

KANSAS CITY SOUTHERN

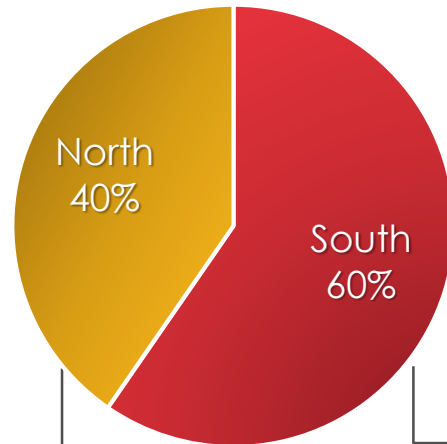


EXPORAIL 2020
February 12, 2020

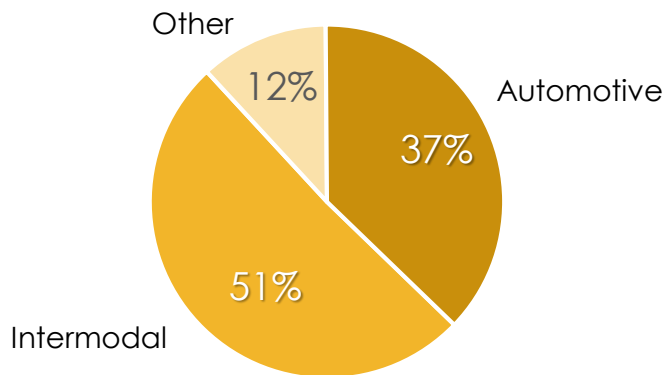
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2019 Kansas City Southern Cross-Border Carloads

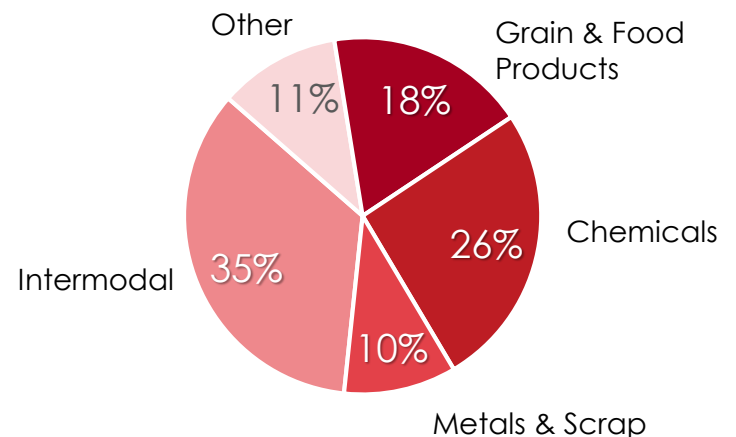
Total Cross-Border Carloads



NB Cross-Border Carloads

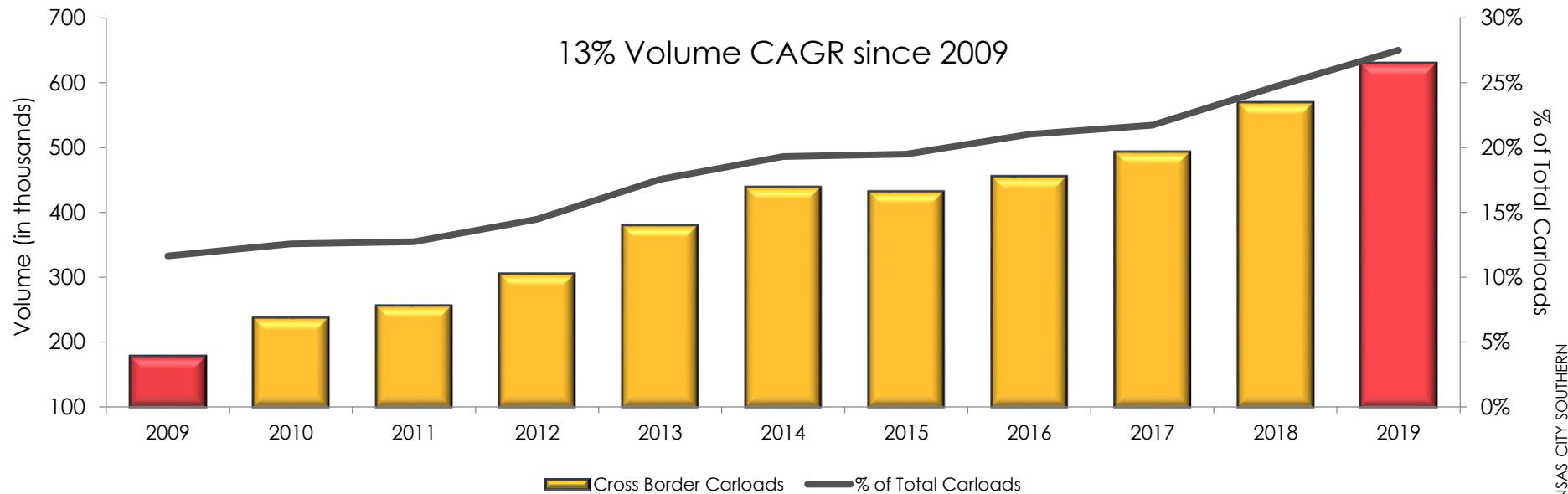
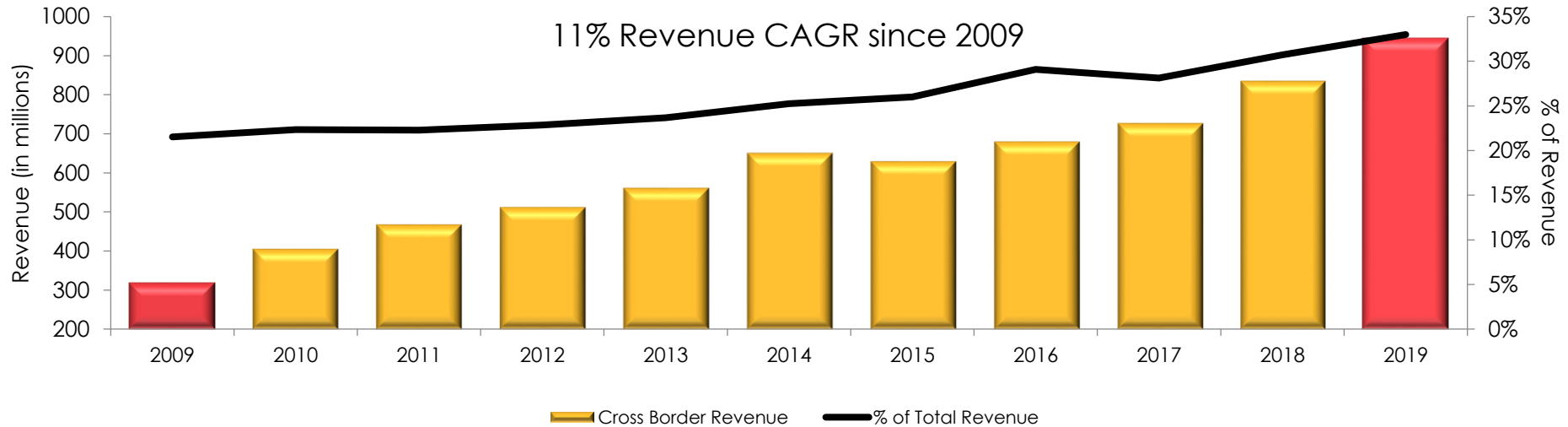


SB Cross-Border Carloads



Includes cross-border franchise & non-franchise carloads

Cross-Border Revenue and Volume



USMCA Implementation & High Level Economic Dialogue

- For USMCA to ultimately prove successful, the agreement must be effectively and quickly implemented by all three countries.
- The agreement is ambitious, and it will require a concerted, pragmatic approach to implementation from the three governments and business community in order to unlock its full potential.
- A key priority for the U.S. and Mexican business communities is the reestablishment of a **High Level Economic Dialogue** between the U.S. and Mexico.
 - A high level forum like this, which receives input from the private sector, will allow us to more effectively implement USMCA and leverage all the trading relationship has to offer.
 - It provides a mechanism through which governments and business can collaborate to solve common challenges and bolster economic opportunity in both countries.
- We must protect political support for regional trade and the USMCA.
 - USMCA passed with tremendous bipartisan support. An ongoing effort is needed to communicate the benefits of regional trade and cooperation.



PSR at KCS: Better railroading for more reliable service and growth



Customer focused

- Improve and sustain consistency & reliability of service
- Create a more resilient and dependable network



Facilitate Growth

- Additional capacity for new opportunities



Improve asset utilization

- Be able to meet growing demand with same or fewer assets



Improve cost profile

- Increased profitability driven by volume and revenue growth and improved productivity and asset utilization

KCS' Mantra: Service Begets Growth



