Q1 2022 EARNINGS REVIEW

APRIL 27, 2022

FORWARD LOOKING STATEMENTS

The following investor presentation contains certain forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995 and forward-looking information within the meaning of other relevant securities legislation, including applicable securities laws in Canada (collectively referred to herein as "forward-looking statements"). Forward-looking statements typically include words such as “financial expectations”, “key assumptions”, “anticipate”, “believe”, “expect”, “plan”, “will”, “outlook”, “should” or similar words suggesting future outcomes.

The forward-looking statements contained in this investor presentation are based on current expectations, estimates, projections and assumptions, having regard to the Company's experience and its perception of historical trends, and includes, but is not limited to, expectations, estimates, projections and assumptions relating to: changes in business strategies; North American and global economic growth; commodity demand growth; sustainable industrial and agricultural production; commodity prices and interest rates; foreign exchange rates (as specified herein); effective tax rates (as specified herein); performance of our assets and equipment; sufficiency of our budgeted capital expenditures in carrying out our business plan; geopolitical conditions; and conflicts, applicable laws, regulations and government policies; the availability and cost of labour, services and infrastructure; the satisfaction by third parties of their obligations to the Company; and the anticipated impacts of the COVID-19 pandemic on the Company’s business, operating results, cash flows and/or financial condition. Although the Company believes the expectations, estimates, projections and assumptions reflected in the forward-looking statements presented herein are reasonable as of the date hereof, there can be no assurance that they will prove to be correct. Current conditions, economic and otherwise, render assumptions, although reasonable when made, subject to greater uncertainty.

With respect to the pending KCS business combination, we can provide no assurance when or if the combination will be completed. Completion of the combination is subject to the receipt of final approval from the STB of the CP-KCS control application by December 31, 2023. There can be no assurance of receipt of this final approval by December 31, 2023 or, if received, the successful integration of KCS.

Undue reliance should not be placed on forward-looking statements as actual results may differ materially from those expressed or implied by forward-looking statements. By their nature, forward-looking statements involve numerous inherent risks and uncertainties that could cause actual results to differ materially from the forward-looking statements, including but not limited to the following factors: changes in business strategies and strategic opportunities; general North American and global economic, political, credit and business conditions; risks associated with 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; uncertainty surrounding timing and volumes of commodities being shipped via CP; inflation; geopolitical instability; 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; disruption in fuel supplies; 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 and investments; trade restrictions or other changes to international trade arrangements; climate change; various events that could disrupt operations, including severe weather, such as droughts, floods, avalanches and earthquakes, and cybersecurity attacks, as well as security threats and governmental response to them, and technological changes; and the pandemic created by the outbreak of COVID-19 and its variants 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. The foregoing list of factors is not exhaustive.

These and other factors are detailed from time to time in reports filed by CP with securities regulators in Canada and the United States. Reference should be made to "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations - Forward-Looking Statements" in CP's annual and interim reports on Form 10-K and 10-Q.

The forward-looking statements contained in this investor presentation are made as of the date hereof. Except as required by law, CP undertakes no obligation to update publicly or otherwise revise any forward-looking statements, or the foregoing assumptions and risks affecting such forward-looking statements, whether as a result of new information, future events or otherwise.

BASIS OF PRESENTATION & 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.

As a result of the five-for-one share split of the Company's issued and outstanding Common Shares, which began trading on a post-split basis on May 14, 2021, per share amounts and all outstanding Common Shares for Q1 2021 have been retrospectively adjusted.

NON-GAAP MEASURES

CP presents Non-GAAP measures in this presentation to provide a basis for evaluating underlying earnings and liquidity trends in CP’s business that can be compared with the prior period's results.

It should be noted that CP’s Non-GAAP measures as described in this presentation, have no standardized meanings and are not defined by U.S. GAAP and, therefore, may not be comparable to similar measures presented by other companies.

For further information regarding Non-GAAP measures, including reconciliations to the most directly comparable GAAP measure, see the Non-GAAP Measures supplement to the Q1 2022 Earnings Release on our website at investor.cpr.ca and “Non-GAAP Financial Information (Regulation G)” on page 9 of KCS’ Q1 2022 Financial Report in the investor section of KCS' website KCSouthern.com.

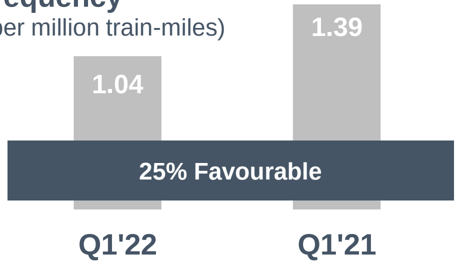
KEITH CREEL

PRESIDENT & CHIEF EXECUTIVE OFFICER

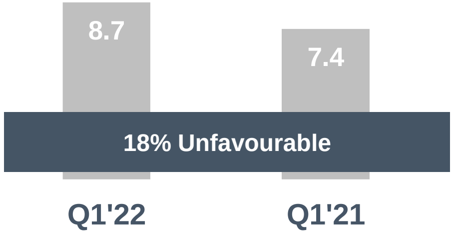
HIGHLIGHTS

- Challenging Q1 from extreme cold in January and labour disruption in March
  - Core EPS down 26% reflective of operating environment and Canadian grain headwind
- Momentum into Q2 with significant demand
  - Continue to expect strong back half growth
- Robust long-term growth prospects
  - Successfully launched the first dedicated international intermodal train between Lázaro Cárdenas and Chicago

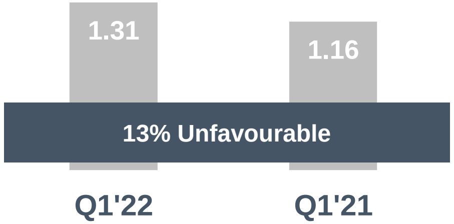
FRA train accident frequency
(per million train-miles)



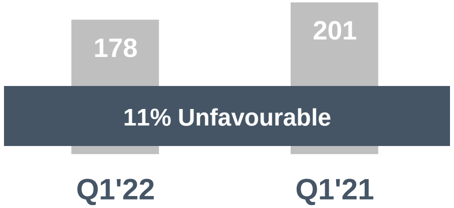
Average terminal dwell
(hours)



FRA personal injuries
(per 200,000 employee-hours)



Locomotive productivity
(GTMs/operating horsepower)



JOHN BROOKS

CHIEF MARKETING OFFICER

REVENUE HIGHLIGHTS Q1

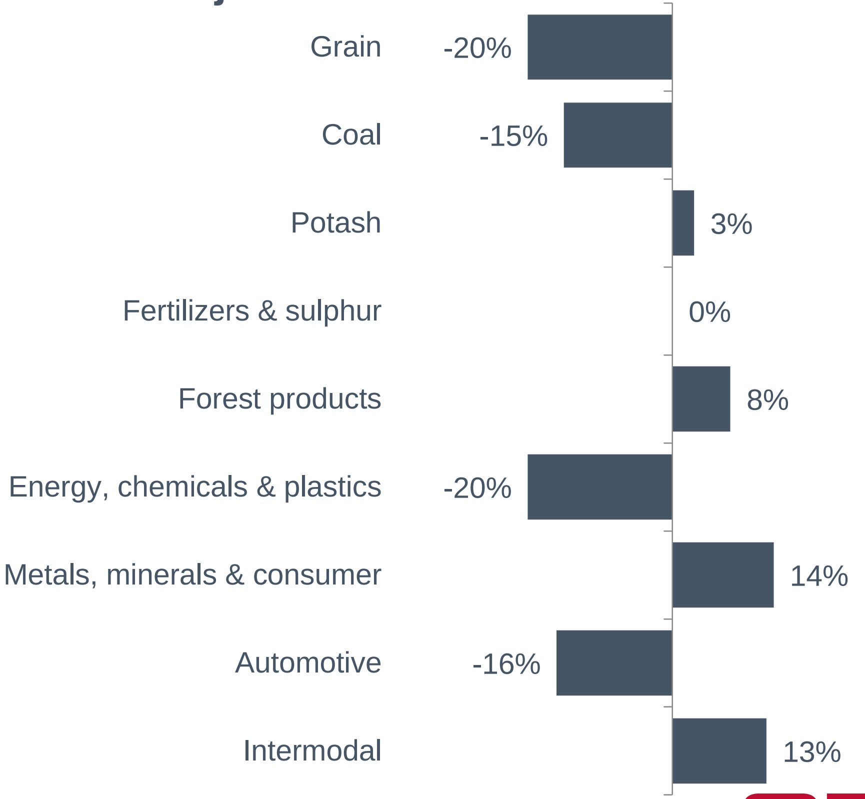
TOTAL REVENUE

-6%

VS Q1 2021

- RTMs: -14%
- FX: Flat
- Fuel: +6%
- Price / Mix / Other: +2%

FX-adjusted revenue variance[1]



(1) For a full description and reconciliation of Non-GAAP Measures, see CP's Q1 2022 Earnings Release on investor.cpr.ca.

REVENUE UPDATE

BULK: 40%

- Expect normal Canadian grain in the back half of 2022
- Record US grain volumes as we create new market solutions
- Significant Potash demand driven by record commodity prices

MERCHANDISE: 38%

- Increased drilling activity driving frac sand volume growth
- New refined products and plastics customers coming online in mid-2022
- Low dealer inventory presents back-half opportunity in Automotive

INTERMODAL: 22%

- East Coast Advantage: Hapag Lloyd adding a second call to Port Saint John
- Continued strength in international intermodal driven by market share wins
- Sixth consecutive record quarter in domestic intermodal

Business mix shown represents percentage of 2021 freight revenue

NADEEM VELANI

CHIEF FINANCIAL OFFICER

FINANCIAL PERFORMANCE – Q1

(in millions, except percentages and per share data)	First Quarter 2022	First Quarter 2021	Change %	FX Adjusted Change%[1]
Total revenues	$ 1,838	$ 1,959	(6)%	(6)%
Compensation and benefits	413	405	2%	2%
Fuel	273	206	33%	33%
Materials	62	59	5%	5%
Equipment rents	35	33	6%	6%
Depreciation and amortization	210	202	4%	4%
Purchased services and other	310	274	13%	13%
Total operating expenses	1,303	1,179	11%	11%
Operating income	**535**	**780**	**(31)%**	**(31)%**
Adjusted operating income[1]	**555**	**813**	**(32)%**	
Equity earnings of Kansas City Southern	(198)	—	100%	
Other income	(1)	(28)	(96)%	
Other components of net periodic benefit recovery	(101)	(95)	6%	
Net interest expense	160	110	45%	
Income tax expense	85	191	(55)%	
Net income	**$ 590**	**$ 602**	**(2)%**	
Adjusted income[1]	**$ 588**	**$ 600**	**(2)%**	
Core adjusted income[1]	**$ 628**	**$ 600**	**5%**	
Diluted earnings per share[2]	$ 0.63	$ 0.90	(30)%	
Adjusted diluted earnings per share[1][2]	$ 0.63	$ 0.90	(30)%	
Core adjusted diluted earnings per share[1][2]	$ 0.67	$ 0.90	(26)%	
Operating ratio	70.9 %	60.2 %	1,070 bps	
Adjusted operating ratio[1]	69.8 %	58.5 %	1,130 bps	

(1) For a full description and reconciliation of Non-GAAP Measures, see CP's Q1 2022 Earnings Release on investor.cpr.ca
(2) As a result of the five-for-one share split of the Company's issued and outstanding Common Shares, which began trading on a post-split basis on May 14, 2021, per share amounts and all outstanding Common Shares for Q1 2021 have been retrospectively adjusted.

FREE CASH

(in millions of Canadian dollars)	For the three months ended March 31 2022		2021	
Cash provided by operating activities	**$**	**613**	**$**	**582**
Cash used in investing activities		(206)		(286)
Effect of foreign currency fluctuations on U.S. dollar-denominated cash and cash equivalents		—		(3)
Less:				
Acquisition-related costs		(17)		(3)
Free cash(1)	**$**	**424**	**$**	**296**

	2022	2021
Long-term debt to Net income ratio(2)	6.9	3.7
Adjusted net debt to Adjusted EBITDA ratio(1)	4.7	2.4
Pro-forma adjusted net debt to Pro-forma adjusted EBITDA ratio(1)	4.1	N/A

Continue to expect rapid de-leveraging through 2023 as we return to our 2.5x leverage target

(1) For a full description and reconciliation of Non-GAAP Measures, see CP's Q1 2022 Earnings Release on investor.cpr.ca.
(2) Long-term debt to Net income ratio is defined as long-term debt, including long-term debt maturing within one year, divided by Net income.

INVESTOR RELATIONS CONTACTS

MAEGHAN ALBISTON
Vice President

CHRIS DE BRUYN
Managing Director

REBECCA STEPHEN
Director

403-319-3591
investor@cpr.ca
investor.cpr.ca

APPENDIX

KCS FIRST QUARTER RESULTS(1)

	Q1 2022	Q1 2021	Improvement/ (Deterioration)
Carloads/Units (in thousands)	575.2	555.4	4%
Revenues (in millions, $ USD)	$778.2	$706.0	10%
Reported Operating Ratio (percent)	62.6%	64.2%	1.6 points
Adjusted Operating Ratio(2) (percent)	60.9%	61.4%	0.5 points

(1) KCS will continue to file 10-K and 10-Q documents during the voting trust period.
(2) For a full description and reconciliation of Non-GAAP Measures, see "Non-GAAP Financial Information (Regulation G)" on page 9 of KCS' Q1 2022 Financial Report in the investor section of KCS' website KCSouthern.com

SUSTAINABILITY LEADERSHIP

- Strong history of ESG disclosures and leading sustainability practices
- Published our first TCFD Index in 2021
- Published our first Climate Strategy, including emissions reduction targets covering 100% of scope 1 & 2 emissions:
  - Set locomotive GHG emissions intensity reduction target of 38.3% by 2030; target is Science Based Target initiative (SBTi) validated[1]
  - Set absolute emissions reduction target of scope 1 & 2 emissions for 27.5% of non-locomotive emissions[1]

WORLD FINANCE
MOST SUSTAINABLE COMPANY IN THE TRANSPORTATION INDUSTRY
2021
CANADIAN PACIFIC RAILWAY

BEST 50 2021
CORPORATE CITIZENS

CDP
DISCLOSURE INSIGHT ACTION
A LIST
2021
CLIMATE

Member of
Dow Jones
Sustainability Indices
Powered by the S&P Global CSA

FTSE4Good

Railway Association of Canada
RIGHT TRACK

CLEAN200™

GLOBAL100 2022
THE WORLD'S MOST SUSTAINABLE CORPORATIONS

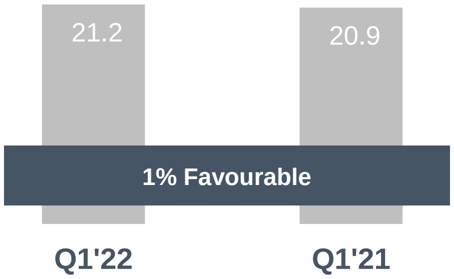
B PUBLIC DISCLOSURE ESG Index 2021
GLOBAL LISTED INFRASTRUCTURE ORGANISATION
GRESB INFRASTRUCTURE

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

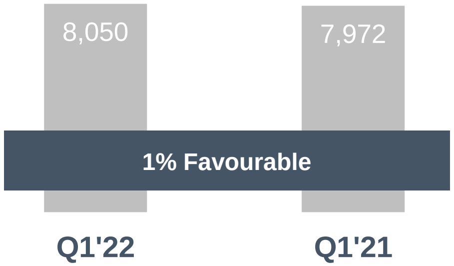
(1) Target reductions from a 2019 base year

Q1 OPERATING PERFORMANCE

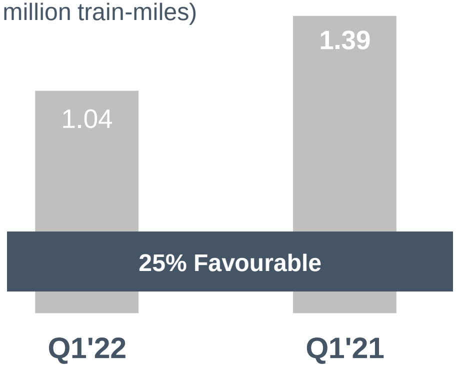
Average train speed
(miles per hour)



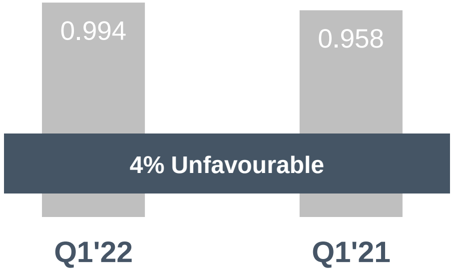
Average train length
(feet)



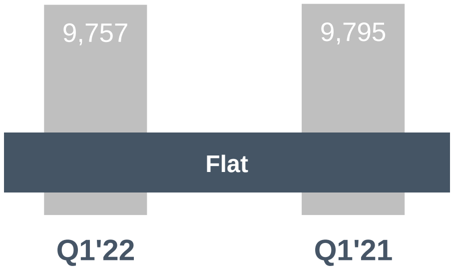
FRA train accident frequency
(per million train-miles)



Fuel efficiency
(U.S. gallons of locomotive fuel/1,000 GTMs)



Average train weight
(tons)



FRA personal injuries
(per 200,000 employee-hours)