



# The Unwavering Steel: Org's AI-Powered Future

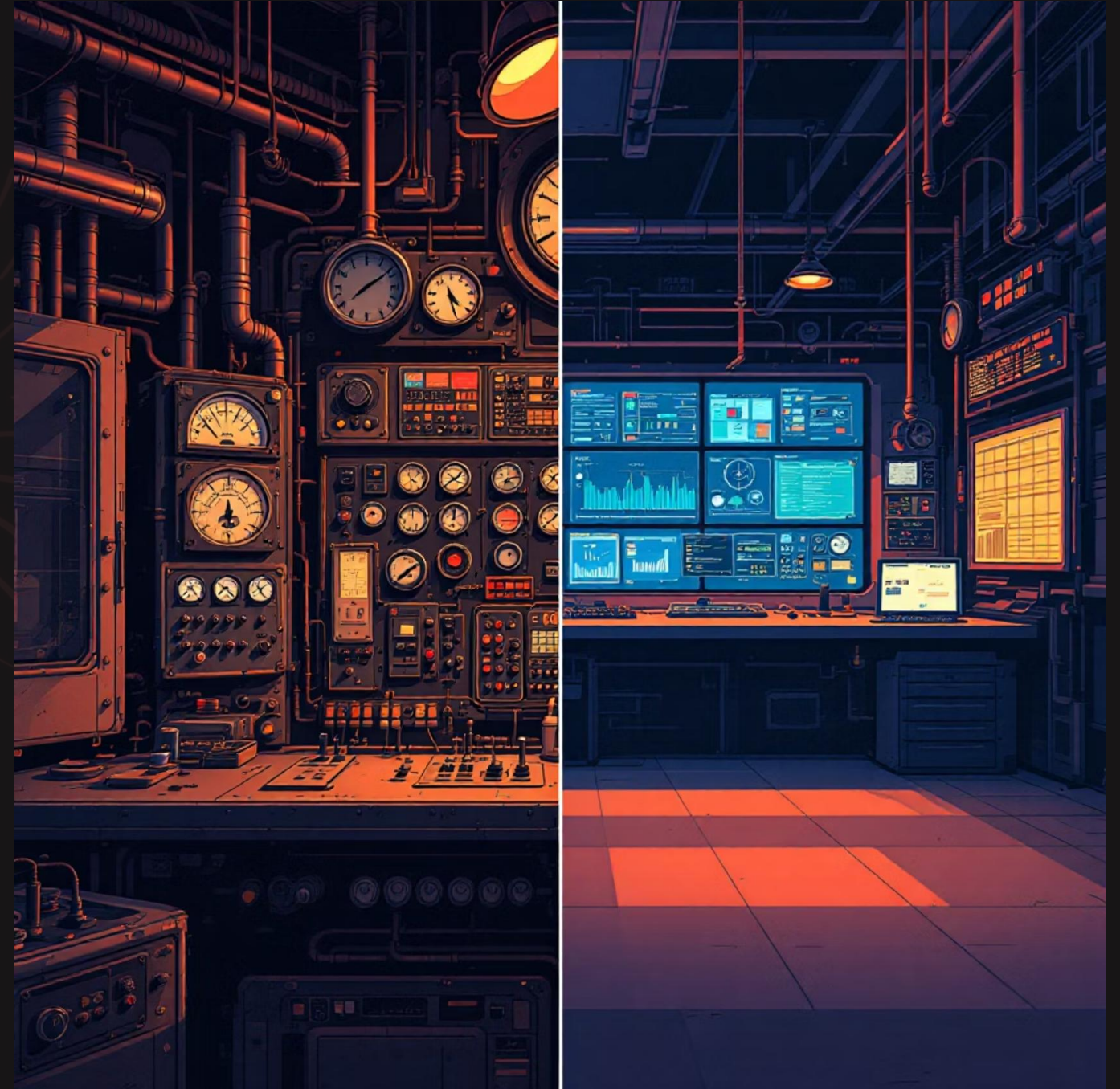
A legacy spanning 140+ years. A titan that has moved history itself. But today, the disruptive force reshaping our industry isn't made of water—it's made of data, intelligence, and lightning-fast innovation.



# Our Proud Legacy: Not a Guarantee

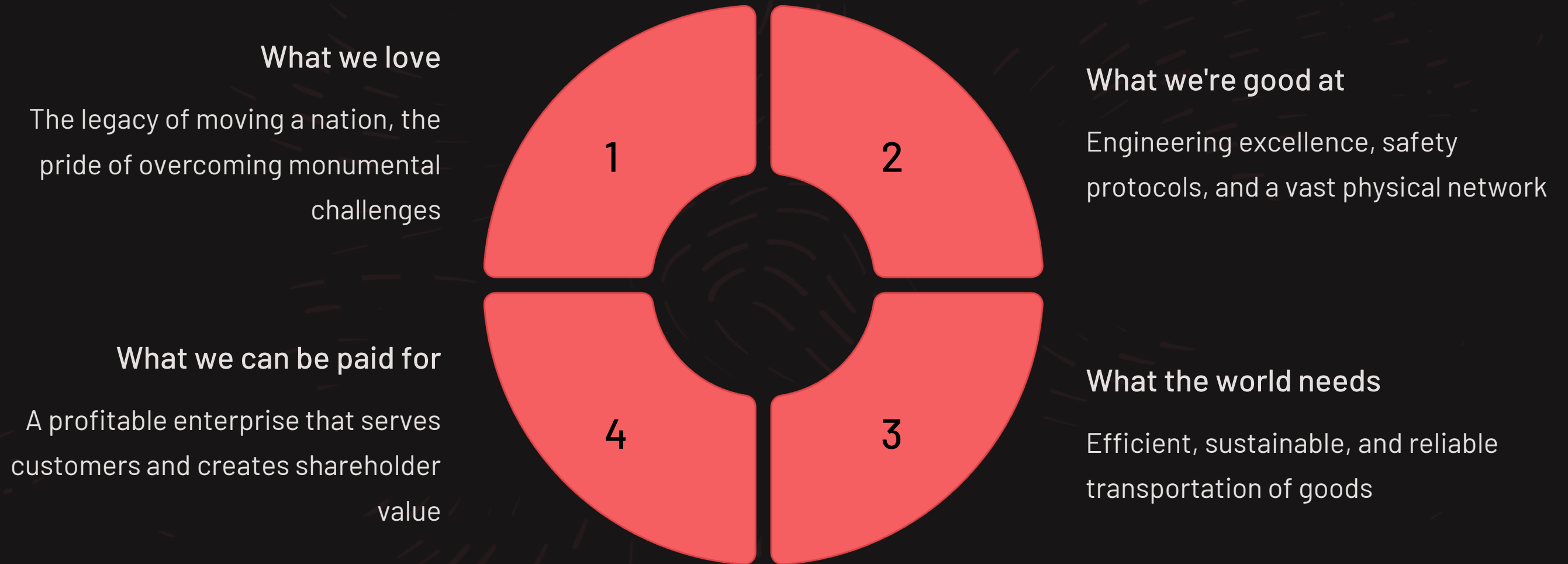
Since 1881, Org has stood as the backbone of North American commerce. Through world wars, economic depressions, and countless technological shifts, our resilience has been our hallmark.

But **even the mightiest mountain can be reshaped** by the slow, inexorable force of a river. Today's river is made of data and AI-driven innovation.



# The Ikigai of Org: Finding Our Center

The Japanese concept of Ikigai represents our "reason for being"—the intersection of four essential elements:



Our core Ikigai is sound—but the intersection is being challenged by competitors who match our strengths with greater speed and precision.



# SWOT: Our Bedrock Strengths

## Unparalleled Legacy

A trusted name across North America for over 140 years, with deep customer relationships and institutional knowledge

## Vast Infrastructure

An extensive rail network spanning the continent, representing physical assets that can't be easily replicated

## Operational Expertise

Decades of experience in complex logistics operations across diverse environments and conditions

## Merger Synergies

The combined strength of CP and KCS offers new routes and unprecedented market access



# SWOT: The Chinks in Our Armor

## Legacy Mindset

The perception of being "too big to fail" has created resistance to change and complacency

## Slow Technology Adoption

Traditional processes are less agile than competitors', limiting our ability to innovate quickly

## Risk of Disruption

Vulnerable to competitors offering more personalized, data-driven logistics solutions

## Operational Inefficiencies

Without AI and automation, hidden inefficiencies persist in routing, maintenance, and resource allocation





The question isn't whether our competitors  
will catch up—

It's whether they will surpass  
us.



# Competition: Not Standing Still

While we focus on our past achievements, Competition is building the railway of the future:

- Actively exploring AI implementation for years
- Using data to optimize routes and predict maintenance needs
- Improving customer service through digital transformation
- Reducing major derailments through predictive analytics

**This is not a hypothetical threat—it's happening right now.**

1%

## Derailment Reduction

Even this small improvement through AI creates enormous safety and cost benefits

65%

## Faster Resolution

AI-powered customer support resolves issues in minutes vs. hours

# The Smart Rail Initiative: Our Path Forward

This isn't about replacing our people or legacy—it's about empowering them through strategic, phased adoption of Generative AI:





# Transformational Benefits



## Operational Excellence

30-40% reduction in unscheduled downtime through predictive maintenance

## Customer Loyalty

Real-time visibility and proactive issue resolution creating unmatched experience

## Employee Empowerment

AI handling routine tasks, freeing skilled workers for high-value decisions

## Competitive Advantage

Establishing Org as the innovation leader in North American rail

# The Legacy of Innovation

Org's legacy isn't just about what we've done; it's about our capacity to adapt and overcome. Our past triumphs were built on innovation—the steam engine, the transcontinental railway.

**Today, our engine is data, and our railway is the digital network.** To continue as the backbone of North America, we must embrace the intelligence that will make us stronger, safer, and more indispensable than ever before.

This is not a threat—it's our next great chapter.

