

Train Performance Update

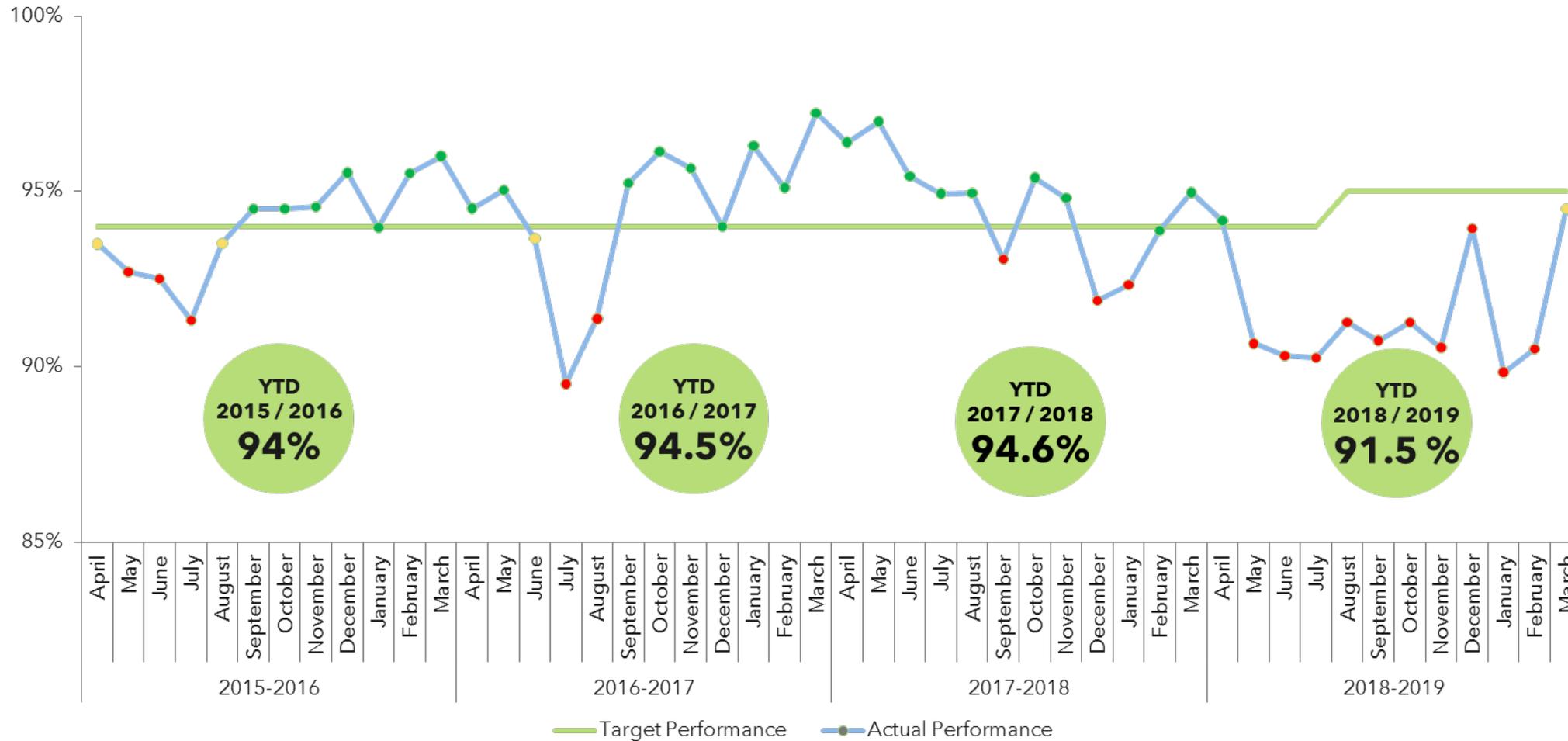
Andre Lalonde, VP Transit Operations

MAY 15, 2019

EXECUTIVE SUMMARY

- Our customers expect that their train service is safe, reliable, comfortable and consistently on time.
- On-Time Performance (OTP) is a key driver to customer satisfaction and remains one of our highest priorities. Our target for OTP is to complete 95% of (GO Train) trips within 5 minutes of the scheduled arrival time.
- In recent years, GO OTP has performed well, meeting or exceeding the previous target of 94% on an annual basis from 2015/2016 through 2017/2018.
- 2018/2019 was a year of unprecedented service increase, where we added 24% more train trips for our customers. The increases were greatly needed and provided substantial benefit to our customers.
- We began to experience degradation of our train performance levels in the spring of 2018. A significant change in the CN Rail Traffic Control function, aging infrastructure across our network and fleet performance challenges were key contributing factors to this decline.
- We have taken a methodical and aggressive approach to recovery, our customers began to see improvements in the Fall of 2018. The winter conditions in January and February were particularly difficult. Extended periods of below-seasonal temperatures combined with periods of extreme precipitation created equipment performance issues leading to declines in performance across the network.
- March 2019 saw a return to our previous performance level of 94.5%.
- We have developed a comprehensive, network-wide strategy to ensure that our customers see a meaningful and sustained improvement in the coming year.

HISTORICAL PERFORMANCE (GO)



2018/2019 ON TIME PERFORMANCE KEY FOCUS AREAS



Rail Traffic Control (27.5%)



Construction (17%)



Rail Corridor Infrastructure (15%)

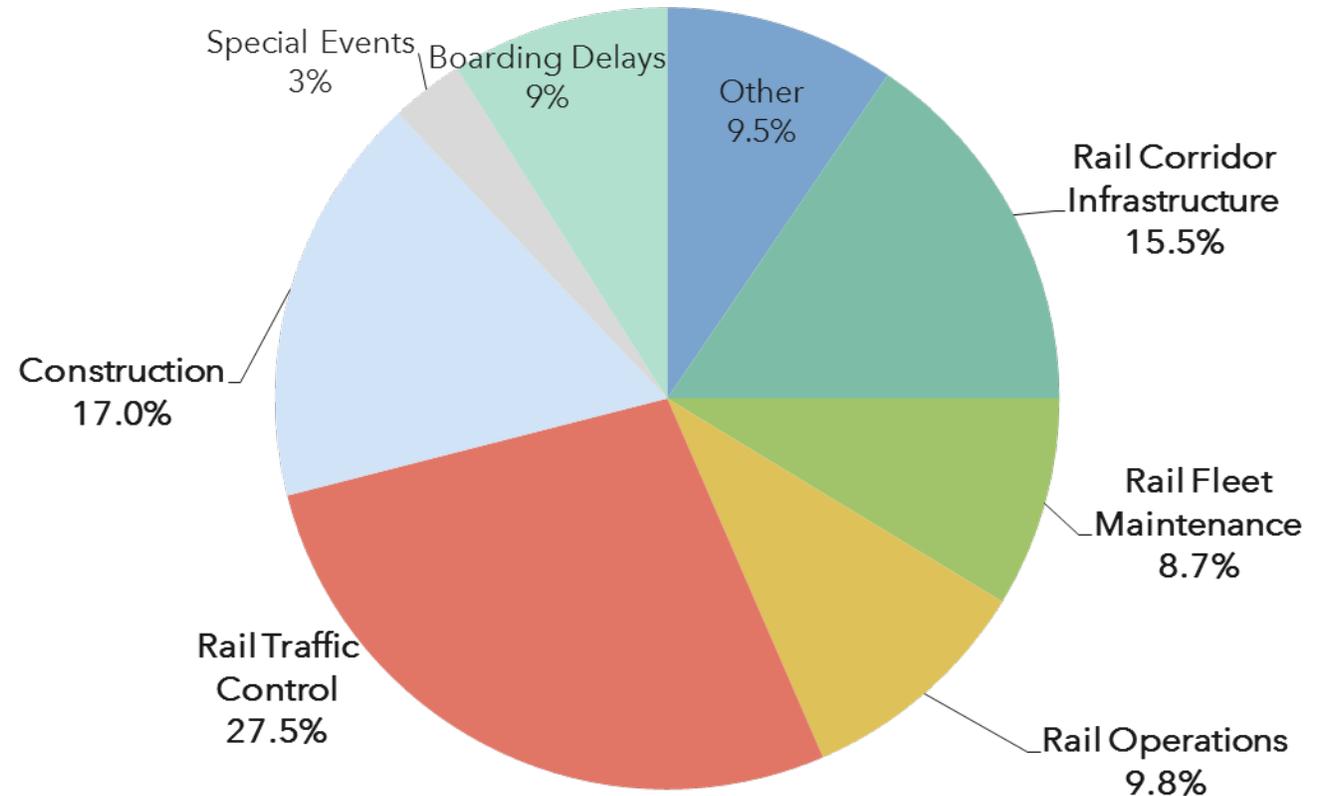


Rail Operations (10%)

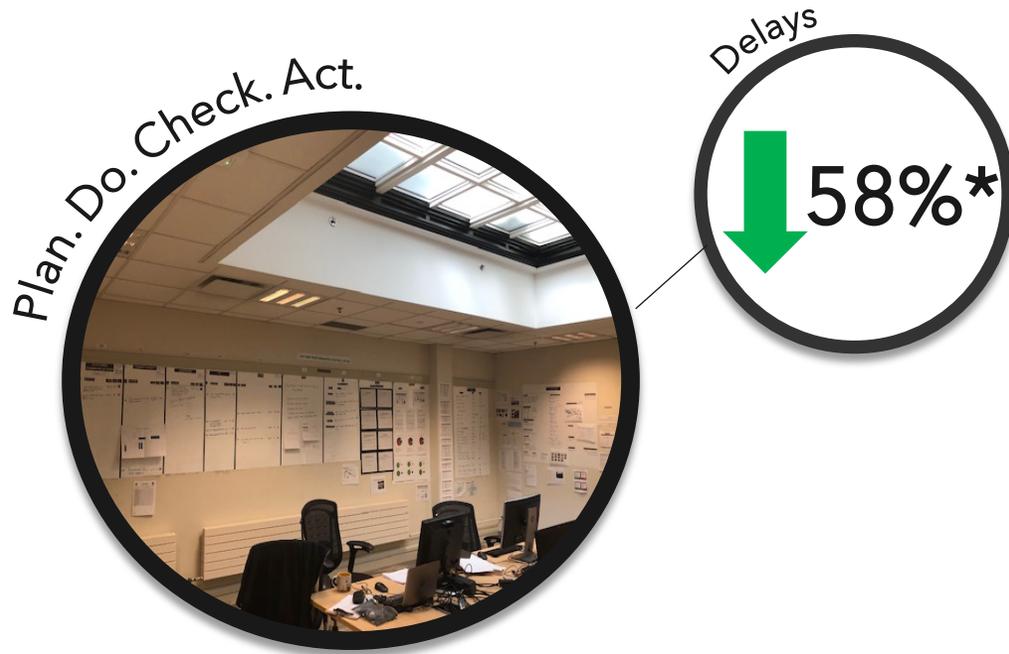


Rail Fleet Maintenance (9%)

2018/2019 Delay Distribution



CONTINUOUS IMPROVEMENT TO DRIVE RESULTS



- ✓ Established Centre of Operational Excellence to drive LEAN practices into the organization
- ✓ 30+ Control rooms (and counting!)
- ✓ Daily debriefings & weekly huddles
- ✓ Root cause analysis
- ✓ Tactical teams of subject matter experts to address key challenges
- ✓ Monthly cross functional workshops

People

- Enhanced training programs for crews
- Increased engagement with key partners
- Centralized key functions to single control centre

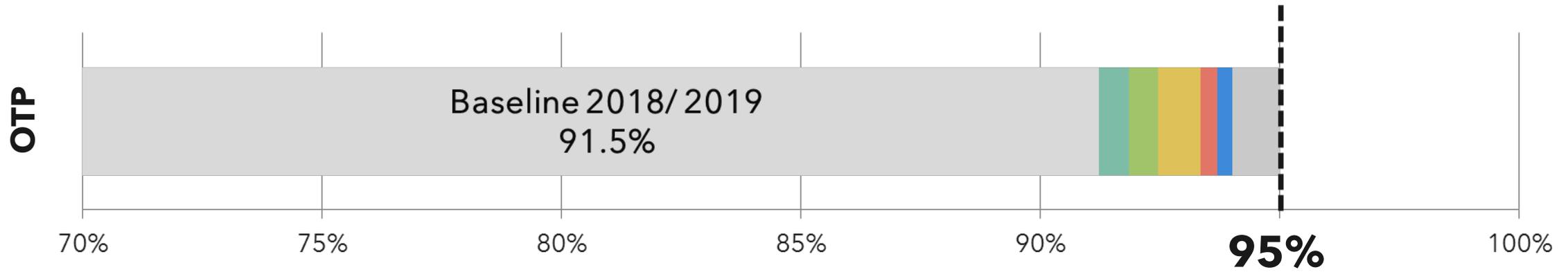
Process

- End to end reviews of key processes to improve efficiencies
- Revised maintenance inspection procedures and frequencies for fleet

Technology

- Switch and signal upgrades
- Fleet software upgrades to improve reliability
- Improved train sequencing accuracy through technology update

GETTING TO 95% - AND STAYING THERE!



Key Focus Areas	RAIL TRAFFIC CONTROL	CONSTRUCTION	RAIL CORRIDOR INFRASTRUCTURE	RAIL OPERATIONS	RAIL FLEET MAINTENANCE	OTHER DELAY CATEGORIES
Estimated Lift	0.5-0.7%	0.4-0.6%	0.9-1.5%	0.2-0.4%	0.2-0.3%	0.5-1%

2019 / 2020 IMPROVEMENTS



- Rail Traffic Control function to transition to Metrolinx for GO owned territory - transition to commence Fall 2019
- Continued close partnership with CN for immediate root cause and remediation
- Metrolinx train visualization technology will be introduced to other Control Centres



- Improved communication and signage for door restrictions related to construction
- Schedule adjustments to reflect actual boarding times at restricted stations



- Turnout Improvement Program across Lakeshore Corridors
- Replacement of Signal Relays at critical locations.
- Improvements to communications by increasing bandwidth to all of Metrolinx locations



- Network-wide rollout of platform overshoot program
- Crew training, job aids and videos to reduce door related delays
- Process improvements to reduce turn around times at end of line stations



- Comprehensive climate resilience plan to address fleet challenges during extreme cold and precipitation
- Adjustment to frequency of replacement and routine maintenance on critical locomotive components
- Close partnership with original equipment manufacture to improve life expectancy and performance of critical parts

