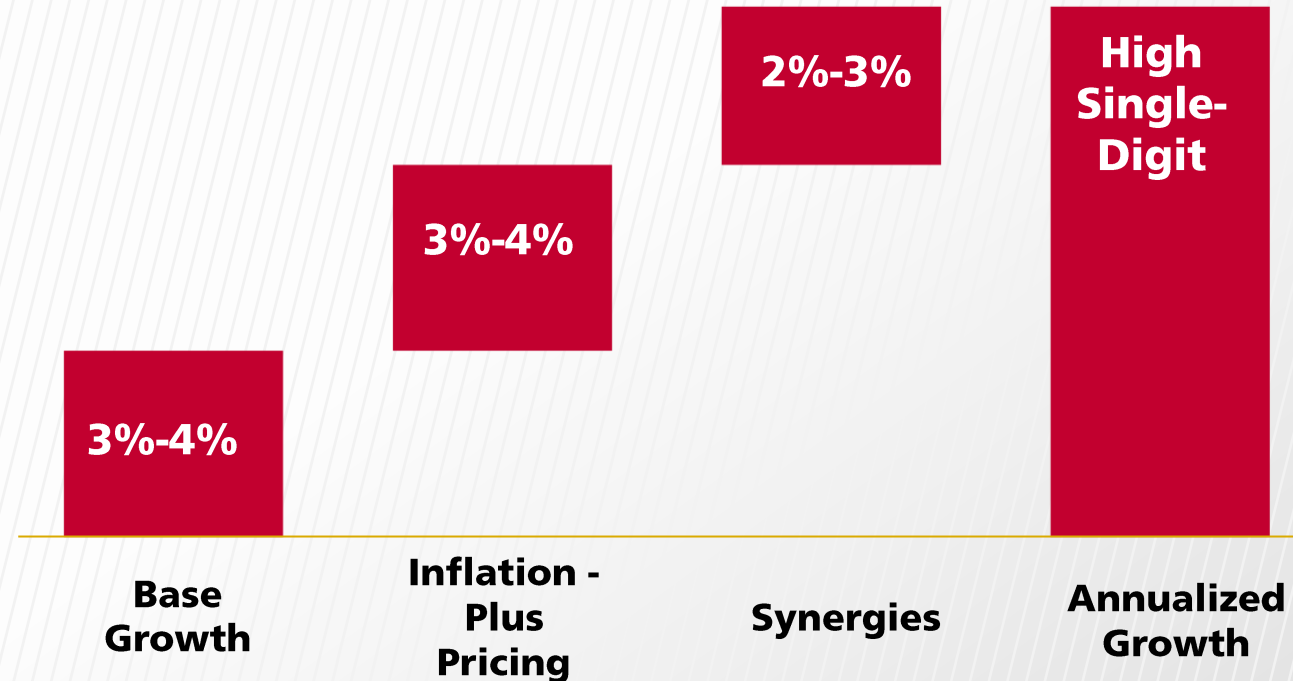
Industry-leading team

Rich opportunity pipeline

PSR foundation

Power of the franchise

**High Single-Digit Revenue Growth
2024 -2028**



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Mark Redd

Executive Vice-President
& Chief Operating Officer

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Safety is Foundational

Challenge Each Other To
Perform Better

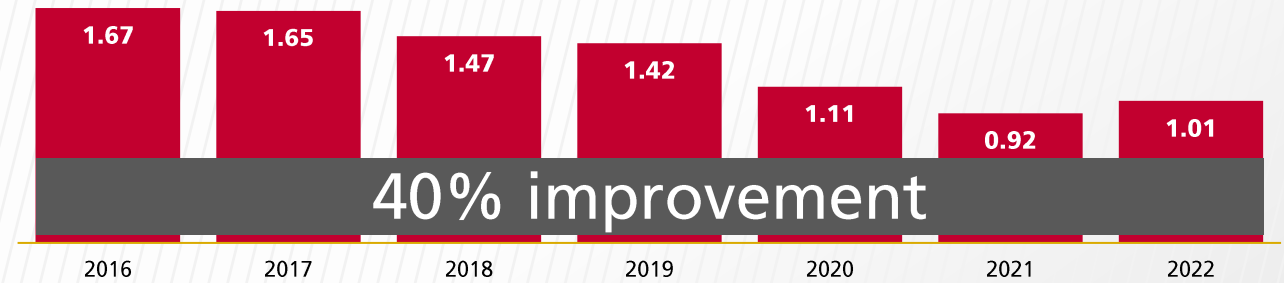
Investments in people,
processes & technology

Culture of continuous improvement

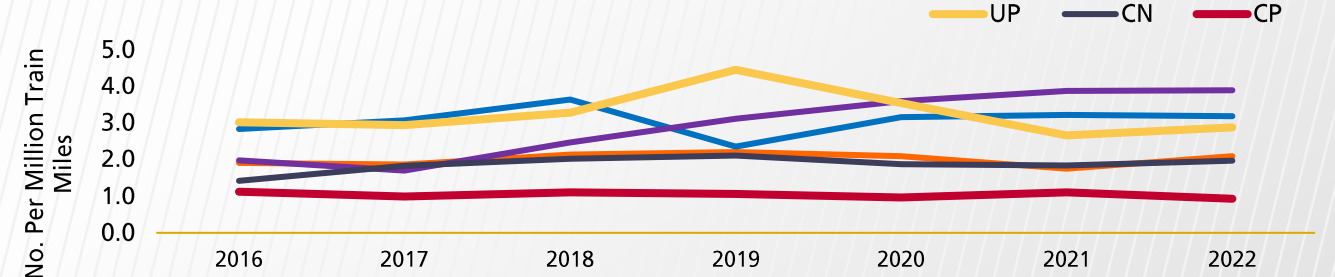
Consequence Leadership training

**Lowest Train Accident Frequency in
the Industry***

FRA Personal Injury Frequency (per 200,000 employee-hours)



Class 1 Compare: FRA Train Accident Frequency (2016-2022)



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*As measured by Federal Railroad Administration: Train Accidents per million train-miles

Our Culture Drives Our Success

**Focus on Leadership
and Development**

**Early Engagement with Key
Stakeholders**

Federal Railroad Administration

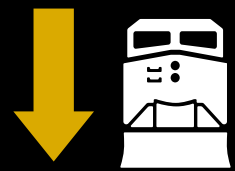
Operations Leadership Summit

Union Leaders

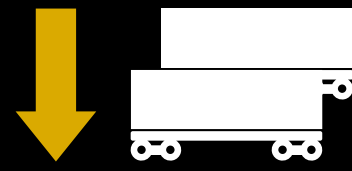
Regulators

Optimizing the Operating Model

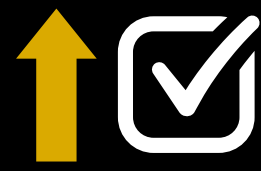
The First 75 Days



>100 Parked Locomotives



>1,000 Fewer Cars Online



Measurable Service Improvement

Driving Efficiency, Delivering Results



Justin Meyer

Senior Vice-President
Engineering &
Mechanical

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The Time is Now

Investing in assets that support our operations & climate goals

Building on our emissions advantage over trucks

A powerful role in the transition to a low carbon economy

Investing for Future Emissions Reduction



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Leading the Industry

Innovating for the Future

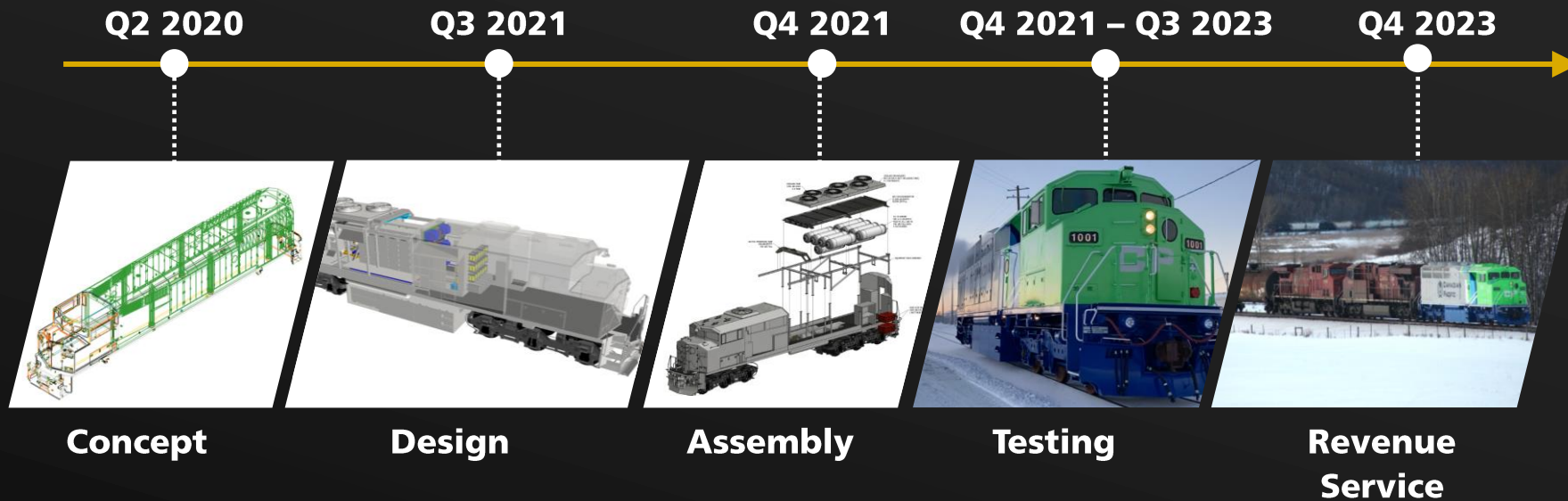
CPKC

Sustainably Driven

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Rising to the Challenge

From Announcement to Movement Test in 11 Months



Why Hydrogen?

Evaluating our Options to Reduce Emissions

A Superior Fit for a PSR Railroad

	Battery-Electric	Battery-Hydrogen
Recharge/Refuel vs Diesel	14+ hours	No change
Recharge/Refuel Options	Fixed-point	Fixed-point or direct to locomotive
Range vs Diesel	Up to 8%	Up to 30%

Phase I - Low Horsepower

Focusing on yard & and local operations

Two Phase I locomotives in testing

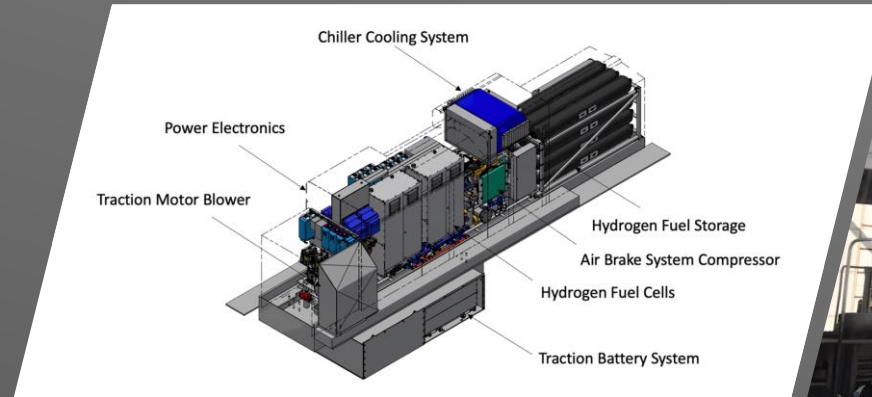
Emissions Reduction Alberta partnership

**Daily Terminal Operations by
Year-End 2023**



Optimizing Our Assets

A Scalable Solution



Build retro-fit kit



Re-install original locomotive car body

Commission into service

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Partnering for an Industry Solution

Interoperable

Scalable

Optimize Assets & Control Costs

A Superior Option for a PSR Railroad

**CPKC & CSX announce
planned collaboration
to develop additional
hydrogen locomotives**

June 22, 2023

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Same Playbook – Higher Horsepower

“Proof of Concept” stage

Testing commences 2024

Partnership with Teck on coal trains

**Hydrogen is a Viable Solution to
Emissions Reduction**



Operations Technology

Leader in safety

Continuing to invest

Dedicated team of railroaders

**Innovative Approach to
Safety & Technology Investment**



Operations Technology

Washout Detection

Satellite technology

Unique to CPKC

Deployed on 2,000 miles of track

Efficient inspector deployment

Adapting to Impacts of
Climate Change



Broken Rail Detection – Proven Success

Electronic pulse designed to identify rail breaks

10% of cost vs Central Traffic Control (CTC)

Deployed across >2,400 miles by Q4 2023

**Innovative Approach to Safety &
Technology Investment**



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John Orr

**Executive Vice-President
& Chief Transformation
Officer**

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Unifying the Cross-Border Experience

**Unlocking the Full Value of Single-Line
Three-Country Service**

**Investing in cross-border infrastructure
Transforming border crossings
Modernizing labour agreements
Applying best practices across North
America**

Transforming Border Crossings

Driving Trade & Truck-to-Rail Conversion

Optimized Laredo Yard

Pioneered International Crews

Expanded International Bridge

Unified U.S.-Mexico Inspections

Enhancing Cross-Border Capacity & Fluidity



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A Vision for Modernized Labour Agreements

**Railroaders are at the Center of
Our Transformation**

**Improved Employee Quality of Life &
Enhanced Operational Reliability**

**Optimized crews &
upgraded skills**

**Higher wages &
predictable
schedules**

**More consistent
customer service**

**Harmonized labour
agreements**

The Hourly Agreement Solution

Railroaders are at the Center of Our Transformation

Hourly Agreements Deliver a 'Win-Win' for All Stakeholders

How Employees Benefit

- Work-life balance through scheduling
- Fewer nights away from home
- Higher wages
- Schedule predictability

How CPKC Benefits

- Improved operational flexibility
- Employee attraction & retention
- Enhanced labour productivity
- Improved network fluidity

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Nadeem Velani

**Executive Vice-President
& Chief Financial Officer**

CPKC
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Revisiting 2018

Delivered On Our Commitments

**Stronger team &
deeper bench**

**Fastest growing
railroad in North
America**

**High Single-Digit Core Adjusted EPS*
Growth 2018 – 2022**

**Industry leading
safety performance**

**420 bps margin
improvement**

>16% Adjusted ROIC*

*For a full description of Non-GAAP measures, see slide 3 of this presentation and CPKC's Annual Report files on form 10-K for the year ended December 31, 2022



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Long-Term Growth

Delivering Shareholder Value

**Double-Digit Core Adjusted
EPS* Growth**

2024 – 2028 Outlook

**High single-digit
revenue growth**

**Strong margin
improvement**

**Free cash*
conversion ~90%**

**Return to double-
digit Adjusted ROIC***

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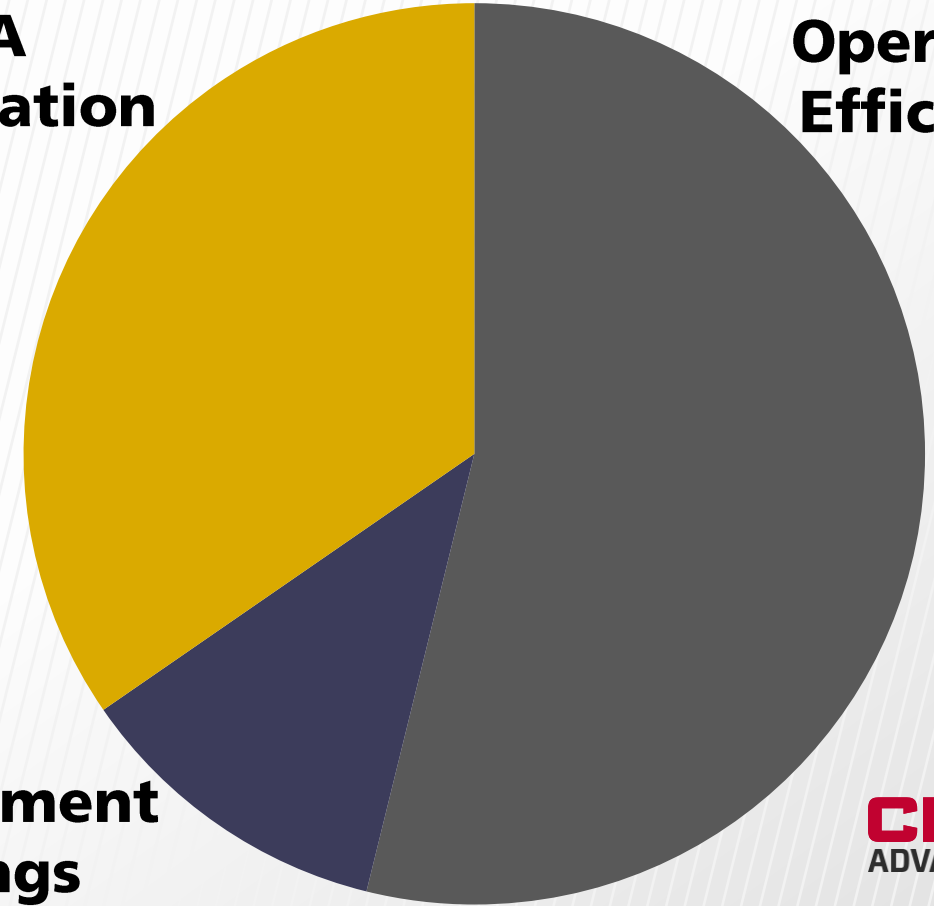
Delivering Synergies

Long-term Opportunity to Drive Results

Deliver Industry-Leading Margins

G&A Optimization

Operational Efficiencies



Procurement Savings

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Reinvesting in the Business

Maintaining Capital Discipline

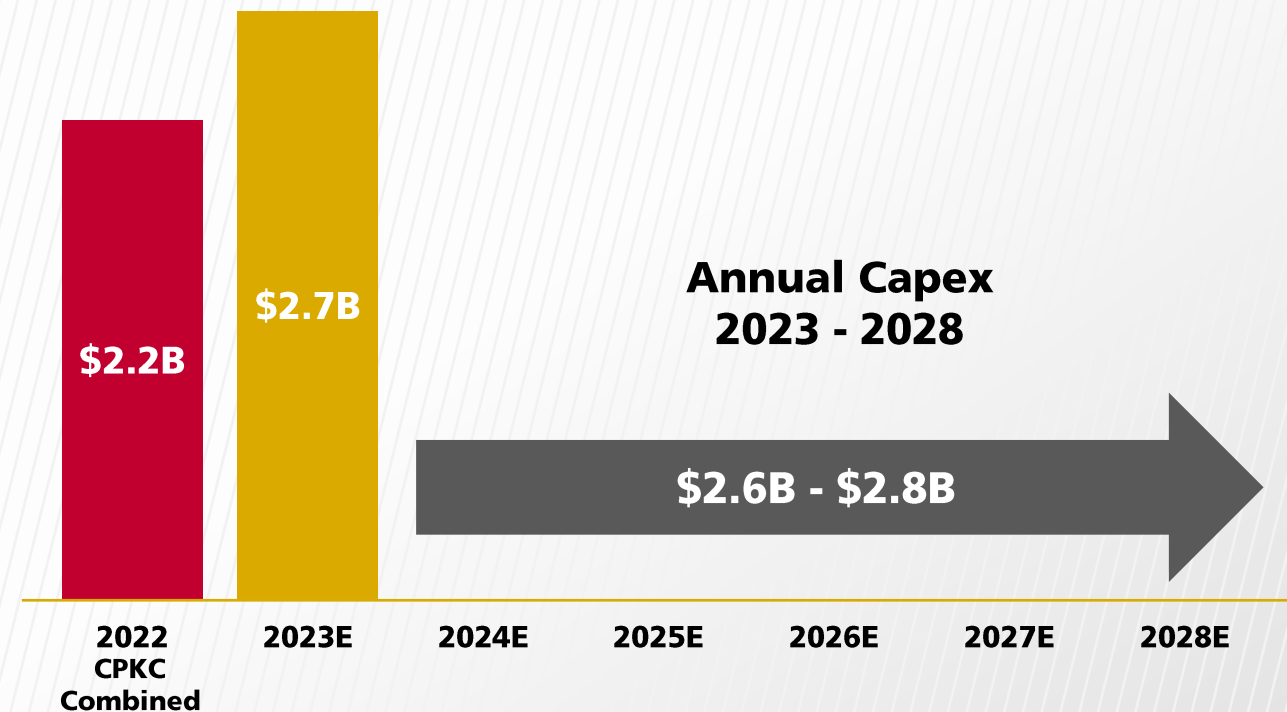
Disciplined capital
deployment

Timing business
with incremental
capacity

Strong pipeline of
high-return projects

Consistent
capital spend

Return to Double-Digit
Adjusted ROIC*



*For a full description of Non-GAAP measures, see slide 3 of this presentation and CPKC's Annual Report files on form 10-K for the year ended December 31, 2022

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Reinvesting in the Business

Supporting Significant Growth

Bensenville

(~US\$300M Complete YE 2026)

Laredo Bridge

(~US\$100M Complete YE 2024)

North – South

Capacity Expansions

(~US\$275M)

Key Capacity & Fluidity Projects



Disciplined Focus Creating Shareholder Returns

Converting on Growth

Stable pension plan

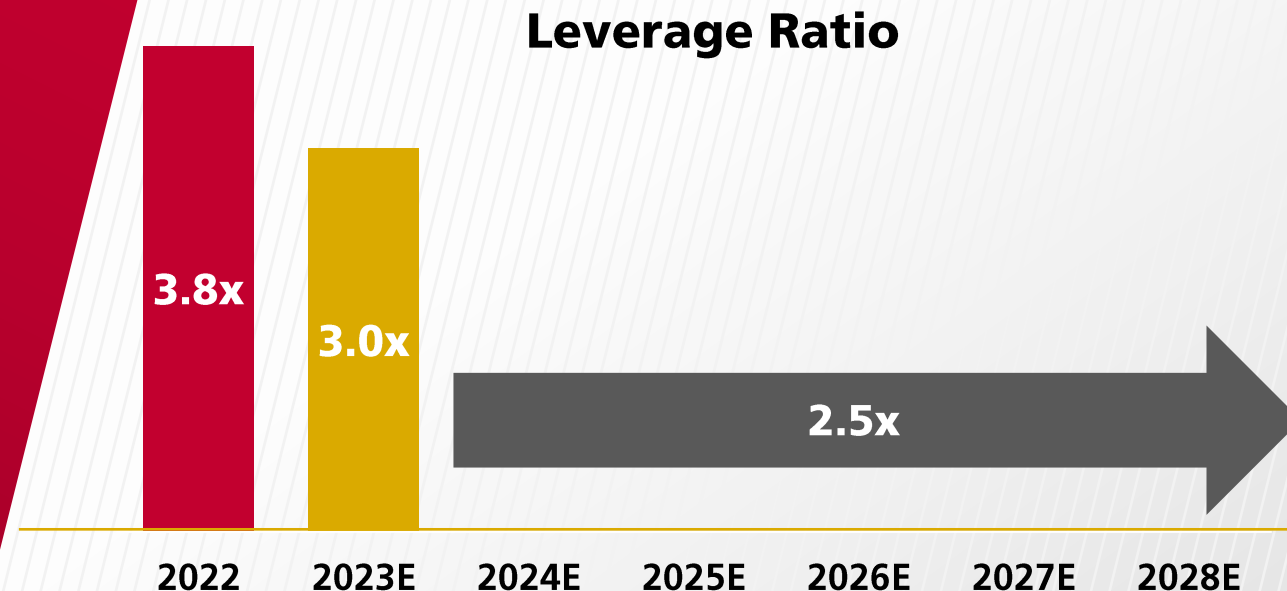
Clear path to 2.5x

net debt/adj. EBITDA*

Free Cash* ~90% of Core Adjusted Income*

Revisit shareholder returns in 2024

Committed to BBB+ credit rating



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*For a full description of Non-GAAP measures, see slide 3 of this presentation and CPKC's Annual Report files on form 10-K for the year ended December 31, 2022

Generating Significant Value

A Unique Railroad

Lasting growth opportunities

Exceptional high-performance culture

CPKC Premium Multiple

Industry-leading management team

Superior sustainability profile

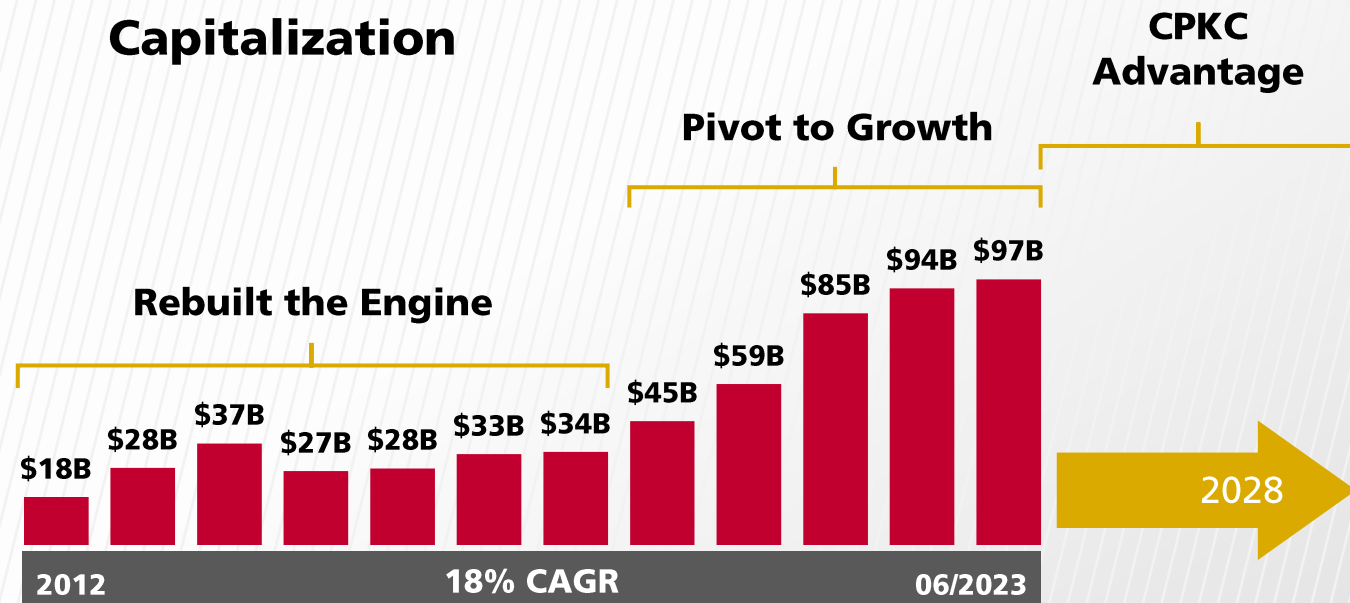


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Track Record of Performance

What's Next?

CPKC 2012 – 2023 Market Capitalization



TSX: CP in Canadian Dollars

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