

CANADIAN PACIFIC KANSAS CITY LIMITED

AND

CANADIAN PACIFIC RAILWAY COMPANY

AUDIT AND FINANCE COMMITTEE

TERMS OF REFERENCE

The term "Corporation" herein shall refer to each of Canadian Pacific Kansas City Limited ("**CPKC**") and Canadian Pacific Railway Company ("**CPRC**"), and the terms "Board," "Directors", "Board of Directors" and "Committee" shall refer to the Board, Directors, Board of Directors, or Committee of CPKC or CPRC, as applicable.

A. Committee and Procedures

1. Purpose

The purpose of the Audit and Finance Committee (the "**Committee**") of the Board of Directors of the Corporation is to fulfill applicable public company audit committee legal obligations and to assist the Board of Directors in fulfilling its oversight responsibilities in relation to the disclosure of financial statements and information derived from financial statements, including:

- the review and integrity of the annual and interim financial statements of the Corporation;
- the integrity and quality of the Corporation's financial reporting and systems of internal control;
- the Corporation's compliance with applicable legal and regulatory requirements;
- the qualifications, independence, engagement, compensation and performance of the Corporation's external auditors; and
- the performance of the Corporation's internal audit function;

and to prepare an audit committee report for inclusion in the Corporation's annual report in accordance with applicable rules and regulations.

In addition, the Committee will assist the Board with oversight of the additional matters specified herein, including:

- the Corporation's financing plans and programs relating to treasury operations, credit facilities and credit ratings, and financial risks and contingent exposures; and
- the pension plans sponsored by the Corporation and/or some of its subsidiaries from time to time.

Notwithstanding that the Committee will oversee pension plans from time to time, the Board retains the full power to make all amendments to the CPRC Pension Plan, the CPRC Secondary Pension Plan and the CPRC Supplemental Retirement Plan (collectively, the "**Designated Canadian Plans**"). Soo Line Railroad Company Board of Directors (the "**SLRC Board**") will retain the full power to make all amendments to all U.S. Plans.

The Corporation's external auditors shall report directly to the Committee.

2. Composition of Committee

The members of the Committee of each of CPKC and CPRC shall be identical and shall be Directors of CPKC and CPRC, respectively. The Committee shall consist of not less than three and not more than the number of Directors who are not officers or employees of the Corporation. No member of the Committee shall be an officer or employee of the Corporation or any of its subsidiaries. Members of the Committee shall meet applicable requirements and guidelines for audit committee service, including requirements and guidelines with respect to being independent and unrelated to the Corporation and to having accounting or related financial management expertise and financial literacy, as set forth in applicable securities laws and the rules of any stock exchange on which the Corporation's securities are listed for trading. At least one member of the Committee must be an "audit committee financial expert" as defined in Item 407(d)(5)(ii) of Regulation S-K under the *United States Securities Act of 1933*, as amended; a Committee member who satisfies this definition of "audit committee financial expert" will also be presumed to have accounting or related financial management expertise and financial literacy. No Director shall be eligible to serve on the Committee if such Director currently serves on the audit committees of three public companies other than the Corporation, unless the Board of Directors has determined that such simultaneous service would not impair the ability of such member to effectively serve on the Committee. Determinations as to whether a particular Director satisfies the requirements for membership on the Committee shall be affirmatively made by the full Board, upon recommendation from the Corporate Governance, Nominating and Social Responsibility Committee.

3. Appointment of Committee Members

Members of the Committee shall be appointed from time to time by the Board and shall hold office at the pleasure of the Board.

4. Vacancies

Where a vacancy occurs at any time in the membership of the Committee, it may be filled by the Board. The Board shall fill a vacancy whenever necessary to maintain a Committee membership of at least three Directors.

5. Committee Chair

The Board shall appoint a Chair for the Committee.

6. Absence of Committee Chair

If the Chair of the Committee is not present at any meeting of the Committee, one of the other members of the Committee who is present at the meeting shall be chosen by the Committee to preside at the meeting.

7. Secretary of Committee

The Committee shall appoint a Secretary who need not be a Director of the Corporation.

8. Meetings

The Committee shall meet at regularly scheduled meetings at least once every quarter and shall meet at such other times during each year as it deems appropriate, and as part of such meetings, shall meet in executive session without management being present. In addition, the Chair of the Committee or the Chair of the Board or any two of its other members may call a meeting of the Committee at any time.

9. Quorum

Three members of the Committee shall constitute a quorum.

10. Notice of Meetings

Notice of the time and place of every meeting shall be given in writing by any means of recorded communication, including via e-mail, via a secured board portal such as Diligent Boards or by other electronic means that produces a written copy, to each member of the Committee at least 24 hours prior to the time fixed for such meeting; provided however, that a member may in any manner waive a notice of a meeting. Attendance of a member at a meeting constitutes a waiver of notice of the meeting, except where a member attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.

11. Attendance of Others at Meetings

At the invitation of the Chair of the Committee, other individuals who are not members of the Committee may attend any meeting of the Committee.

12. Procedure, Records and Reporting

Subject to any statute or the articles and by-laws of the Corporation, the Committee shall fix its own procedures at meetings, keep records of its proceedings and report to the Board when the Committee may deem appropriate (but not later than the next regularly scheduled meeting of the Board).

13. Delegation

The Committee may delegate from time to time to any person or committee of persons any of the Committee's responsibilities that may be lawfully delegated.

14. Report to Shareholders

The Committee shall prepare a report to shareholders or others, concerning the Committee's activities in the discharge of its responsibilities, when and as required by applicable laws or regulations.

15. Guidelines to Exercise of Responsibilities

The Board recognizes that meeting the responsibilities of the Committee in a dynamic business environment requires a degree of flexibility. Accordingly, the procedures outlined in these Terms of Reference are meant to serve as guidelines rather than inflexible rules, and the Committee may adopt such different or additional procedures as it deems necessary from time to time.

16. Use of Outside Legal, Accounting or Other Advisors; Appropriate Funding

The Committee may retain, at its discretion, outside legal, accounting, cybersecurity or other advisors, at the expense of the Corporation, to obtain advice and assistance in respect of any matters relating to its duties, responsibilities and powers as provided for or imposed by these Terms of Reference or otherwise by law.

The Committee shall be provided by the Corporation with appropriate funding, as determined by the Committee, for payment of:

- (a) compensation of any outside advisors as contemplated by the immediately preceding paragraph;
- (b) compensation of any independent auditor engaged for the purpose of preparing or issuing an audit report or performing other audit, review or attest services for the Corporation;
- (c) compensation of any professional investment manager as may be desired to administer the Plans and invest the assets of the Plans in accordance with applicable policies; or
- (d) ordinary administrative expenses that are necessary or appropriate in carrying out the Committee's duties.

All outside legal, accounting, cybersecurity or other advisors retained to assist the Committee shall be accountable ultimately to the Committee.

17. Remuneration of Committee Members

No member of the Committee shall receive from the Corporation or any of its affiliates any compensation other than the fees to which he or she is entitled as a Director of the Corporation or a member of a committee of the Board. Such fees may be paid in cash and/or shares, options or other in-kind consideration ordinarily available to Directors.

B. Mandate of Committee

1. Committee Role:

The Committee's role is one of oversight. Management is responsible for preparing the interim and annual financial statements of the Corporation and for maintaining a system of risk assessment and internal controls to provide reasonable assurance that assets are safeguarded and that transactions are authorized, recorded and reported properly, for maintaining disclosure controls and procedures to ensure that it is informed on a timely basis of material developments and the Corporation complies with its public disclosure obligations, and for ensuring compliance by the Corporation with applicable legal and regulatory requirements. The external auditors are responsible for auditing the Corporation's financial statements.

In carrying out its oversight responsibilities: (i) each member of the Committee is entitled to, absent knowledge to the contrary, rely upon the accuracy and completeness of the Corporation's records and upon information, opinions, reports or statements presented by any of the Corporation's officers or employees, or consultants of the Corporation which the member reasonably believes are within such other person's professional or expert competence and who has been selected with reasonable care by or on behalf of the Corporation; and (ii) the Committee and its members do not provide any professional certification or special assurance as to the Corporation's financial statements or the external auditors' work.

In discharging its duties under this mandate, the Committee shall have the authority to communicate directly with the Corporation's internal and external auditors.

The Committee shall:

External Auditors' Report on Annual Audit

- (a) obtain and review annually prior to the completion of the external auditors' annual audit of the year-end financial statements a report from the external auditors describing:
 - (i) all critical accounting policies and practices to be used;
 - (ii) all alternative treatments of financial information within generally accepted accounting principles that have been discussed with management, the ramifications of the use of such alternative disclosures and treatments, and the treatment preferred by the external auditors; and
 - (iii) other material written communications between the external auditors and management, such as any consent or comfort letters issued by the external auditors, management representation letters provided to the external auditors or a schedule of unadjusted differences;

Management's/Internal Auditors' Reports on External Audit Issues

- (b) review any reports on the above or similar topics prepared by management or the internal auditors and discuss with the external auditors any material issues raised in such reports;

Annual Financial Reporting Documents and External Auditors' Report

- (c) meet with management, the internal auditors and the external auditors to review the Corporation's audited annual financial statements, the report of the external auditors thereon, the related Management's Discussion and Analysis, and the information derived from the financial statements, as contained in the Corporation's annual report. Such review will include obtaining assurance from the external auditors that the audit was conducted in a manner consistent with applicable law and will include a review of:
 - (i) all major issues regarding accounting principles and financial statement presentations, including any significant changes in the Corporation's selection or application of accounting policies or principles;
 - (ii) all significant financial reporting issues and judgments made in connection with the preparation of the financial statements, including the effects on the financial statements of alternative methods within generally accepted accounting principles;
 - (iii) the effect of regulatory and accounting issues, as well as off-balance sheet structures, on the financial statements;
 - (iv) all major issues as to the adequacy and effectiveness of the Corporation's internal controls, including any significant deficiencies or material weaknesses in the design or operation of, and any material changes in, the Corporation's internal controls and any special steps adopted in light of material control deficiencies and

- any consideration by the external auditors of fraud during the performance of the audit of the Corporation's annual financial statements;
- (v) disclosure relating to the Corporation's internal controls, the independent auditors' report on the effectiveness of the Corporation's internal control over financial reporting and the required management certifications to be included in, or attached as exhibits to, the Corporation's annual reports or quarterly reports prepared under applicable securities laws; and
 - (vi) the external auditors' judgment about the appropriateness and quality, not just the acceptability, of the accounting principles applied in the Corporation's financial reporting;
- (d) following such review with management and the external auditors, recommend to the Board whether to approve the audited annual financial statements of the Corporation and the related Management's Discussion and Analysis, and report to the Board on the review by the Committee of the information derived from the financial statements contained in the Corporation's annual report;
 - (e) produce the audit committee report required to be included in the Corporation's proxy statement by Regulation S-K Item 407(d)(3)(i), if applicable;

Interim Financial Statements and MD&A

- (f) meet with management, the internal auditors and the external auditors to review the Corporation's interim financial statements and its interim Management's Discussion and Analysis, and recommend to the Board whether to approve the interim financial statements of the Corporation and the related Management's Discussion and Analysis;

Earnings Releases, Earnings Guidance

- (g) review and discuss earnings press releases, including the use of "pro forma", "adjusted" or other financial information or measures determined other than in accordance with accounting principles generally accepted in the United States, and the disclosure by the Corporation of earnings guidance and other financial information to the public including analysts and rating agencies, it being understood that such discussions may, in the discretion of the Committee, be done generally (i.e., by discussing the types of information to be disclosed and the type of presentation to be made) and be satisfied that adequate procedures are in place for the review of such public disclosures and periodically assess the adequacy of those procedures;

Material Litigation, Tax Assessments, Etc.

- (h) review with management, the external auditors and, if necessary, legal counsel all legal and regulatory matters and litigation, claims or contingencies, including tax assessments, that could have a material effect upon the financial position of the Corporation, and the manner in which these matters may be, or have been, disclosed in the financial statements; and obtain reports from management and review with the Corporation's Chief Legal Officer, or appropriate delegates, the Corporation's compliance with applicable legal and regulatory requirements;

Oversight of External Auditors

- (i) be directly responsible for the appointment, compensation, retention and oversight of the work of any registered public accounting firm engaged for the purpose of preparing or issuing an audit report or performing other audit, review or attest services for the Corporation, and each such registered public accounting firm shall report directly to the Committee;
- (j) be directly responsible for the resolution of disagreements between management and the external auditors regarding financial reporting;

Rotation of External Auditors' Audit Partners

- (k) review and evaluate the lead audit partner of the external auditors and assure the regular rotation of the lead audit partner and the audit partner responsible for reviewing the audit and other audit partners, as required by applicable law;

External Auditors' Internal Quality Control

- (l) obtain and review, at least annually, and discuss with the external auditors a report by the external auditors describing the external auditors' internal quality control procedures, any material issues raised by the most recent internal quality-control review, or peer review, of the external auditors, or by any inquiry or investigation by governmental or professional authorities, within the preceding five years, respecting one or more independent audits carried out by the external auditors, and any steps taken to deal with any such issues;

External Auditors' Independence

- (m) review and discuss, at least annually (and prior to the engagement of any new external auditors), with the external auditors all relationships that the external auditors and their affiliates have with the Corporation and its affiliates in order to assess the external auditors' independence, including, without limitation:
 - (i) obtaining and reviewing, at least annually, a formal written statement from the external auditors delineating all relationships that in the external auditors' professional judgment may reasonably be thought to bear on the independence of the external auditors with respect to the Corporation;
 - (ii) discussing with the external auditors any relationships or services that may affect the objectivity and independence of the external auditors; and
 - (iii) recommending that the Board take appropriate action in response to the external auditors' report to satisfy itself as to the external auditors' independence;

Policies Regarding Hiring of External Auditors' Employees, Former Employees

- (n) set clear policies for the hiring by the Corporation of partners, employees and former partners and employees of the Corporation's present and former external auditors;

Pre-Approval of Audit and Non-Audit Services Provided by External Auditors

- (o) be solely responsible for the pre-approval of all audit and non-audit services to be provided to the Corporation and its subsidiary entities by the external auditors (subject to any prohibitions provided in applicable law), and of the fees paid for the audit or non-audit services; provided however, that the Committee may delegate, to an independent member or members of the Committee, authority to pre-approve any audit or non-audit service and fees, and such member(s) shall report to the Committee at its next scheduled meeting following the granting of any pre-approvals granted pursuant to such delegated authority;
- (p) review the external auditors' annual audit plan (including scope, staffing, location, reliance on management and internal controls and audit approach);
- (q) review the external auditors' engagement letter;

Oversight of Internal Audit

- (r) oversee the internal audit function by being directly responsible for
 - (i) the appointment or dismissal of the Chief Internal Auditor, who shall report directly to the Committee and administratively to the Executive Vice President and Chief Financial Officer; and approve, after discussion with management and proper performance evaluation, the compensation of the Chief Internal Auditor;
 - (ii) affording the Chief Internal Auditor unrestricted access to the Committee;
 - (iii) quarterly receiving and discussing the Chief Internal Auditor's confirmation of the organizational independence of the Internal Audit Department;
 - (iv) reviewing and approving the Internal Audit Charter annually and when significant changes are made to the Internal Audit Charter;
 - (v) reviewing the Internal Audit strategy, organizational structure, and related performance measurements periodically with the Chief Internal Auditor to assess achievement towards strategic objectives;
 - (vi) reviewing and approving the internal audit plan, internal audit budget and resource plan annually and when significant changes are made;
 - (vii) making appropriate inquiries of senior management and the Chief Internal Auditor to determine whether any restrictions on the Internal Audit Department's scope access, authority, or resources limit the department's ability to carry out its responsibilities effectively;
 - (viii) discussing with the Chief Internal Auditor, management and the external auditors the cooperation and coordination of activities with the internal auditors; and
 - (ix) reviewing the results of internal quality assessments at least annually and the results of external quality assessments when completed including conformance with the Institute of Internal Auditors' Global Internal Auditing Standards and the Internal Audit Department's plans to address any conformance deficiencies or

opportunities for improvement identified. The Committee is to receive the results of the external quality assessment directly from the assessor and approve the Chief Internal Auditor's action plans to address identified non-conformances and opportunities for improvement;

- (s) review and consider, as appropriate, any significant reports and recommendations issued by the Corporation or by any external party relating to internal audit issues, together with management's response thereto;

Internal Controls and Financial Reporting Processes

- (t) review with management, the internal auditors and the external auditors, the Corporation's financial reporting processes and its internal controls;
- (u) review with the internal auditors the adequacy of internal controls and procedures related to corporate activities of Directors and officers of the Corporation at the level of Vice President and above, including related party transactions, expense claims and use of corporate assets, and consider the results of any reviews thereof by the internal or external auditors;

CEO and Board Chair Expenses

- (v) review, at least annually, a report on the expense claims of the Chief Executive Officer, as approved by the Chair of the Board, and the expense claims of the Chair of the Board, as approved by the Chair of the Audit and Finance Committee;

Critical Group Flight Policy

- (w) from time to time, review and, as appropriate, approve changes to the Corporation's Critical Group Flight Policy;

Cybersecurity

- (x) review and monitor the Corporation's cybersecurity risk exposures, including matters related to cybersecurity response, and management's implementation of appropriate strategies to manage risks;

Complaints Processes

- (y) establish procedures for:
 - (i) the receipt, retention and treatment of complaints received by the Corporation regarding accounting, internal accounting controls or auditing matters; and
 - (ii) the confidential, anonymous submission by employees of the Corporation of concerns regarding questionable accounting or auditing matters;

and review periodically with management and the internal auditors these procedures and any significant complaints received;

Separate Meetings with External Auditors, Internal Audit, Management

- (z) meet separately with management, the external auditors and the internal auditors periodically to discuss matters of mutual interest, including any audit problems or difficulties and management's response thereto, and any matter that they recommend bringing to the attention of the full Board;

Financial Risk Management

- (aa) review with management and the Corporation's internal auditors the effectiveness and efficiency of the Corporation's risk assessment and management policies and processes relating to the Corporation's liquidity, financial condition, and capital resources, reporting thereon, and compliance thereof with other relevant policies of the Corporation, and make recommendations to the Board with respect to any outcomes, findings and issues arising in connection therewith;
- (bb) oversee risks that may have a material impact on the Corporation's financial statements and discuss the steps management has taken to monitor and control such exposures;

Tax

- (cc) review the Corporation's tax status and strategy, including tax reserves and potential reassessments and audits;

Finance Matters

- (dd) review major financings and programs and the offering documents used in connection therewith and make recommendations relating thereto;
- (ee) review the Corporation's credit ratings and monitor the Corporation's activities relating to credit rating agencies;
- (ff) oversee financial risks and contingent exposure that may have a material impact on the Corporation and programs management has implemented to monitor and manage such exposures;
- (gg) review and make recommendations relating to the financial policies of the Corporation generally and management's plans relating to Treasury operations, including such items as financial derivatives, hedging activities and credit;
- (hh) review the Corporation's credit facilities, including amendments thereto, and review compliance by the Corporation with its financial covenants;
- (ii) review and reassess the adequacy of the Corporation's Delegation of Monetary Authority annually or otherwise as it deems appropriate and recommend changes to the Board;

Pension Matters

- (jj) have general oversight responsibility for pension plans as directed by the Board from time to time;

- (kk) delegate certain pension monitoring and legislative compliance matters regarding Canadian pension plans to the Management Pension Committee ("MPC") whose membership will include management, human resources, finance and legal staff;
- (ll) delegate oversight authority for U.S. pension plans to the SLRC Board;
- (mm) monitor the activities of the MPC and receive periodic reports from the SLRC Board on U.S. pension matters;
- (nn) review the mandate and terms of reference of the MPC at least once every three years;
- (oo) receive the advice of the Chief Financial Officer on issues of investment policy and funding policy and approve the investment and funding policies for the Designated Canadian Plans;
- (pp) approve the criteria to be used by the MPC to select investment managers, trustees/custodians, actuaries and third-party administrators for the Designated Canadian Plans and to measure the ongoing performance of such individuals;
- (qq) as it deems appropriate from time to time, delegate duties and responsibilities to appropriate managers, staff, advisors and committees with respect to pension plan management matters;
- (rr) deliver annual reports to the Board;
- (ss) receive and review semi-annual reports from the Chief Financial Officer on Canadian pension plan matters, which may include:
 - (i) design of the Canadian pension plans;
 - (ii) overall financial conditions and contribution matters, including assets, liabilities, surpluses or deficits, on a funding, solvency or windup basis as appropriate; current service costs; cash flow; highlights of related expenses;
 - (iii) investment manager, trustee/custodian, actuary and third-party administrator appointments, terminations, and performance and compliance with investment and funding policies;
 - (iv) conflicts of interest;
 - (v) legislative compliance; and
 - (vi) pension trends or changes;
- (tt) appoint the auditors for the Designated Canadian Plans, as necessary;
- (uu) receive the annual audited pension fund financial statements for the applicable Designated Canadian Plans and review the auditors' reports thereon;

Codes of Ethics

- (vv) monitor compliance with the Corporation's code of business ethics and the code of ethics applicable to the Chief Executive Officer and senior financial officers of the Corporation,

as well as waivers from compliance therefrom, and ensure that any issues relating to financial governance which are identified by the Directors are raised with management;

Review of Terms of Reference and Annual Evaluation

- (ww) review and reassess the adequacy of these Terms of Reference annually or otherwise as it deems appropriate and recommend changes to the Board;
- (xx) conduct an annual evaluation of the Committee's performance of its duties under these Terms of Reference (which evaluation shall be conducted in such manner as the Committee deems appropriate), and present the results of the evaluation to the Board;

Other

- (yy) perform such other activities, consistent with these Terms of Reference, the Corporation's articles and by-laws and governing law, as the Committee or the Board deems appropriate;
- (zz) review the Corporation's compliance with applicable legal and regulatory requirements;
- (aaa) review and discuss with the Corporation's independent auditors any other matters required to be discussed by applicable laws, rules or auditing standards; and
- (bbb) report regularly to the Board of Directors on the activities of the Committee.

The Terms of Reference shall be available on the Corporation's public website.

October 29, 2025