Thinking Ahead

David D. Woodruff
Assistant Vice President
Head of U.S. Government & Public Affairs
A Great Franchise

Well Diversified Portfolio

- Intermodal: 23%
- Petroleum and Chemicals: 19%
- Grain and Fertilizers: 16%
- Forest Products: 13%
- Metals and Minerals: 12%
- Coal: 6%
- Automotive: 6%
- Other Revenues: 5%

Based on 2014 revenues

- 25,500 engaged employees
- Unique 3 coast reach, accessing over 75% of North America's population
- Moving 20% of Canada’s export traffic
- Enabling over $250 billion worth of trade
- 20,000 route-miles
CN in Michigan

- **970 Employees**
- **929 Route-miles**
- **$8.1M Cash taxes paid** *
- **$77M Local Spending**
- **$62M Annual Capital Investments**

Automotive Market

• Investments in Michigan plants continue from GM and Ford

• Parts, supplies and equipment continue to flow from global sources into the Michigan market
  • Supporting production in the area
  • Creating strong import markets

• Global platforms create opportunities to export products manufactured in Michigan

Confidence in the growth & longevity of Michigan’s automotive market
Key Gateways Connecting Michigan to the World
The West Coast Advantage

- Reaching 75% of the U.S. population and all of Canada
- Prince Rupert is the closest port to Asia
- Fastest route into and around Chicago

CN offers the only daily single line service from the West Coast to Detroit
Pivotal Links to the Atlantic

“Double Call” from the G6 Alliance

- New option for exporters in Eastern Canada and the U.S. Midwest
- Using Halifax to connect the U.S. Midwest exporters with the Mediterranean, Middle East and South East Asia

Columbus Service – CMA CGM, China Shipping & UASC

- Direct connection between Malaysia, Vietnam, China, Korea and U.S. Midwest importers
- Expanded Suez route option, to avoid U.S. West Coast

First train departing Halifax is to the U.S. Midwest
Investments to Support Growth in Michigan

Started multi-year plan for ground capacity and gate re-alignment to add up to 50% throughput capacity in Detroit over the next 2-3 years

- Land acquisitions
- Terminal re-design

CN offers the only single-line rail service to Detroit from the West Coast