



Q3 2022 EARNINGS REVIEW

OCTOBER 26, 2022

FORWARD LOOKING STATEMENTS

The following investor presentation 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 and strategic opportunities; 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 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 Kansas City Southern ("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 Surface Transportation Board 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. Additionally, even if such final approval is received, there can be no guarantee of the successful integration of KCS or that the combined Company will realize the anticipated benefits of the business combination, whether financial or otherwise, and this may be exacerbated by changes to the economic, political and global environment in which the merged company will operate.

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 and 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.

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 Q3 2022 Earnings Release on our website at investor.cpr.ca, CP's Q3 2022 MD&A is available on SEDAR at www.sedar.com under CP's SEDAR profile and "Non-GAAP Financial Information (Regulation G)" on page 10 of KCS' Q3 2022 Financial Report in the investor section of KCS' website KCSouthern.com.



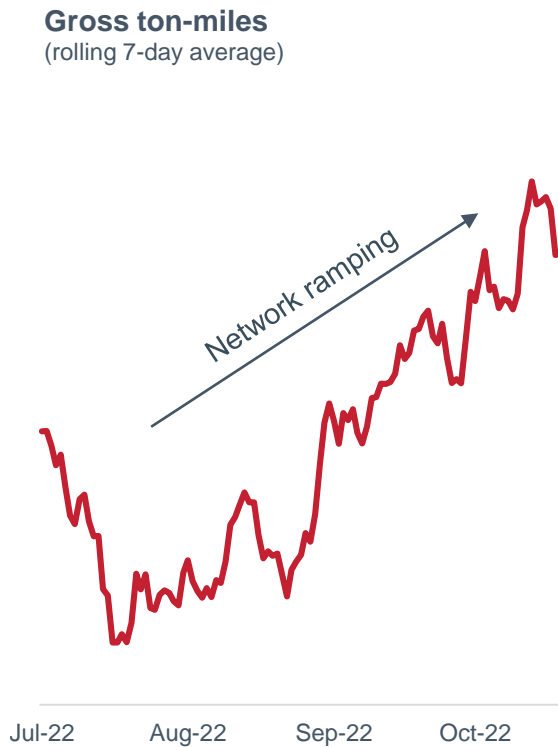
KEITH CREEL

PRESIDENT & CHIEF EXECUTIVE OFFICER

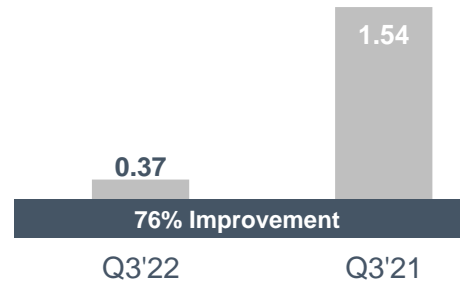


HIGHLIGHTS

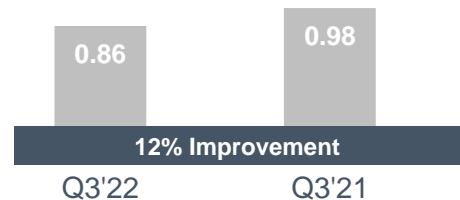
- Solid quarterly results; carrying momentum into the end of the year
- Well-resourced for a strong finish to the year
 - YTD have hired more than 1,300 conductors and 2,000 operations employees
 - Accelerated investment in the network
- Continue to progress transformational merger with KCS



FRA train accident frequency
(per million train-miles)



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





JOHN BROOKS
CHIEF MARKETING OFFICER



REVENUE HIGHLIGHTS Q3

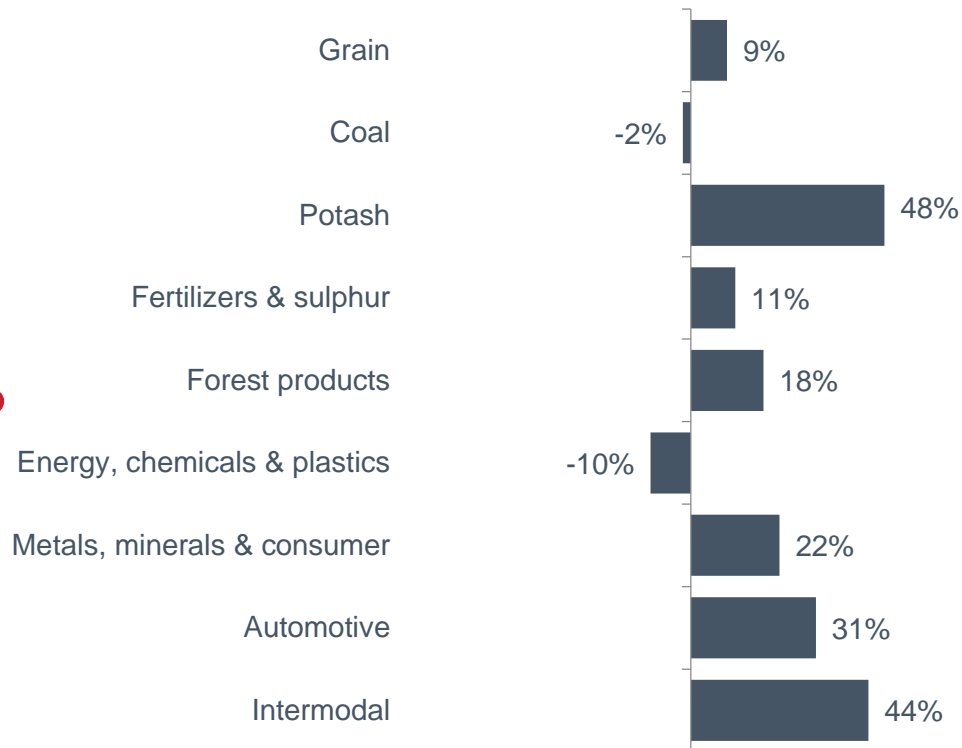
TOTAL REVENUE

+19%

VS Q3 2021

- RTMs: +6%
- \$/RTM: +13%
- Carloads: +10%
- \$/Carload: +9%

FX-adjusted revenue variance⁽¹⁾



(1) For a full description and reconciliation of Non-GAAP Measures, see CP's Q3 2022 Earnings Release on investor.cpr.ca and CP's Q3 2022 MD&A is available on SEDAR at www.sedar.com under CP's SEDAR profile

REVENUE UPDATE

BULK: 40%

- Robust Canadian grain crop estimated at ~75MMT
- Well positioned for strong performance in Grain
- Record quarter in Potash with strong long-term fundamentals
- Coal volumes continue to be impacted by mine outage

MERCHANDISE: 38%

- Increased drilling activity continues to drive frac sand volume growth
- Q4 Energy, Chemicals and Plastics growth to be driven by demand in plastics and refined products
- Long-term contract with Ford underpinning new Chicago auto compound and reopening of Edmonton auto compound

INTERMODAL: 22%

- Another record volume and revenue performance in intermodal
- International to continue to drive growth in Q4
- Expect strong finish to 2022 intermodal volumes



MAEGHAN ALBISTON

VICE-PRESIDENT CAPITAL MARKETS



FINANCIAL PERFORMANCE – Q3

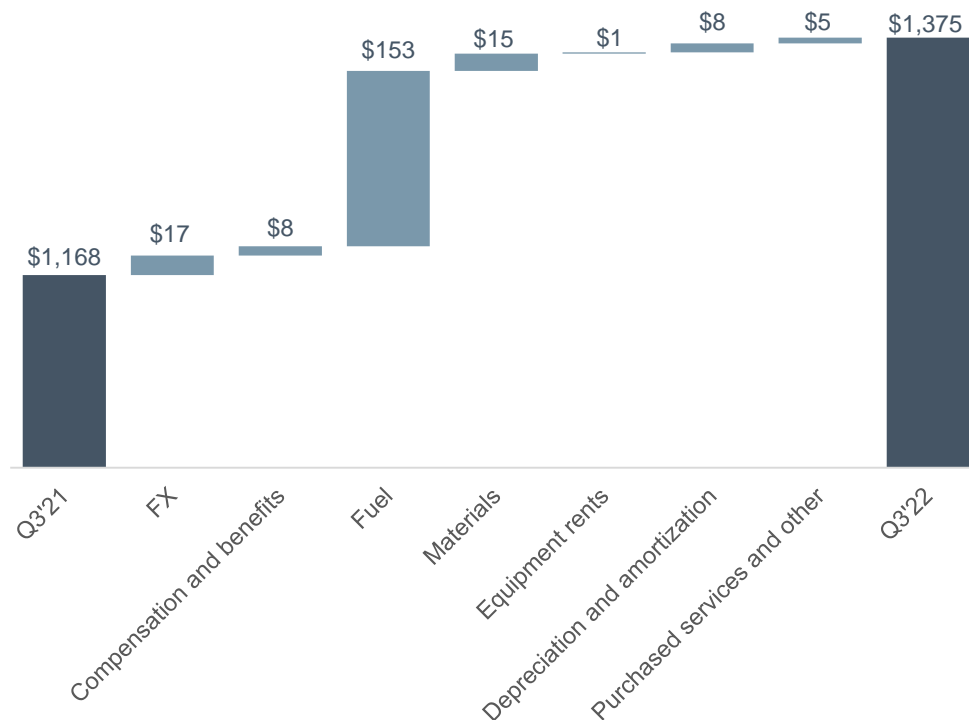
<i>(in millions, except percentages and per share data)</i>	Third Quarter		Change %	FX Adjusted Change% ⁽¹⁾
	2022	2021		
Total revenues	\$ 2,312	\$ 1,942	19%	17%
Total operating expenses	1,375	1,168	18%	16%
Operating income	937	774	21%	19%
Adjusted operating income⁽¹⁾	955	789	21%	
Net income	\$ 891	\$ 472	89%	
Core adjusted income ⁽¹⁾	\$ 945	\$ 592	60%	
Diluted earnings per share	\$ 0.96	\$ 0.70	37%	
Core adjusted diluted earnings per share⁽¹⁾	\$ 1.01	\$ 0.88	15%	
Weighted average number of diluted shares outstanding	932.9	669.8	39%	
Operating ratio	59.5 %	60.2 %	(70) bps	
Adjusted operating ratio⁽¹⁾	58.7 %	59.4 %	(70) bps	

(1) For a full description and reconciliation of Non-GAAP Measures, see CP's Q3 2022 Earnings Release on investor.cpr.ca and CP's Q3 2022 MD&A is available on SEDAR at www.sedar.com under CP's SEDAR profile.



OPERATING EXPENSES – Q3

<i>(in millions, except percentages)</i>	Third Quarter 2022	Third Quarter 2021	Change %	FX Adjusted Change% ⁽¹⁾
Compensation and benefits	393	381	3%	2%
Fuel	358	199	80%	75%
Materials	66	51	29%	29%
Equipment rents	33	31	6%	3%
Depreciation and amortization	213	203	5%	4%
Purchased services and other ⁽²⁾	312	303	3%	2%
Total operating expenses	1,375	1,168	18%	16%



(1) For a full description and reconciliation of Non-GAAP Measures, see CP's Q3 2022 Earnings Release on investor.cpr.ca and CP's Q3 2022 MD&A is available on SEDAR at www.sedar.com under CP's SEDAR profile.

(2) Purchased services and other includes acquisition-related costs of \$18 million in Q3 2022 and \$15 million in Q3 2021.

BELOW THE LINE – Q3

<i>(in millions, except percentages)</i>	Third Quarter		Change %
	2022	2021	
Equity earnings of Kansas City Southern ⁽¹⁾	\$ (221)	\$ —	N/A
Other expense	7	124	(94)%
Other components of net periodic benefit recovery	(102)	(95)	7%
Net interest expense	166	104	60%
Income tax expense	196	169	16%

(1) Equity earnings of Kansas City Southern is net of \$12 million of acquisition-related costs and \$42 million of purchase accounting.

INVESTOR RELATIONS CONTACTS

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APPENDIX

KCS THIRD QUARTER RESULTS⁽¹⁾



	Q3 2022	Q3 2021	Improvement/ (Deterioration)
Carloads/Units (in thousands)	613.9	560.4	10%
Revenues (in millions, \$ USD)	\$882.2	\$744.0	19%
Reported Operating Ratio (percent)	63.2%	66.1%	290 bps
Adjusted Operating Ratio ⁽²⁾ (percent)	61.9%	61.2%	70 bps

(1) KCS will continue to file reports on Forms 10-K and 10-Q during the voting trust period. This information has been derived from KCS' Form 10-Q filed with the SEC on October 26.

(2) For a full description and reconciliation of Non-GAAP Measures, see "Non-GAAP Financial Information (Regulation G)" on page 10 of KCS' Q3 2022 Financial Report in the investor section of KCS' website [KCSouthern.com](https://www.KCSouthern.com).

SUSTAINABILITY LEADERSHIP

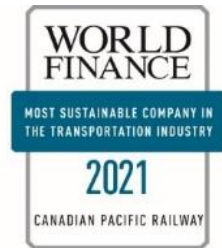
- Strong history of ESG disclosures and leading sustainability practices
- Published our first [TCFD Index](#) in 2021
- Published our first [Climate Strategy](#), including emissions reduction targets covering 100% of scope 1 & 2 emissions:
 - Set locomotive GHG emissions intensity reduction target 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⁾

(1) Target reductions from a 2019 base year.

(2) Please refer to CP's Sustainability Report for a discussion of important assumptions, risks and limitations related to these targets.

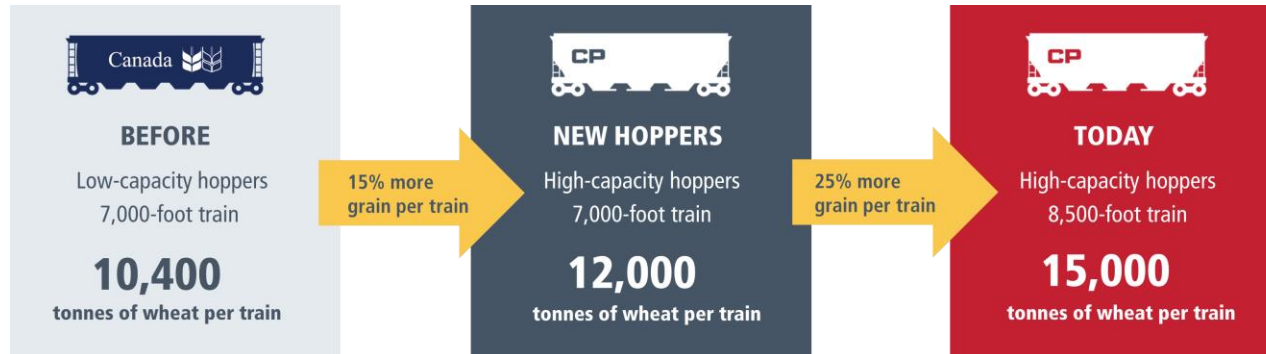


CLIMATE

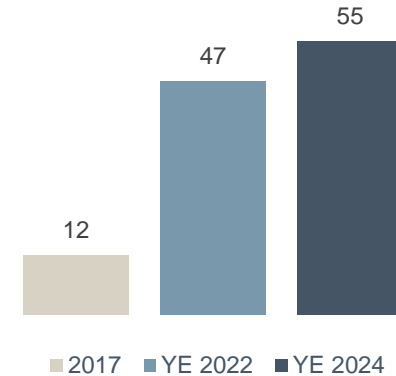


READY FOR THE HARVEST

- Over the last five years, there have been significant investments in the grain supply chain
 - CP has invested over \$500 million in new high capacity grain hoppers
 - Customers have invested in facility upgrades and greenfield elevators capable of efficiently loading 8,500-foot HEP⁽¹⁾ trains
 - Grain terminal investments at the Port of Vancouver have increased throughput capacity
- The result: faster transit times, a more efficient grain network and additional capacity for all customers



CP's 8,500-foot Capable Origin Elevators

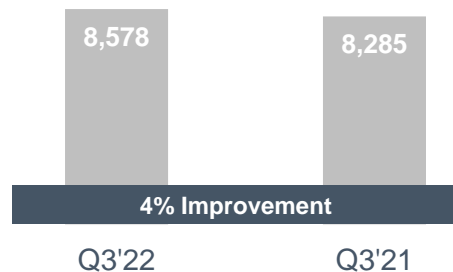


**>40% more grain
per train**

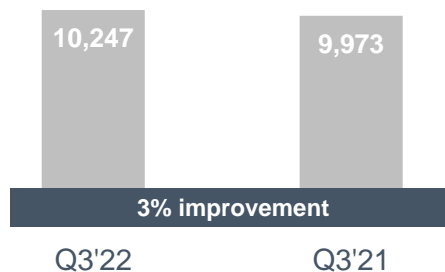
(1) High Efficiency Product (HEP)

Q3 OPERATING PERFORMANCE

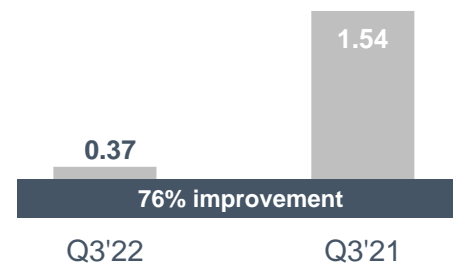
Average train length
(feet)



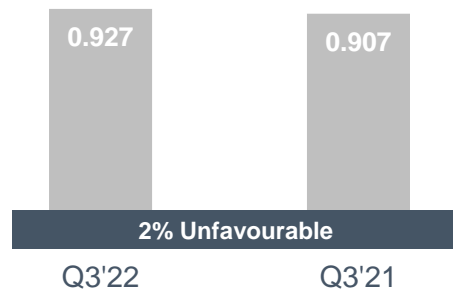
Average train weight
(tons)



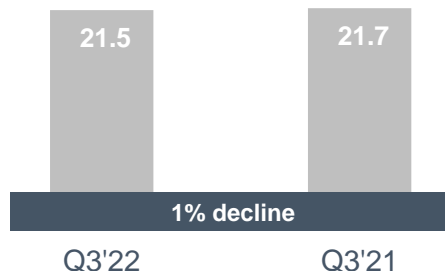
FRA train accident frequency
(per million train-miles)



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



Average Train Speed
(miles per hour)



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

