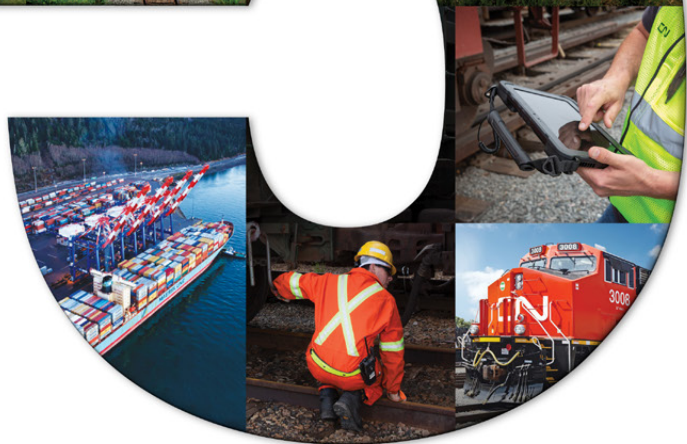


Celebrating
25 Years Since
Privatization

IPO25



1995
2020



NOVEMBER 17, 1995

1995 — 2020

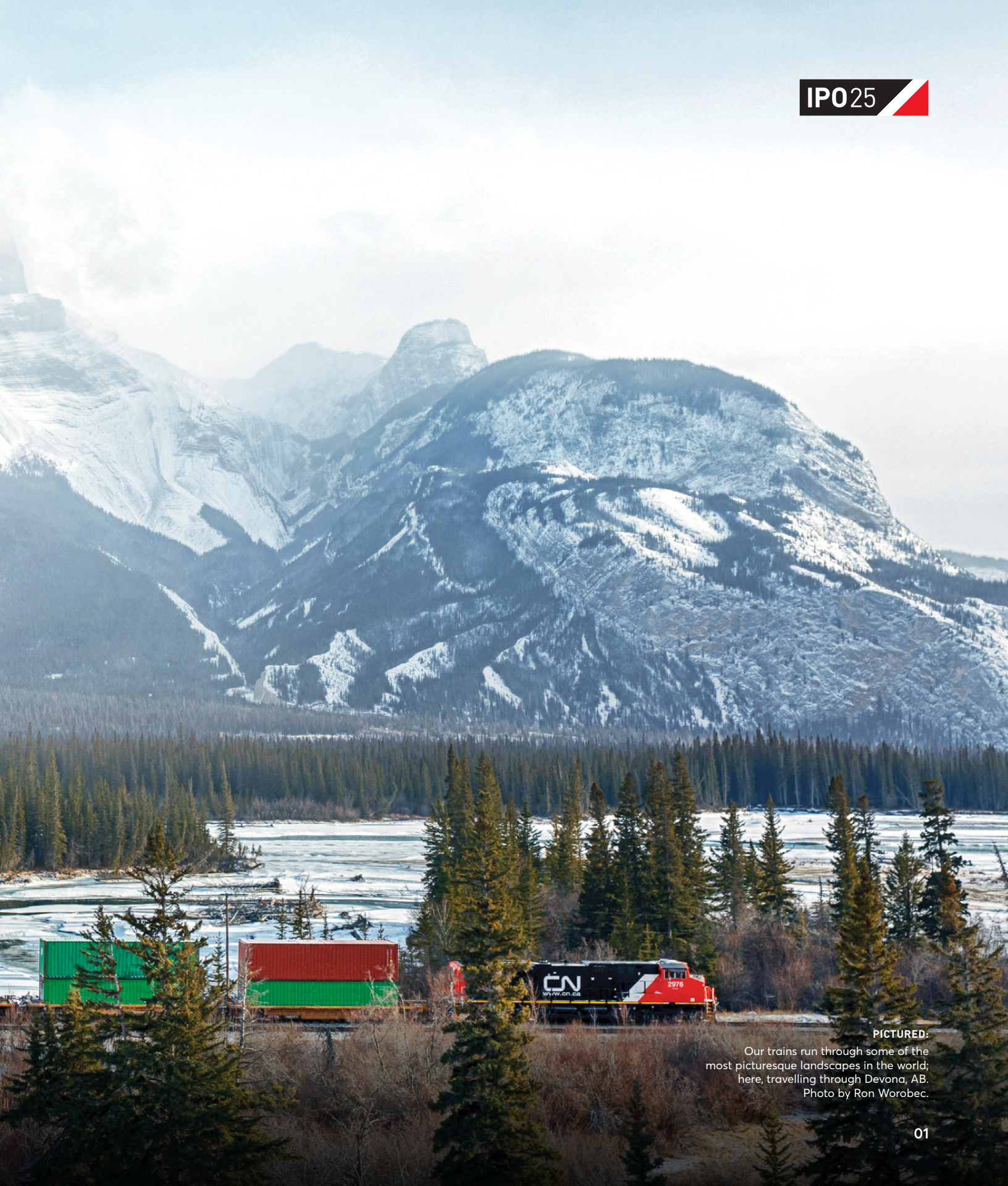
An Incredible Transformation

November 17, 2020 marks the 25th anniversary of CN's initial public offering (IPO). The following pages will take you through the astonishing story of a successful transformational journey, along with other world events that have occurred over the course of this quarter century.

This commemorative booklet tells the story of our last 25 years since privatization through photographs and historic quotes from those who were involved in the decision to take CN private. The CN story is juxtaposed against a timeline that runs from 1995 to 2020 and highlights concurrent world events that have shaped our lives over the past 25 years to present day. As you flip through these pages, you'll relive, or discover for the first time, CN's journey since its IPO, paying homage to those who had the courage to dream of creating a streamlined, successful national rail service provider that investors and customers alike would come to value.

Enjoy the journey and discover how far we've come together and how CN became a true success story!

Quotations in this commemorative booklet (except the one attributed to Mr. Jean Chrétien) were all taken from the book *The Pig That Flew: The Battle to Privatize Canadian National* by Harry Bruce (Douglas and McIntyre, 1997).



PICTURED:

Our trains run through some of the most picturesque landscapes in the world; here, travelling through Devona, AB. Photo by Ron Worobec.



Message from Robert Pace

CN's initial public offering (IPO) took place on November 17, 1995. That is when the Government of Canada sold what many considered to be a clunky, inefficient railway to private investors for CAN\$2.25 billion, the largest IPO in Canadian history at the time.

The privatization sparked the incredible transformation of our Company into a world-class transportation leader and trade-enabler. With the acquisition of the Illinois Central in 1998 and the subsequent expansion of our network through the heartland of the United States of America, from Chicago all the way down to New Orleans, CN was well on its way to becoming North America's railroad, synonymous with innovation and operational excellence. The 25-year transformational journey since privatization has been nothing short of extraordinary and I continue to be inspired by it and by what the future holds.

Today, through extraordinary teamwork and determination, CN has a market capitalization of more than CAN\$100 billion (CNR) and almost US\$80 billion (CNI). CN is North America's only transcontinental rail network, anchored by multiple port connections on three coast lines. Consumer goods, automobiles, grain, forest products, industrial products and a large variety of other commodities move safely over CN's network through these key gateways. Essential to the North American economy, CN's team of 25,000 railroaders safely carries over 300 million tons of cargo each year.

This commemorative booklet is a tribute to this great journey put in motion by an IPO considered by experts as the most audacious privatization adventure in Canadian history, and one of the largest in the world. I am very proud that we can now claim "What a long way we have come and that the future is ours!"

A handwritten signature in black ink that reads "Robert Pace". The signature is fluid and cursive.

Robert Pace

CHAIR OF THE BOARD



Message from JJ Ruest

This year marks the 25th anniversary of our extraordinary IPO story. As we showcased during our CN100 celebrations in 2019, CN has long played an essential role in our economy and it continues to do so as demonstrated by this very challenging year of 2020 in which we have all been plunged into a pandemic.

Our privatization journey reinforces CN's crucial role in the many supply chains that power the North American and global economies. We thrive on delivering our customers' goods responsibly by leading the industry in environmental performance, being focused on diversity and inclusion, and embracing the vision of becoming the safest railway in North America.

The men and women who make up this company have taken 2020 in stride by rising to the challenges and prevailing despite the difficulties. They are the heart of what makes CN a winning company. Through their pride and passion for our railway, CN employees have proven what I have often said, that railroading is a team sport, and it is working as ONE TEAM that has distinguished CN and propelled our journey forward, especially over the last 25 years.

I invite you to learn more about CN's journey since privatization through this commemorative booklet and to recall where you were when CN was privatized. How do some of CN's values tie in with major world events? This commemorative booklet will help you answer those questions. And with the benefit of 25 years of hindsight, I hope it will make you smile.

CN is built strong; it is built to last. Let the journey continue!

A handwritten signature in black ink that reads "JJ Ruest". The signature is stylized, with the first two letters of the first name being large and looped.

JJ Ruest
PRESIDENT AND CEO

1995

CN MAKES A STUNNING MARKET DEBUT!

With the issue of its IPO on November 17, 1995, CN establishes a record: Canada's largest Crown corporation and one of the largest in the world, to be privatized!

STOCK VALUE

November 17, 1995 IPO Price*

CNR: **CAN \$2.25**

CNI: **US \$1.67**

*All stock values in this brochure reflect the four CN stock splits that took place over 25 years. For instance, someone who wanted to buy one CNR stock on November 17, 1995 would have paid CAN\$27.00. Given the stock splits, this price is adjusted to CAN\$2.25.



A small but daring group of visionary Canadians dream of a streamlined, successful national rail service provider.



Dolly the Sheep is born, the world's first cloned mammal. The *Canada Transportation Act*, which would regiment rail transportation for years to come, is proclaimed.

1995

1996



PICTURED:
CN workers putting the final artistic touch to a newly delivered locomotive.
Photo by D.C. Laramée.

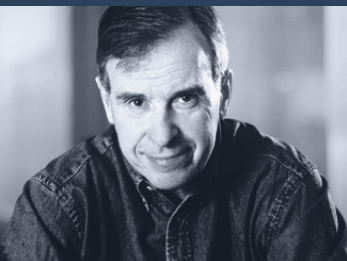


LOOKING BACK...

"If I go to CN, Mr. Prime Minister, I'd like to run it on a strictly commercial basis, but I would also like to have a mandate to privatize it."

Paul Tellier

CN CEO AT THE TIME OF PRIVATIZATION





PICTURED:
 Moving freight for our customers
 through Henry House, AB.
 Photo by Claude Langlois.



The Confederation Bridge
 between NB and PEI opens,
 the longest in the world
 crossing ice-covered water.

Madeleine Albright becomes
 the first woman to serve
 as United States Secretary
 of State.

1997



Eastern Canada and
 Northeastern U.S. are hit
 with the Great Ice Storm,
 during which a CN locomotive
 is used to power emergency
 services in Boucherville, QC.

1998



1998

CN BECOMES A SCHEDULED RAILWAY

CN pioneers a new model of railroading that calls for a revolutionary data-driven approach. Today, this Precision Scheduled Railroading (PSR) model has proven its foresight to the extent that our peers are all implementing some variation of it, while CN is now leading the way to the next generation of scheduled railroading – Digitized Scheduled Railroading, applying advanced technologies to increasing productivity, visibility and driving greater value for our stakeholders and customers.

STOCK VALUE

1998 Average Closing Price

CNR: **CAN \$6.71**

CNI: **US \$4.51**



LOOKING BACK...

"CN was a part of my public life because I was in government for a long time and transportation has always been a big element of public policy at the federal level. So, the privatization of CN is something that I'm very proud of."

Hon. Jean Chrétien

PRIME MINISTER OF CANADA (1993–2003)



1999

CN REACHES THE GULF OF MEXICO

Expanding our network, CN acquires Illinois Central, creating "the NAFTA Railroad" linking Canada to the Gulf Coast and making CN the fifth largest railway in North America. The IC acquisition brings the legendary E. Hunter Harrison to CN and starts the company on the path to inventing its game-changing, Precision Scheduled Railroad.

STOCK VALUE

1999 Average Closing Price

CNR: **CAN \$7.42**

CNI: **US \$5.00**



PICTURED:

Welcoming Illinois Central to the team!
Photo by Roth and Ramberg.



As CN gains more territory, Canada redefines some of its own: Nunavut becomes Canada's newest territory.

For the first time, the Dow Jones Industrial Average closes above the 10,000 mark, at 10,006.78.



The New York Yankees win their 25th championship, surpassing – by one – the Montreal Canadiens as the professional team with the most championship titles.



LOOKING BACK...

"When I talked about [privatizing CN] for the first time, even in a semi-formal way, everybody, practically without exception, burst out of laughing."

Hon. Doug Young
MINISTER OF TRANSPORT (1993-1997)





PICTURED:

Two Little Obies in action at Spruce Meadows, AB, during a safety awareness activity.
 Photo by Shannon Wells Duncan.



As a follow-up to the hype surrounding Y2K and its computer bug extravaganza, the NASDAQ Composite stock market index signals the beginning of the end of the dot-com boom.



Air Canada takes off with the acquisition of Canadian Airlines.

2000



2000

ONE EXTRAORDINARY LOCOMOTIVE!

In operation since 1996 on its U.S. network, the highest performing CN locomotive, with the biggest heart, makes its debut in Canada. Little Obie is a scale engine that educates kids, big and small, about rail safety, in a fun and engaging way.

STOCK VALUE

2000 Average Closing Price

CNR: **CAN \$7.02**

CNI: **US \$4.75**



Marc Garneau, Minister of Transport in Canada, then astronaut, completes his third and last space mission.



Tiger Woods becomes the youngest player to win a Grand Slam in Golf.



2001

CN FURTHER EXPANDS ITS REACH

Expanding its reach, CN acquires Wisconsin Central, filling a gap in its transcontinental system linking the Pacific and Atlantic coasts with the Gulf of Mexico.

STOCK VALUE

2001 Average Closing Price

CNR: **CAN \$10.31**

CNI: **US \$ 6.58**



A Wisconsin Central train with its corporate colours, before the acquisition by CN.
Photo by John Leopard.



On September 11th, two hijacked passenger planes crash into the World Trade Center twin towers in New York.



Steve Jobs, co-founder of Apple, introduces the first iPod.



A BC Rail train with its corporate colours, before the acquisition by CN.



A vessel – the Arthur M. Anderson – navigates in Two Harbors, MN, at CN's ore dock harbour. Photo by Paul Scinocca.

2004

CN CONTINUES ITS GROWTH

CN acquires BC Rail, extending its reach into resource-rich BC and strengthening our forest products franchise. CN also acquires Great Lakes Transportation, including the ships of the Great Lakes Fleet, becoming a major player in the U.S. steel supply chain.

STOCK VALUE

2004 Average Closing Price

CNR: **CAN\$14.61**
 CNI: **US\$11.26**



The Space Shuttle Columbia disintegrates during re-entry, the loss of life is tragic and the space program is rethought.



The last Volkswagen Beetle is made in Mexico, after 65 years in production.

2005

CN EMPLOYEES AND PENSIONERS MAKE A DIFFERENCE

As CN celebrates 10 years of privatization, its Railroaders in the Community program flourishes. Across Canada and the U.S., hundreds of CN employees, their families, and pensioners give generously of their time to local causes in their communities.

STOCK VALUE

2005 Average Closing Price

CNR: **CAN \$19.69**

CNI: **US \$16.38**



CN Railroader in the Community Wonda Warren helps young lacrosse players enjoy Canada's national summer sport in Chilliwack, BC. Photo by Stuart McCall/Alpha Presse.



190 nations gather for the Montreal Climate Change Conference.



The superjumbo jet aircraft Airbus A380 makes its first flight.



CN is the sponsor at the Annual Cycle for the Children's Hospital of Eastern Ontario (CHEO).
Photo by Rosario Alfano.

2006

AS CN'S BUSINESS GROWS, SO DOES OUR SOCIAL ENGAGEMENT

The CN Employees' and Pensioners' Community Fund, which helps the less fortunate, conducts business exclusively in Quebec for the last time in its 38 years of operation. From that point on, the Fund would undergo a continuous expansion across Canada to become the largest and most successful of its kind in the country in 2020.

STOCK VALUE

2006 Average Closing Price

CNR: **CAN \$25.05**

CNI: **US \$22.07**



Former U.S. vice president Al Gore releases *An Inconvenient Truth*, a documentary that describes global warming.



Twitter is launched.

2007

CN PARTNERS WITH PORT OF PRINCE RUPERT

CN and the Port of Prince Rupert develop their new Asian product, offering a naturally deep and ice-free port served exclusively by CN. This partnership provides CN customers on both sides of the Pacific with an alternate West Coast supply chain and the shortest transit time to/from Asia.

STOCK VALUE

2007 Average Closing Price

CNR: **CAN \$26.80**

CNI: **US \$24.99**



A cargo ship is being serviced at the Port of Prince Rupert. Photo by Roth and Ramberg.



As the world's stock exchanges experience their worst declines, CN reports its worst stock drop on the NYSE, down by 21% for the year.



The *Canadian Human Rights Act* is amended. Everyone in Canada, including people living on First Nations reserves, now have the same access to human rights justice.



Welcoming Elgin, Joliet & Eastern to the team!
Photo by John Furlan.

2009

CN ACQUIRES THE ELGIN, JOLIET & EASTERN RAILWAY

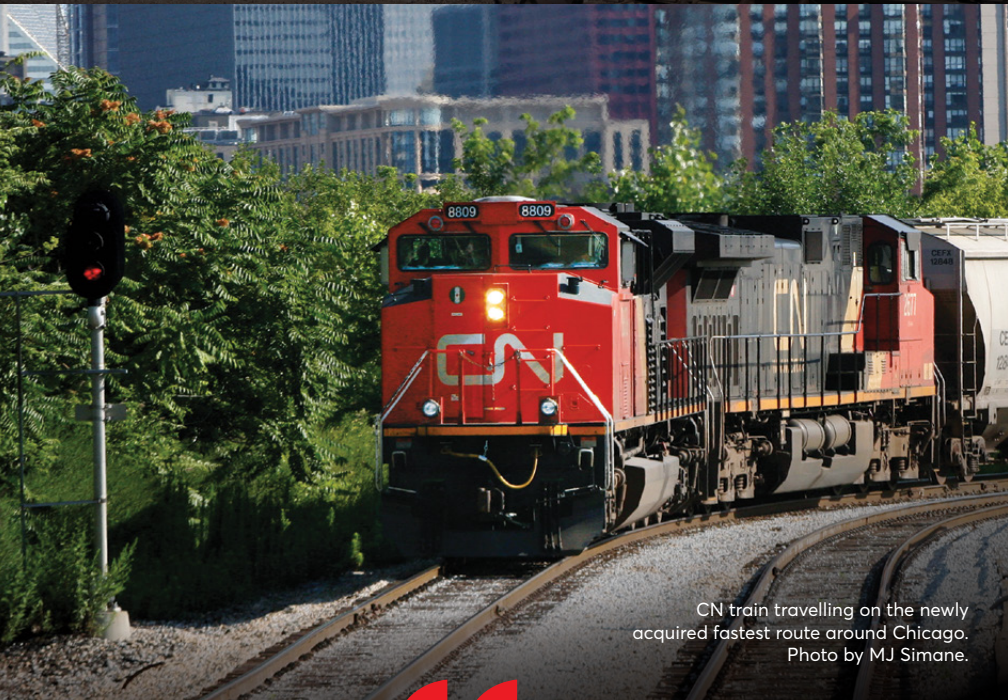
Despite the economic downturn, CN continues its growth by acquiring this small but very strategic railway, creating a key advantage for its customers with the fastest rail route around very busy Chicago.

STOCK VALUE

2009 Average Closing Price

CNR: **CAN \$24.83**

CNI: **US \$22.13**



CN train travelling on the newly acquired fastest route around Chicago.
Photo by MJ Simone.

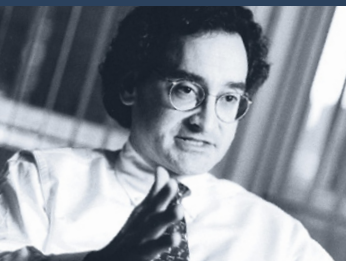


LOOKING BACK...

"It would be great to be able to say that we planned every step, but of course we didn't."

Michael Sabia

PAUL TELLIER'S RIGHT ARM, ASSUMING VARIOUS FUNCTIONS AT CN IN THE 1990s



2011

CN GREENER THAN EVER!

CN launches its ambitious EcoConnexions programs, which support our environmental initiatives with key stakeholders, employees, communities and customers. Today, amongst many accomplishments, CN reports continuous reduction of GHG emission, by 40%, as well as a non-rail carbon reduction of 33%.

STOCK VALUE

2011 Average Closing Price

CNR: **CAN \$36.40**

CNI: **US \$37.09**



CN is engaged in delivering responsibly and in the fight against climate change. A woman is planting one of the two million trees provided by CN, Tree Canada and America in Bloom as part of our effort for greener communities.



The *Idle No More* movement begins, raising awareness of Indigenous rights and advocating for self-determination.

2012



A non-CN crude oil train derailed in Lac-Mégantic, QC, becoming the most significant freight rail accident in Canadian history. This tragic incident took the lives of 47 citizens. In support of the first responders, CN assists on site and lends its expertise to the regulators in the following months.

2013



Above, CN takes part in an Annual Boat Race in Nanoose Bay, BC. Below, CN celebrates the Annual Aboriginal Day in Prince George, BC. Photos by Doug Devlin and Trevor Moore/Alpha Presse.



2013

CN BRINGS ITS RELATIONS WITH FIRST NATIONS TO NEW HEIGHTS

CN adopts its Aboriginal Vision to reinforce respectful and mutually beneficial relationships with all Aboriginal peoples, two years prior to the Truth and Reconciliation Commission of Canada publishing its final report about the abuse endured by Indigenous people at residential schools.

STOCK VALUE

2013 Average Closing Price

CNR: **CAN \$52.12**

CNI: **US \$50.80**



LOOKING BACK...

"So my recommendation [to the PM] was that we eliminate all foreign ownership restrictions – which I think was a pretty major departure from where the government had been coming from – but that there be a restriction on the number of shares [that any corporation could hold]."

David McLean, CN CHAIR OF THE BOARD (1994–2014)



2014

CN DEVELOPS TWO STATE-OF-THE-ART TRAINING FACILITIES

Located in Winnipeg, MB, and Homewood, IL, these new CN leading-edge facilities deliver our enhanced railroader training program focused on instilling and reinforcing a strong safety culture. In 2017, the Winnipeg campus is renamed the Claude Mongeau Training Centre in honour of CEO Claude Mongeau who joined CN in 1994 and became President and CEO in 2010.

STOCK VALUE

2014 Average Closing Price

CNR: **CAN \$69.81**

CNI: **US \$63.44**



The Supreme Court of the U.S. determines that same-sex couples have a constitutional right to marry.



COP21 climate change summit in Paris reaches a deal to limit the rise in the global average temperature to less than 2°C above pre-industrial levels.



PICTURED:
CN's Dave Jeffrey, retired Mechanical Instructor, is providing hands-on training to seasoned and new Railroaders at our CN Campus in Winnipeg, Manitoba. Photo by Trevor Hagan/Alpha Presse.



Many mourn the death of Canadian poet, novelist, singer and songwriter Leonard Cohen at age 82. Born in Westmount, Quebec, Cohen was one of the most iconic Canadian artists of the 20th century.



Canada Transportation Modernization Act is tabled, addressing railway and air transportation in the country.

2016

2017





PICTURED:

CN celebrates its 100th anniversary in Winnipeg with CN100—A Moving Celebration. Photo by Colin Corneau.



For the first time in its 226-year history, the New York Stock Exchange has named a woman, Stacey Cunningham, to lead the organization.

2018



Toronto's Raptors clinch NBA's championship, becoming the first Canadian franchise to do so!

The U.S. government grounds all Boeing 737 Max aircraft.

2019



2019

CN INCREASES COMMUNITY IMPACT THROUGH BOOSTING LOCAL DECISION-MAKING

CN celebrates 100 years of moving the economy through a moving celebration, thanks to its ONE TEAM determined approach to serving our customers. Amongst several events commemorating this feat, CN creates Community Boards across the country to bring together community leaders and to put funding decisions in the hands of those who know their community needs best.

STOCK VALUE

2019 Average Closing Price

CNR: **CAN \$118.82**

CNI: **US \$ 89.92**

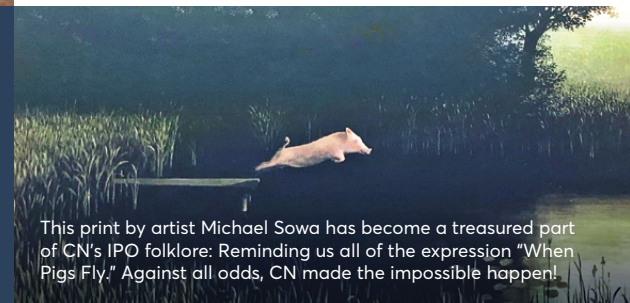


LOOKING BACK...

"Finally, the sale of CN not only broke records for its size and speed, it turned out to be the most rewarding IPO for investors that the government ever pulled off."

Harry Bruce

AUTHOR OF *THE PIG THAT FLEW: THE BATTLE TO PRIVATIZE CANADIAN NATIONAL*



This print by artist Michael Sowa has become a treasured part of CN's IPO folklore: Reminding us all of the expression "When Pigs Fly." Against all odds, CN made the impossible happen!



2020

CN TACKLES THE PANDEMIC HEAD-ON

CN employees rise to the challenge of essential service workers, keeping the railway running through unprecedented difficult times. CN puts in place measures to keep employees safe, maintain operations for its customers and continue moving the economy.

On the bright side, looking back 25 years, skeptics have been confused. CN's stock went from CAN\$2.25 and US\$1.67 in 1995 to hovering around CAN\$142 and US\$108 today! Our market capitalization went from CAN\$2.25 billion in 1995 and US\$1.6 billion to CAN\$101 billion and US\$77 billion in 2020!

STOCK VALUE

As of November 17, 2020

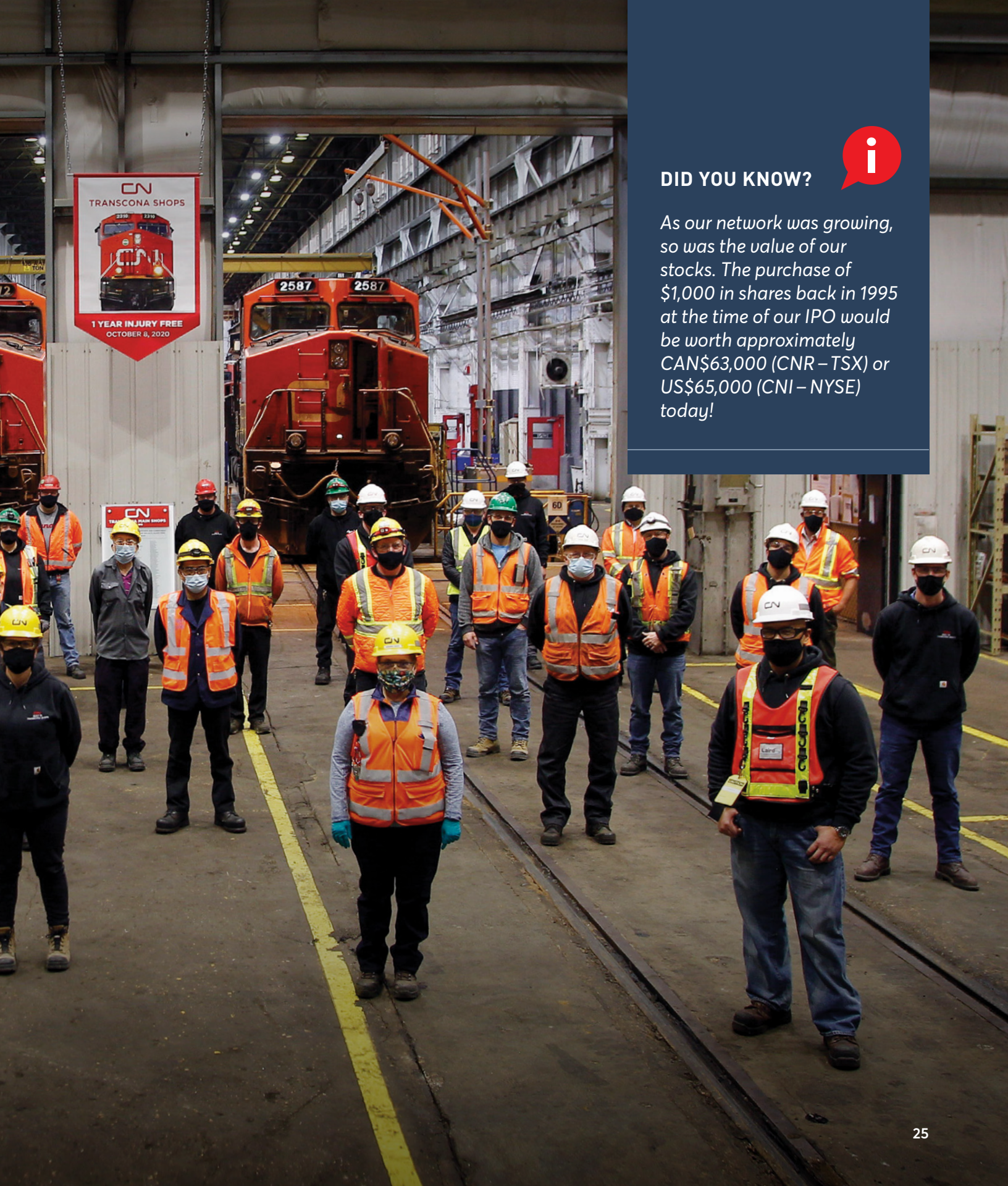
CNR: **CAN \$142.51**

CNI: **US \$108.82**



PICTURED:

In the midst of the pandemic, CN workers are taking part in a safety presentation at our Transcona facility honouring their one year incident-free. Photo by Colin Corneau/Alpha Presse.



DID YOU KNOW?

As our network was growing, so was the value of our stocks. The purchase of \$1,000 in shares back in 1995 at the time of our IPO would be worth approximately CAN\$63,000 (CNR – TSX) or US\$65,000 (CNI – NYSE) today!

CN without its IPO is like a train without its engine: it wouldn't go very far!



PICTURED: A CN engine with five locomotives representing the railways that have joined our team since our privatization, 25 years ago. Each one features the colours of the railway at the time it merged with CN as well as the logo specially created to commemorate the quarter century of our IPO. These acquisitions propelled our service farther than any other North American railway, similar to how our IPO propelled CN to new heights. From left to right: BC Rail; Grand Trunk Western; CN; Illinois Central; Wisconsin Central; and Elgin, Joliet & Eastern. Photo by Pascale Simard/Alpha Presse.

UNPARALLELED NETWORK BUILT THROUGH ACQUISITIONS

SOLID TRACK RECORD OF INCREMENTAL GROWTH



WATCH THE VIDEO



“

“Our privatization journey has forged CN’s crucial role in the many supply chains that power the North American and global economies. The men and women who make up this company reinforce this, especially as they have so admirably risen to the extraordinary challenges of 2020. They are the heart of what makes CN a winning company and I never felt more proud to work alongside with them, as I do now.”

JJ Ruest


CN’S PRESIDENT AND CEO (2018–PRESENT)


PICTURED:


A CN intermodal train travels through Brule, AB.
Photo by Tim Stevens.

TSX AW COS LTD (L.TO) 0 @ 65.25 ▲ 0 LAURENTIAN BK (L.B.TO) 0 @ 29.35 ▲ 0 LABRADOR IRON OR (LIF.TO) 0 @ 24.4 ▲ 0 LINAMAR CORP (LNR.TO) 0 @ 60.21 ▲ 0 LGHTSPED POS INC (LSPD.TO) 0 @ 52.16 ▲ 0 LUNDIN GOLD 0 @ 11.4
TSX RESRC (PGZ.V) ▲55 ▲ 0 PIPESTONE ENERGY (PIPE.V) 0 @ 0.56 ▲ 0 PLTEAU ENRGY MTL (PLU.V) 0 @ 0.22 ▲ 0 PANORO MINERLS (PML.V) 0 @ 0.12 ▲ 0 KRAKEN ROBOTICS (PNG.V) 0 @ 0.6 ▲ 0 PAN ORIENT ENERGY 0 @ 0.63 ▲ 0


TMX THE FUTURE IS YOURS TO SEE.
THE MARKET IS OPEN
 Tuesday, November 17, 2020 9:30:01 AM
 POWERED BY REFINITIV


TSX:CNR




S&P/TSX Capped Energy TSX: TTEN
 LAST 79.96 CHANGE 0.00


	52 WEEK HI	52 WEEK LOW
S&P/TSX Comp	17,970.51	11,172.73
S&P/TSX Venture	761.84	330.65
S&P/TSX 60	1,070.48	683.81
S&P/TSX Capped	187.89	132.36

S&P/TSX Capped Financial Index TSX: TTFS
 LAST 293.91 CHANGE 0.00



 **WATCH THE VIDEO**

RINGING OF THE BELL!

JJ Ruest, CN's President and CEO, rings the bells signalling Toronto Stock Exchange's opening (top) and New York Stock Exchange's closure (bottom) on November 17, 2020, exactly 25 years after Paul Tellier, CN's CEO at the time of privatization.

NOVEMBER 17, 2020 NEW YORK STOCK EXCHANGE NYSE CLOSING BELL

CNI LISTED NYSE



CNI LISTED NYSE



NEW YORK STOCK EXCHANGE

 **WATCH THE VIDEO**



Canadian National Railway Company
935 de La Gauchetière Street West
Montreal, Quebec H3B 2M9