



NORTH AMERICA'S RAILROAD

Working together for a better rail system, listening to the community

An open letter from CN President and CEO E. Hunter Harrison

Whether it's a box of cereal, a new vehicle or a high-definition television, most products travel a long way before we see them.

By far, the most efficient way to haul freight overland is rail. Railroads are more than three times as fuel-efficient as trucks, conserving oil and reducing greenhouse gases. With our highways in gridlock, it's worth knowing that one typical freight train carries the equivalent cargo transported by 280 trucks.

Chicago has long served as a key transportation hub for North America—but the Chicago terminal rail network is congested, slowing traffic. It can take a CN freight train longer to go from the north to the south side of Chicago than it does to travel the 865 miles from Winnipeg, Canada, to Chicago.

Recently, CN announced a plan for positive change with an agreement to buy a railway bypass around Chicago. In addition to paying \$300 million for the principal lines of the Elgin, Joliet & Eastern Railway Company (EJ&E), we'll invest another \$100 million in the EJ&E to add line capacity and connections to assure efficient operations.

The acquisition will benefit the Chicago area in three principal ways:

- It will reduce rail congestion,
- It will increase rail freight efficiency and capacity, and
- It will benefit the environment, with fewer idling locomotives and fewer blocked crossings.

Some community members have asked about the local impact of our plans for the EJ&E. These questions are important to us, and we are committed to a constructive dialogue with every affected community. We are listening and working with community members, as well as local, state and federal officials, to find practical, long-term solutions.

Together, we can find the right way to balance the needs of communities with the regional need for a cleaner, safer environment and a more efficient rail transportation network.

A handwritten signature in black ink, appearing to read 'E. Hunter Harrison', is written over a horizontal line.

E. Hunter Harrison
President and Chief Executive Officer