



COMPLETE RAIL SOLUTIONS

OPTIMIZING YOUR NETWORK

OUR CUSTOMERS TRUST US WITH MORE THAN \$22 BILLION OF PRODUCT IN MORE THAN 450,000 RAILCARS ANNUALLY. CANDO HAS THE EXPERIENCE, EQUIPMENT AND EXPERTISE TO CONNECT NORTH AMERICAN INDUSTRIES TO THE GLOBAL MARKET.



COMPANY OVERVIEW

Cando has been providing specialized rail support services for almost 40 years. We optimize the bulk material supply chain, connecting industry with the Class 1 railways. We have close working relationships with the Class 1 railways and have earned their confidence to operate on their main tracks, with running rights at a number of locations.

WHY CANDO?

- Industrial customers can safely reduce in-plant expenses, improve service and increase volume of product;
- Class 1s can reduce operational expenses and increase haulage.

We work with you to develop customized, on-site solutions for even the most complex jobs, helping design, build, operate and finance entire rail yards, terminals and transload facilities.

Let us optimize your local supply chain network.

INDUSTRIES SERVED:

- Automotive
- Fertilizer & Potash
- Forest Products
- Grain & Grain Products
- Intermodal
- Energy



SAFETY

AT CANDO RAIL SERVICES,
SAFETY ISN'T A PRIORITY.
IT'S A WAY OF LIFE.



We are committed to the personal safety, health and well-being of every employee of our company. We have a shared safety culture that includes the participation of everyone, every day, in every job, to perform our required duties and provide safe and efficient services to our customers. At Cando, we are TrackSmart, with every job we do, every day that we do it.

Safety is achieved through good management in combination with active employee involvement. In conjunction with keeping our people safe, Cando is dedicated to ensuring all operations are performed with a minimum impact on communities and the environment by meeting and/or exceeding all required regulatory legislation.

With guidance from our full-time safety experts, Cando strives to be an industry leader, focusing our efforts to protect people, property, communities and the environment from any adverse effects related to our operations.

HIGHLIGHTS & AWARDS

Local railway company with Railway Operating Certificate from Transport Canada

Safety Management System meets or exceeds Transport Canada and provincial railway regulations and industrial standards (ISNetworld, Avetta and Cognibox)

Infrastructure Health & Safety Association Achievement Award for injury reduction in Ontario

CN Safe Handling Award 2013, 2014, 2015, 2016 and CP Safe Shipper Award 2015, 2016

Gold Award in 2018 and Silver Award in 2017 from Imperial Oil's Canada Fuels Operations division

2018 RAC Safety Award for the implementation of an Employee Safety Education Program

Certificate of Recognition (COR) for Manitoba, Saskatchewan and Alberta.



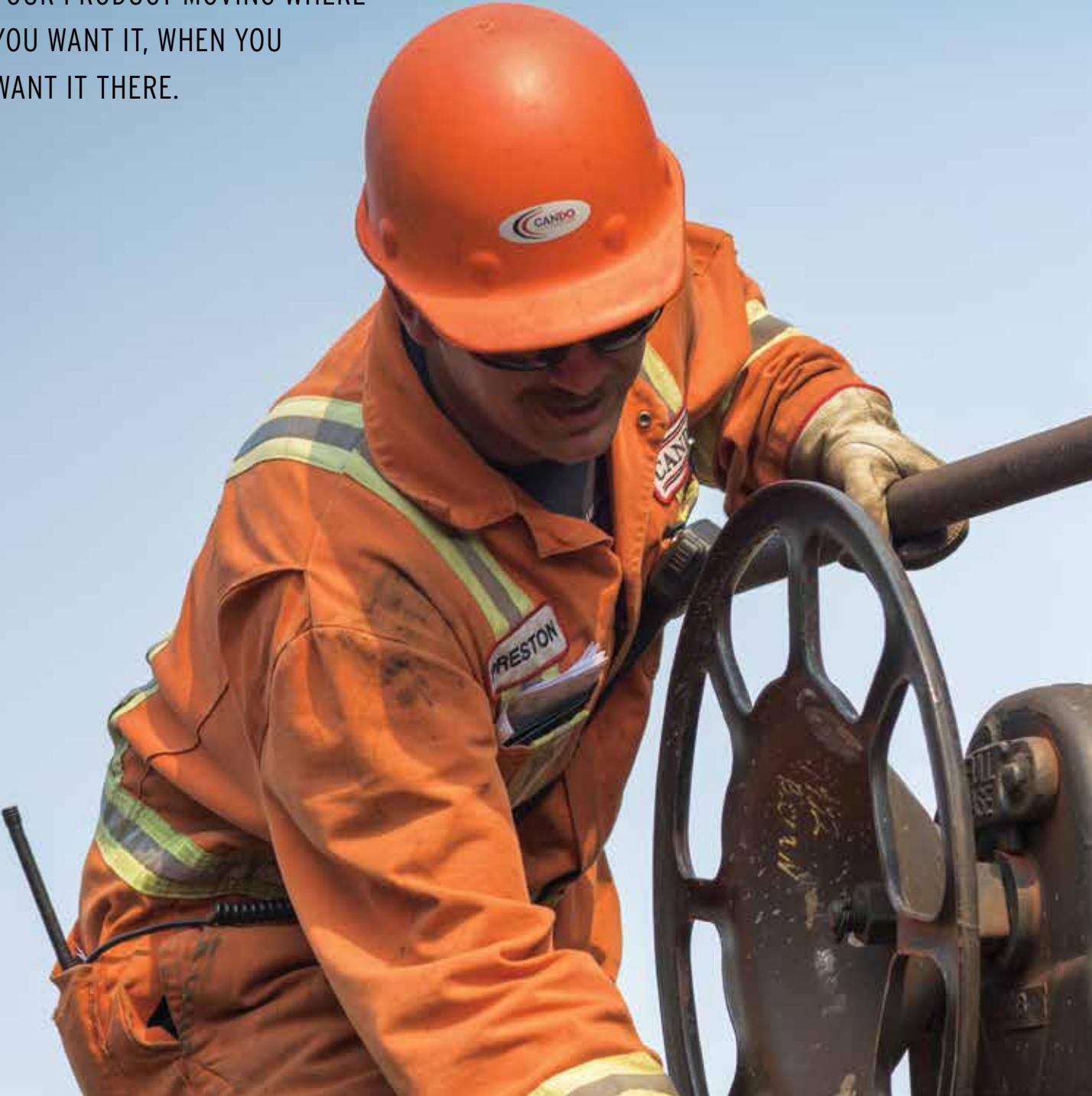


Our proactive safety management system meets or exceeds requirements for operating and working in all classes of railroad environments.



SOLUTIONS

OFFERING A WIDE VARIETY OF SPECIALIZED RAIL SERVICES, CANDO IS UNIQUELY POSITIONED TO DELIVER A COMPLETE RAIL SOLUTION SO YOU CAN KEEP YOUR PRODUCT MOVING WHERE YOU WANT IT, WHEN YOU WANT IT THERE.





INDUSTRIAL SWITCHING AND MATERIAL HANDLING

Safe, innovative, reliable and cost-effective railcar switching, material handling and unit train operations. Cando crews work as an extension of your plant operations team and can work with you to develop customized rail solutions.

With **operations across Canada and the United States**, and a fleet of **more than 55 locomotives and growing**, we can respond quickly with dedicated in-plant rail switching wherever you are.

KEY BENEFITS

COMMITMENT TO SAFETY

Cando has a proven track record of delivering safe operations in heavy industrial and railway environments.

CLASS 1 RAILWAY RELATIONSHIPS

Cando has close working relationships with CN and CP, and has earned their confidence to operate on their tracks, with running rights at a number of locations.

CUSTOMIZED ON-SITE SOLUTIONS

Ability to integrate contract facility operation, loading or unloading of railcars, inventory management support, logistics, railcar inspections, facility inspections and track maintenance with daily switching operations.

PROVEN OPERATIONAL CAPABILITIES & EXPERTISE

Dedicated, competent and flexible crews and equipment to effectively accommodate unique production requirements.

CREATIVE SOLUTIONS & OPERATIONAL PARTNERSHIPS

Cando is committed to finding the most effective operational partnerships between our customers and their rail service providers, ensuring all parties are utilizing available resources and track infrastructure on the most productive basis.

LOGISTICS

By focusing on network visibility and transparency, Cando's team of logistics experts work with you to ensure you optimize your assets.

With 40 years of experience working in industrial rail environments, our team works with you to optimize your network, identify opportunities for improvement and support you in making changes that achieve your objectives.

Cando's logistics team uses real-time railcar visibility using best in class GPS tracking devices and includes a comprehensive dashboard and reporting system.

TERMINAL & TRANSLOAD SERVICES

As an independent, bulk transportation and multi-modal service specialist, Cando will work with you to design a transportation solution to meet your specific needs.

From complex opportunities where Cando can design, build and operate a facility on your behalf, to simple rail to truck or truck to rail transloading opportunities, we offer flexibility and a customized solution. We can provide service at an in-plant location, a third party facility, a temporary or track location or at one of our Cando facilities. Our terminal services are vertically integrated and can involve all aspects of facility operation including product transfer, transloading, logistics, plant operation support, rail integration, switching and contract facility management. Cando currently provides transloading and terminal services, handling a wide range of industrial products, including bulk petroleum products, chemicals, dry bulk, and lumber—efficiently, safely, and cost-effectively.

VALUE ADDED SERVICES

- Expert load securement
- Lay down and storage services
- Inventory management
- Quality control sampling
- Local truck brokerage
- Container stuffing/ de-stuffing
- Cross docking
- Administrative interface with truck and rail carriers
- Transactional reporting and communications
- Regulatory compliance and administration
- Railcar procurement and management
- Railcar repair and cleaning





RAILCAR STORAGE

Cando is the largest independent railcar storage and staging provider in Canada. With more than 5,000 railcar spots in 13 strategically located yards and sidings across 5 provinces, Cando can store any type and size of fleet.

Cando has close working relationships with Class 1 railways and daily interchange into major switching yards. As a result, we offer a highly responsive railcar storage solution for customers with short-term storage and staging requirements.

KEY BENEFITS

- Safe, cost-effective and reliable railcar storage and switching services for long-term or short-term, loaded or empty railcars.
- Railcar storage in Kamloops, BC; Brandon and Winnipeg, MB; and Barrie, Collingwood, Kingston and Maitland, ON.
- Ability for a customer to have one railcar storage provider for their entire fleet.
- Access to AAR certified car repair shop, railcar cleaning services and team tracks for transload at several locations.
- Ability to design, build, finance and operate a cost-effective dedicated car storage facility under a long-term partnership.

ENGINEERING & TRACK SERVICES

Cando is a one-stop shop for track, from conception, to design, to construction, to removal. Our experienced team of engineers and track experts will provide you with the right equipment and expertise for any job. With regional bases in several provinces and mobile crews from Ontario to BC, we can respond quickly to any of your track needs. And our exemplary safety record and qualified CROR operators mean it will be done right.

TECHNICAL SERVICES, PLANNING & RAILWAY CONSULTING

Our rail and engineering experts have the ability to lead a customer's conceptual project and progress the plans from the civil works all the way to the track construction, and everything in between.

- Long-term capital planning and conceptual design layouts
- Feasibility studies
- Site supervision
- Public Works liaison
- Project management
- Railway technical resource and infrastructure planning

TRACK CONSTRUCTION AND MAINTENANCE

From capital program track work to tie replacement programs, we offer a full suite of construction and maintenance services to meet your needs.

- New track construction and site preparation
- Tie renewal programs
- Track upgrades
- Thermite welding and distressing
- Tie and rail change out
- Surfacing and alignment
- Civil grading and drainage work
- Bridge structures and culvert rehabilitation

TRACK INSPECTIONS

We have a team of certified track inspectors that possess years of valuable experience from their time working on the Class 1 railways who can demonstrate a high degree of competency.

- Up-to-date training and knowledge of industry standards and provincial and federal regulations
- Detailed, prioritized reports
- Comprehensive briefing and secure digital copies stored on an online portal

OFF- AND ON-TRACK MATERIAL HANDLING

Cando is specialized in off-track and on-track material handling and support for production gangs and local engineering departments using a fleet of specialized hi-rail equipment and MPCs.

- Light motive power
- Material pick-up and distribution
- Production loading
- Inventory management
- Sperry change-outs and logistics

SPECIALIZED MECHANICAL SHOP

Our Red Seal mechanics are responsible for a fully equipped shop that can handle anything from complete diesel overhauls to small tool repairs. Our mechanics and shop fabricators rebuild equipment for rail needs.

TRACK REMOVAL

We are experts at track removal and tear out, with customized processes and techniques perfected over 40 years. We also have a large supply of rail materials available for resale including relay ties and rail, switch material, crossings and signals and bridge materials.

CANDO OWNS AND OPERATES AN EXTENSIVE FLEET OF BOTH ON-TRACK WORK EQUIPMENT AND OFF-TRACK CONSTRUCTION EQUIPMENT.



MECHANICAL SERVICES

Cando's experienced team of mechanics, technicians, estimators, administrators and managers look after your fleet as if it were their own.

We repair all types of railcar equipment, including box, gondola, hopper and flatcars, as well as provide locomotive repair and servicing.

And with a fully equipped fleet of road service trucks, we also provide railcar and locomotive servicing, cleaning and repairs wherever you need it.

KEY BENEFITS

- AAR M-1003 certified for freight car inspection, repair & air brake testing
- Rule 88B Heavy & Freight Car Repairs
- AAR Office Manual (Pricing & Billing Procedures)
- TC and FRA-certified Locomotive Inspectors
- Customized inspection needs to suit operational requirements
- Centrally located parts warehouse, including CEM equipment
- Troubleshooting and technical expertise
- 24/7 emergency support
- Mobile railcar and locomotive servicing, repair and cleaning
- Dry sweep or wet wash of all types of railcars
- Electronic estimating and administration

SHORT LINES

The Central Manitoba Railway (CEMR) is a 67-mile short line running from East Selkirk north of Winnipeg to Carman south of Winnipeg and serving 20+ transportation customers. The short line services a variety of industrial customers with the main commodities being grain, fertilizers, paper, fuel, steel products and chemicals. CEMR interchanges daily in Winnipeg with CN in Symington Yard and CPR at North Transcona Yard.

The Barrie Collingwood Railway (BCRY) is a community-owned short line in southern Ontario that partners with Cando as a railway services operator contracted to provide local railway services to online customers for interchange with CP.





CUSTOMERS

Cando believes in creating long-term partnerships with our customers, focusing on continued improvement and providing innovative solutions. Examples of long-term customers include: Aditya Birla Group, Bunge Canada, Canexus Chemicals, Cargill, CN, Co-op Refinery Complex, CP, Domtar, Gibson Energy, Imperial Oil Limited, Magna International, Koch Fertilizer, The Mosaic Company, Nutrien, Parkland Fuel Corporation, Resolute Forest Products, Richardson Pioneer, Shell Canada, Sumitomo Canada, Toyota, Tundra Energy Marketing Limited, Viterra, West Fraser, Yara.

COMMUNITIES

Cando cares about the communities we operate in. The Cando Cares Fund allocates charitable donation funds to our communities based on values determined by Cando's employees which include youth development programs, healthcare and health-related initiatives, educational programs and community development. Working with high schools in all of our communities, we also run the Cando Spirit High School Scholarship Program, which provides scholarships annually to students with the "Cando Spirit." We also sponsor various organizations and events, focusing on four pillars of social responsibility: Safety/Protection of the Community, Environmental Conservancy, Leadership Development and The Cando Spirit.



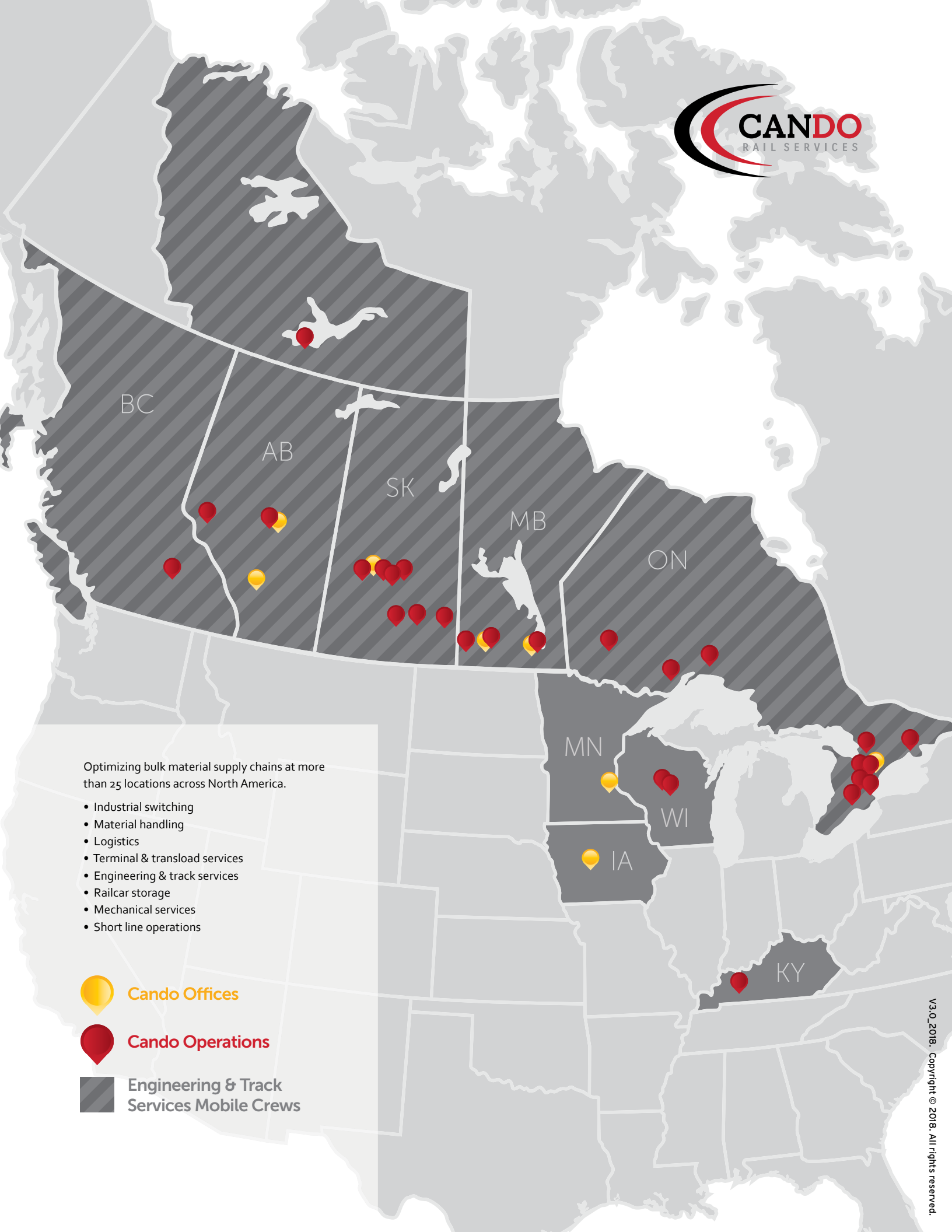
CANDO IS OWNED BY PRESENT
AND RETIRED EMPLOYEES
- A COMPANY CULTURE
CUSTOMERS CAN RELY ON.



EMPLOYEE-OWNED

STOCK PURCHASE AND INCENTIVE PROGRAM TO ALL EMPLOYEES. OUR EMPLOYEE OWNERSHIP PROGRAM IS MORE THAN JUST AN OWNERSHIP STRUCTURE, IT'S A COMPANY CULTURE THAT CUSTOMERS CAN RELY ON.

Our committed teams of employee-owners take the responsibilities and opportunities of ownership seriously, ensuring that our company consistently does the best job possible for the customer. The pride, conscientiousness and enthusiasm our employees exhibit translates into service, innovation and quality.



Optimizing bulk material supply chains at more than 25 locations across North America.

- Industrial switching
- Material handling
- Logistics
- Terminal & transload services
- Engineering & track services
- Railcar storage
- Mechanical services
- Short line operations

 Cando Offices

 Cando Operations

 Engineering & Track Services Mobile Crews