



Keith Creel
President and Chief Executive Officer

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Oct. 1, 2021

Dear valued customer:

At CP, operating safely is more than just a requirement for doing business; it is fundamental to who we are as a company. For the past 15 years, we have reported the lowest Federal Railroad Administration train accident frequency rate of any North American Class 1 railway.

Operating safely is an ongoing journey that requires the commitment of the entire organization and the broader supply chain. Historically, between 15 and 20 percent of all CP train accidents occur on customer tracks. Together, we can reduce this number. This letter outlines how you can help us achieve this goal as we head into winter.

Our *Customer Safety Handbook*, which is available on our website:

www.cpr.ca/en/customer-resources/customer-safety, provides clear direction on safe rail operations and can help to educate your employees on the potential hazards on and around tracks.

The handbook focuses on five key areas:

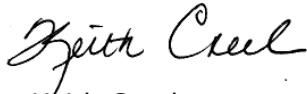
- 1. Track Maintenance:** Depending on location, federal and/or provincial/state regulations require monthly track inspections by a qualified inspector. If your track is not maintained to regulatory standards, we will not be able to safely switch on your property, which may result in suspension of service and/or additional tariffs.
- 2. Restricted Clearance Hazards:** Serious injuries can occur if clearances are restricted. Your facility must be free of side and overhead clearance restrictions. If restrictions are unavoidable, such restrictions must be clearly identified by warning signs and communicated to CP. Gates leading into your facility must open fully and be properly secured in all weather conditions (including when the ground is frozen) to prevent them from swinging closed during switching operations.
- 3. Loading and Containment:** Railcars must be properly loaded and all doors, hatches and outlet gates must be fully closed prior to dispatching any railway car.
- 4. Equipment Securement and Handling Requirements:** Do not move railcars while handbrakes are partially or fully applied. This can lead to skidding or excessive heating, both detrimental to the structural integrity of the track and wheels.
- 5. Housekeeping Conditions:** One of the leading causes of personal injuries at customer facilities is slips, trips and falls. Please ensure your facility is free of walking hazards such as debris and spills and that snow and ice is cleared or sanded.

As we approach the winter season, please remember that keeping your track and walking areas safe is especially important. Sanding or cleaning away snow or ice before our crews' arrival is one of the ways that poor winter weather effects can be mitigated.

Please contact your local CP Operations office ahead of your scheduled service with as much advance notice as possible if your facility is not serviceable because of snow and/or ice, and then advise when it will be clear.

For more information on preparing your facility for winter, to schedule a CP Customer Safety Audit, and/or for additional training resources contact your local CP Operations office.

When we work together, we enable safe, efficient and on-time customer service. Thank you in advance for your commitment to safety so that everyone can go home safe.

A handwritten signature in cursive script that reads "Keith Creel".

Keith Creel
President and Chief Executive Officer