3RD QUARTER 2020



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Relocation of Conrail's Corporate Offices

ROB WINEGRAD | Senior Director Real Estate

Since 2008, Conrail's Philadelphia Corporate Office consisted of its' Corporate Development, Law, Human Resources, Labor Relations and Finance Department called Three Logan Square home. In April 2020 when the current lease expired, rather than renew, Conrail reduced the departments from five down to just the Law Department. The office was moved across the street to Two Logan Square in a smaller footprint which includes four offices, four work stations, two conference rooms, with a complete law library. Although there were many challenges completing the office relocation during Covid-19, the move was successful and the new office is fully operational.

Conrail's New Jersey Corporate Office and Operations Center has been located at 1000 Howard Boulevard since 1999. The Operations Center consisted of employees from the Transportation, Customer Service,

Atria Center City

The Academy of Natural Sciences of Franckin Tower-Instance Common March 2012

Cherry or Charge School

Char

PHILADELPHIAL

Two Logan Square 100 N. 18th Street, Suite 825 Philadelphia, PA 190103

Dispatch, Engineering, Finance, Human Relations, Labor Relations, and Real Estate Departments. Similar to the lease in Philadelphia, the lease was set to expire in September 2020. Conrail saw this as another opportunity to relocate into a facility that was more conducive to today's operations. The railroad industry like all others has evolved dramatically in the last 20 years and so has the technology and resources necessary to run it. The new office is more than 25% smaller than the old office however; it accommodates all of the same departments in a functional layout with updated furniture and an efficient floor plan. It also allowed us to reduce the overall leased space and move the data center out of the office to a building owned by Conrail.

We look forward to our future and continued success in our new office.



MOUNT LAUREL

330 fellowship Road, Suite 300 Mount Laurel, NJ 08054

Working Together in a Challenging Year

As we continue to recover from the effects that COVID-19 has had on our industry and the economy as a whole, understand that this is a journey that will not be over as soon as we would like. Our railroad first and foremost is a people business, and our business and economic recovery in general depends on a stable and healthy workforce; we need to take care of ourselves so that we can take care of our customers and our families.

"COVID fatigue" is a term that we hear often, and it's very real. People are tired of being cooped up, tired of being separated, and tired of the uncertainty of a pandemic. However, if we want to avoid seeing a spike in COVID-19 cases, we can't let ourselves become lax. Recently, Conrail has reposted CDC guidelines and signage for mask compliance in all our facilities to reinforce all the necessary requirements that will continue to get us through this pandemic: maintain social distancing, wear a mask when in close contact with others, wash your hands, stay home if you feel sick, hold your social activities outside whenever possible, and keep our facilities and equipment clean. Through strict adherence to these guidelines, we can control an increase in the number of cases, helping us to maintain our business needs and eventually getting us back to doing the things we enjoy.

Additionally, senior management hosts weekly conference calls focused on adhering to COVID-19 best practices, engaging in discussions regarding compliance in the workplace, ensuring adequate supplies are on hand, and monitoring the cleaning of facilities and equipment so as to keep our management team focused in this evolving COVID-19 environment.

The economic impact on Conrail's business from the COVID-19 pandemic has been significant starting with an economic shutdown in late March through early July when businesses

began to reopen. For the full year 2020, we can now project that our car handlings will be off by nearly 15%. Accordingly, adjustments had to be made to our Business Plan, which unfortunately resulted in some workforce reductions, temporary furloughs during the April through July period, and postponement of many capital project investments this year. We are optimistic that the economy is continuing to strengthen, but the impact of the pandemic on our business will continue into 2021

2020 has not been a typical year. Not unlike other businesses, many of the things we do with our employees and families – summer picnics, holiday parties, field visits at Conrail headquarters, and face-to-face meetings – have been suspended in compliance with state directives and in order to minimize social interaction in the workplace. However, by working together and communicating effectively, listening to each other, and following the recommended CDC guidelines, we will be able to get back together in the near future for the activities that we have enjoyed in the past.

As 2020 comes to a close, I would like to thank you for what you do each and every day to keep our business and customers operating. With winter approaching and the upcoming holiday season, please stay focused on performing your job tasks safely and following the CDC guidelines to ensure the health of our families and fellow employees.

Stay focused, stay informed, and be safe.

Timothy C. Tierney
President and Chief Operating Officer

Well-Deserved Recognition

KORY JOHNSON | Terminal Superintendent

On September 29, 2020, Conrail's Detroit District was audited by the Federal Railway Administration (FRA) and was found to be 100% compliant with securing rail equipment, leaving no cars left in the foul, and all hand-operated switches were found to be properly lined and secured. The result of this audit is a positive reflection on all the T&E crews, Mechanical forces, and supervision in the Sterling Heights area. I would like to take this opportunity to recognize all involved for making Conrail a safe place to work. Thank you for a job well done!

"I would like to recognize all the employees involved for their excellent performance in providing safe and reliable operations for our employees and our customers."

-Joe Soto, Superintendent Field Operations

"Outstanding achievement by our team in Detroit."

-Tim Tierney, President and Chief Operating Officer

Detroit Line

ADAM BAGINSKI | Manager of Engineering Services

When it comes to rail, many people know that there is a clear difference between train rides on long, smooth ribbons of Continuously Welded Rail (CWR) and the clickety-clackety ride quality of jointed rail, also known as "stick rail". Over the years, Conrail has implemented significant programs of rail replacement and flash-butt welding to transform sections of jointed rail to CWR. This has provided Conrail a large benefit in terms of train ride quality, reduced maintenance needs, and reduction in risk associated with broken joint bars and bolts. Today, the overwhelming majority of rail on Conrail's main track is CWR, the result of decades of smart investment in the physical plant.

While many people are familiar with the difference between CWR and jointed rail, what is less commonly known is that there are many different types of rail, regardless of whether it is CWR or jointed rail. Rail comes in different shapes and sizes, reflective of over 100 years of engineering and metallurgical improvement. The different shapes and sizes are called different rail "sections", and on Conrail we have over 20 different rail sections installed in track on our railroad!

Today, the standard rail section that Conrail and most other major freight railroads install in main track is 136RE. The "136" in 136RE represents that every three feet of new rail weighs 136 pounds. The "RE" in 136RE represents that the head, web, and base of the rail are rolled to American Railway Engineering and Maintenance of Way Association (AREMA) specifications. For any section of rail that exists on our railroad, this naming pattern is the same. There is a weight per yard of rail, followed by initials which specify the design specifications. Every part of the rail structure, from plates to joint bars, is dependent on getting the rail section right, so it is important for our maintenance forces to be able to identify the correct rail section through this nomenclature.

Along with being different sizes, different rail sections also have different levels of strength and durability, which are largely dependent on the unique dimensions of the rail sections and the metallurgical processes under which the rail was manufactured. As we continue to invest in and improve Conrail's physical plant, we look for opportunities to remove older, heavily worn rail sections which are at the end of their lives and highly prone to defects.

Nowhere is Conrail currently investing more in rail than on the Detroit Line. There, trains operate at speeds up to 50 mph on dated 127DY rail which has been in track for decades. In 2020, Conrail replaced 6.6 track miles of 127DY rail on the Detroit Line with brand-new 136RE, and we intend to continue replacing that quantity of rail every year for at least the next two years. According to Matt Hasler, the Track Inspector responsible for regular inspection of the Detroit Line, this project will provide better rail uniformity, eliminate rail size mismatch at the patchwork of Sperry plug rails, remove obsolete insulated joint sections and superfluous welds, and provide for much improved surface geometry.

This rail replacement will ensure that trains continue to operate safely for decades to come, and it will allow us to provide better service to our parents and customers by significantly reducing downtime required to repair defective rails.

Meet the Crew FL35

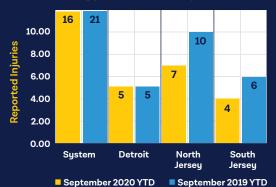
WILLIAM AYARS | Service Delivery Compliance Officer

The FL35 job operates Monday through Friday out of Conrail's Livernois Yard in Detroit. Detroit Salt Company, AK Steel, and Marathon Coker are the customers serviced by this crew. The FL35's Engineer is Eric Grimson and Brian Dennis is the Conductor. Grimson joined Conrail in 1999 and Dennis has been with the company since 2014. Dennis enjoys the challenges he faces each day at work. "Conrail to me is new set of challenges every day and every day I learn something new. I do my best to make sure I work as safely and efficiently as possible, and am a good example for the other crews working around me."

Safety/Service Measures

Maintaining a safe workplace is our # 1 Goal.

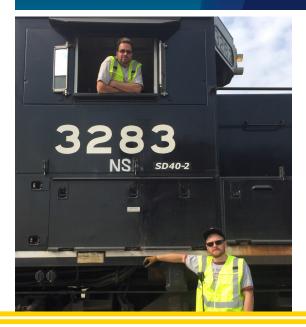
Overall, safety performance has improved in 2020.



SYSTEM 24% Improvement 2020 vs. 2019
DETROIT 0% Improvement 2020 vs. 2019
NORTH JERSEY 30% Improvement 2020 vs. 2019
SOUTH JERSEY 33% Improvement 2020 vs. 2019

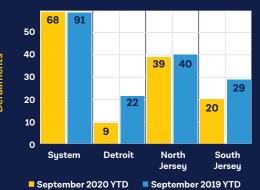


SYSTEM 91% Increase 2020 vs. 2019
DETROIT 52% Improvement 2020 vs. 2019
NORTH JERSEY 112% Increase 2020 vs. 2019
SOUTH JERSEY 415% Increase 2020 vs. 2019



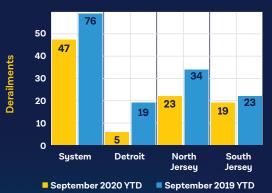
Safety/Service Measures

The number of Train Accidents has decreased in 2020 vs. 2019



SYSTEM 25% Improvement 2020 vs. 2019
DETROIT 59% Improvement 2020 vs. 2019
NORTH JERSEY 3% Improvement 2020 vs. 2019
SOUTH JERSEY 31% Improvement 2020 vs. 2019

The number of Derailments has decreased in 2020 vs. 2019



SYSTEM 38% Improvement 2020 vs. 2019
DETROIT 74% Improvement 2020 vs. 2019
NORTH JERSEY 32% Improvement 2020 vs. 2019
SOUTH JERSEY 17% Improvement 2020 vs. 2019

Oak Island Hump

STEVE VANT | Signal Engineer



Hump Yards are an important part of the railroad and they allow railroads to quickly sort rail cars and build trains. The Oak Island rail yard was built by the Lehigh Valley Railroad in the early 1900's. Today, the Oak Island Hump yard processes an average of eight hundred cars per day with the help of an automated system built around thirty tracks. These thirty class tracks handle a large variety of goods and material including lumber, agriculture, scrap

metal, garbage, human waste, just to name a few.

The first major modernization of the hump system occurred around 1979 with the introduction of a Semi-Automated Control System as well as the introduction of a radar-based retarder controller. The initial Semi-Automated system became obsolete and was replaced by the RMSTAR STAR1 Control System around 2005. This upgrade introduced the hump system to a more universal process-control system. The Star1 system was, at its initial installation, the state-of-the-art solution to humping operations at Oak Island. Once again, as time progressed and new technology was developed, the STAR1 System also became obsolete. Being faced with repeated computer and hardware failures, the Oak Island hump control system was in desperate need for a technological upgrade.

The new hump system will have the ability to independently track the location, speed, and route of each cut to make precise car handling calculations. The advancements achieved in this type of system will allow the Oak Island operation to hump cars with a much lower risk of car damage and system failures. In addition to the operational improvements, the data that is collected in this system can be easily viewed in an easy-to-use dashboard and can be distributed by configuring automated reporting tools.

TrainYard Tech of Naples, Florida answered the call to our needs for the Oak Island Hump System. Our system upgrade is unique as we not only wanted a cost-effective solution, but a solution that would mitigate installation-caused system downtime. Between the talented staff of only sixteen at TrainYard Tech and Conrail's use of internal resources, we are able to implement a system by reusing serviceable components such as the retarders, equipment houses, and buried cable. This not only reduces the initial cost of the overall system, but it allows us to not over-burden our construction team who are allocated to other infrastructure projects. Due to the modular and scalable design of the new system, we can upgrade the repurposed items at a later date. This type of retrofit is not possible without the support and dedication of the C&S field employees. The local supervisors, signal inspector, and their team of dedicated signal maintainers have been working vigorously to ensure we meet our October deadline.



Meet the #1 North Jersey Engineer

MOE MEGALI | Terminal Superintendent

North Jersey #1 Engineer, Mr. Kenneth Reilly.

Kenny is a seventh-generation railroader with 42 years of injury free service. Kenny has been happily married to his wife Peggy for 27 years and they have four children and eight grandchildren. Kenny has seen a lot throughout his career and had some advice for the new Conrail generation, "Do your job safely, service the customers and go home to your family at the end of the day." Kenny comes from a long line of railroaders and it hasn't stopped with him. "The railroad has been good to me and my family. My father and great-grandfathers worked on the railroad (PRR and PC) and my brother and two nephews work for the railroad (CSX and Conrail)." Although the railroad has been a big influence in Kenny's personal and family life, Kenny loves to spend time away from the railroad with his grandkids, coaching softball, and taking trips to baseball parks throughout the US and Canada accompanied by his two long-time friends and fellow railroaders, Bob Buffone and Doug Robertson.

Thank you for your service, Kenny!

Bellmawr Facility

JENN RYAN | Manager of Workforce Planning

In the early months of 2020, the world was forced to make dramatic changes in every area of our lives. The COVID-19 pandemic forced families and businesses to adapt to a new normal. Conrail worked quickly and aggressively to ensure employees had the resources and facilities to continue to work safely and in accordance with guidelines set forth by the CDC.

In order to reduce the workforce in a single office building, Conrail utilized its Bellmawr facility to ensure we continued to keep train traffic on schedule and provide our customers with exemplary service. In order to do this our Train Dispatchers, Customer Service Representatives, Crew Dispatchers and various department heads were split between the Mount Laurel Headquarters and the Bellmawr facility, as well as employees who were designated to work remotely.

This was not a small undertaking, but our Bellmawr Disaster Relief Facility was fully operational and ready for a situation of this nature. With our workforce split by shift, our Customer Service Representatives and Crew Dispatchers, and Train Dispatchers were able to maintain proper social distancing measurements by providing personal work stations, wireless keyboards and mice that they took with them at the end of their shift. All work stations were equipped with hand sanitizers and cleaning supplies to make sure everyone cleaned their station before and after their shift.

Also, the Disaster Relief Facility is mostly separate from the other departments working in Bellmawr, leaving very little chance for cross contact. Departments were designated different entranceways to the facility in another effort to avoid cross contamination between various crafts. When any employee leaves their station to go to the common areas they are required to wear a facemask.

The Bellmawr facility has given us the ability to work safely and effectively with our Mt. Laurel counterparts to ensure we continue to provide the safest and exemplary service as possible to our customers.

FP11 (BS3)

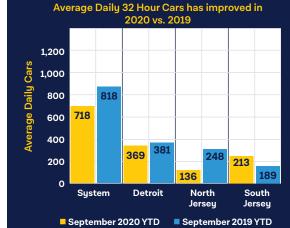
JOHN HIGGINS | Terminal Superintendant



Conrail's FP11 operates out of Morrisville Yard in Fairless Hills, PA in the Conrail South Jersey Shared Assets Area. The FP11 signs up at 08:00AM and operates Monday through Friday, servicing Hartwell, Lumberman, and ESPN on Amtrak's Northeast Corridor. The FP11 crew consists of Engineer Leroy Hurley, who joined Conrail in October of 1999 and Conductor Vernon Lowe Jr., who also serves as the UTU Local Chairmen/Treasurer, who joined Conrail in March of 2000. Hurley and Lowe Jr., have both operated on various regular assignments

traversing Amtrak's Northeast Corridor for the last eight years. "We have a great working relationship with the Amtrak Ctec-7 Dispatchers, and understand the importance of operating safely and efficiently within Amtrak's passenger service windows," said both Hurley and Lowe Jr.

Safety/Service Measures

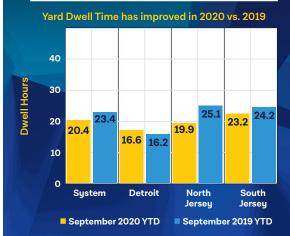


SYSTEM 12% Improvement 2020 vs. 2019
DETROIT 3% Improvement 2020 vs. 2019
NORTH JERSEY 45% Improvement 2020 vs. 2019
SOUTH JERSEY 13% Deterioration 2020 vs. 2019

On Time Road Train Departure performance has improved in 2020 vs. 2019



SYSTEM 6% Improvement 2020 vs. 2019
DETROIT 0% Improvement 2020 vs. 2019
NORTH JERSEY 8% Improvement 2020 vs. 2019
SOUTH JERSEY 11% Improvement 2020 vs. 2019



SYSTEM 13% Improvement 2020 vs. 2019
DETROIT 2% Deterioration 2020 vs. 2019
NORTH JERSEY 21% Improvement 2020 vs. 2019
SOUTH JERSEY 4% Improvement 2020 vs. 2019

We would like to recognize all of our employees who have reached injury free milestones. Thank you for your dedication to safety.

Injury Free

DETROIT

Franklyn Young, Vehicle Operator, 5 Years of service
Troy D'angelo, Yardmaster, 10 Years of service
Jeffery Early, Radio Maintainer, 10 Years of service
Jesse Hanus, Yardmaster, 10 Years of service
Jason Prim, Yardmaster, 10 Years of service
Scott Savoy, Conductor, 10 Years of service
Michael Siuru, Engineer, 10 Years of service
Todd Moriarty, Engineer, 20 Years of service
Jon-paul Widby, Supervisor Service Delivery, 20 Years of service
Christopher Kwiecinski, Yardmaster, 45 Years of service

MOUNT LAUREL / PHILADELPHIA

Corey Grzywna, Customer Service Rep., 5 Years of service
Jocelyn Hill, Asst Gen Counsel & Dir Pa, 5 Years of service
Traci Ohr, Customer Service Rep., 5 Years of service
Rebekah Robbins, Customer Service Rep., 5 Years of service
Andrea Unterbrink, Administrative Assistant, 5 Years of service
Thomas Dutcher, Train Dispatcher, 10 Years of service
Jaime McIntire, Customer Service Rep., 10 Years of service
Andrew Mc Peak, Foreman, 10 Years of service
Kristin Winton, Chief Clerk, 10 Years of service
Steven Hufschmidt, Train Dispatcher, 15 Years of service
Louis Sarandrea, Mgr. Operating Practices, 30 Years of service
Charles Vogt, Train Dispatcher, 30 Years of service

NORTH JERSEY

Mark Alpaugh, Clerk, 5 Years of service Jason Dantas, Carman, 5 Years of service Dustin Orrick, Carman, 5 Years of service Jake Zamorski, Electrician, 5 Years of service David Reilly, Project Engineer Conrail I, 10 Years of service Finley Brown, C&S Maintainer, 10 Years of service Eric Hopkins, Conductor, 10 Years of service John Mclaughlin, Conductor, 10 Years of service Jason Norman, Conductor, 10 Years of service Wayne Potochar, Engineer, 10 Years of service Reed Puryear, Electronic Technician, 10 Years of service Amman Ricketts, Carman, 10 Years of service Eric Zebrowski, Conductor, 10 Years of service Steven Moeck, Carman, 15 Years of service James Tlamsa, Engineer, 15 Years of service Mark Alpaugh, General Clerk, 20 Years of service George Baldwin, General Clerk, 20 Years of service Oscar Cruz, Sr. Road Foreman, 20 Years of service Wesley Lant, Engineer, 20 Years of service Arthur Smalls, Conductor, 20 Years of service Alan Velarde, Engineer, 20 Years of service

SOUTH JERSEY

Anthony Baginski, Machinist, 5 Years of service Jason Ibarrondo, Car Repairman, 5 Years of service Patrick Macdonald, C&S Maintainer, 5 Years of service Matthew Nelke, C&S Maintainer, 5 Years of service Timothy Stubbs, Signalman, 5 Years of service Kevin Coleman, Engineer, 10 Years of service Christopher Liguori, Conductor, 10 Years of service Robert Lion, Engineer, 10 Years of service Gary Miller, Car Inspector, 10 Years of service Edward Siravo, Asst Trainmaster, 10 Years of service Kirk Wunderlich, Machine Operator, 10 Years of service Timothy Grzywna, Shop Manager, 15 Years of service Michael Hall, Engineer, 20 Years of service Michael Herff, Engineer, 20 Years of service Joseph Welsh, Welder Foreman, 20 Years of service James Brasky, Conductor, 30 Years of service Matthew Joynes, Yardmaster, 30 Years of service George Mcnelia, Yardmaster, 30 Years of service

CUSTOMER HIGHLIGHT

DETROIT CUSTOMER /// Spencer/Butcher Logistics

WILLIAM AYARS | Service Delivery Compliance Officer

On August 9, 2020, Kace Logistics became Spencer/Butcher Logistics, turning a page on one of Conrail's longest running customers on the Terminal East I.T. The Windsor, Ontario based Spencer/Butcher has been a third-party logistics supplier to the North American automotive industry since 1941. With nine locations in Canada, nine locations in the U.S. and one location in Mexico, they work hand in hand with Chrysler at numerous locations.

Spencer/Butcher's acquisition of Kace Logistics has meant expansion for their facility on Detroit's east side to match pace with Chrysler's continually growing needs. "Conrail helps us out tremendously," said Plant Manager, Tamaris Lawrence. "Conrail and Kace always had a great relationship and it has continued with Spencer/Butcher."

NORTH JERSEY CUSTOMER /// IWS

MOE MEGALI | Terminal Superintendent

Today we are highlighting one of Conrail's prominent providers of vital services that are often overlooked: waste management. Headquartered in Teaneck, NJ, Interstate Waste Services (IWS) is a solid waste collection, disposal and recycling services provider serving the region. IWS owns and operates 18 transfer stations and 3 material recovery facilities (aka recycling) strategically located throughout the tri-state area. IWS serves commercial, industrial, and residential waste generators throughout New Jersey and New York, including the five boroughs of New York City, and Conrail provides rail service to three of their New Jersey locations.

Earlier this year, IWS merged with Apex Environmental, a rail-served landfill operation in Amsterdam, Ohio. As a result, IWS is able to capitalize on the opportunity to export more waste by rail, which is a more efficient, reliable, and environmentally sensitive method of transport. IWS currently moves 1,000 to 1,500 rail cars on a monthly basis to its own landfill in Amsterdamwhich processes approximately 145,000 tons per month.

"As IWS continues to internalize volume and looks to grow our business and rail operations, we are proud to have a value-added partner in Conrail" — Brett Boehm, Director of Operations.

SOUTH JERSEY CUSTOMER /// Exxon Mobil

JOHN HIGGINS | Terminal Superintendent

Exxon Mobil is the world's largest integrated oil company and engages in oil and gas exploration, production, supply, transportation, and marketing worldwide. Exxon Mobil's 36 refineries in 20 countries have a throughput capacity of more than 6.2 million barrels per day. The company supplies refined products to more than 25,000 gas stations in 100 countries, and is also a major petrochemical producer.

Exxon Mobil's Paulsboro Lube Plant is located in Gloucester County in the city of Paulsboro, New Jersey and is the company's largest lubrication producing facility. Exxon Mobil relies heavily on Conrail's rail service in order to supply many of the chemicals necessary to blend the various products made at the facility.

On the front lines of the effort to keep those supplies moving is Conrail's Paulsboro Crew: Engineer Brian Tominovich and Conductor John Farruggella. To accomplish this, the Paulsboro Crew works closely with Exxon Mobil's Rail Logistics Team to ensure that all cars are placed exactly where they are needed in order to sustain the production levels that Exxon Mobil needs. The Paulsboro Crew and Rail Logistics Team have made this a seamless operation and their work has not gone unnoticed. Janice Patton, Account Leader of Ryder Supply Chain Solutions for Exxon Mobil recently reached out to Conrail to "express [her] gratitude on a job well done [by the Paulsboro Crew]". Ms. Patton further stated that "there are always a lot of moves and [the Paulsboro Crew] master[s] it wonderfully... thank you and please express my gratefulness to the crew."

As a result, Conrail would like to recognize the Paulsboro Crew and the entire Paulsboro Team for a job well done and for safely and efficiently providing a service that our customers deserve.



Consolidated Rail Corporation 1000 Howard Blvd 4th Floor Mt. Laurel, NJ 08054 PRSRT
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Bellmawr, NJ 08031

RECIPIENT
XXXX STREET STREET
CITY, STATE, ZIP

Jocelyn Hill Receives Top Honors

KATHY DURSO | Executive Assistant

Jocelyn Hill, Conrail's General Counsel and Corporate Secretary, was recently awarded two distinctive awards. She was selected by the Philadelphia Business Journal as a recipient of its 2020 Best of the Bar Award for outstanding work in her field as Conrail's In-House Counsel. In addition, Jocelyn was chosen by Railway Age Magazine as one of their Women in Rail winners for her achievements in the railway industry, and she will be featured in their November issue.

In recognition of her dedication to Conrail's Core Values – People, Risk, Service, Productivity, and Initiative, we say

"Congratulations, Jocelyn".



In recognition of her dedication to Conrail's Core Values - *People, Risk, Service, Productivity, and Initiative,* Conrail congratulates



Jocelyn Gabrynowicz Hill
General Counsel and Corporate Secretary

for being a recipient of the *Philadelphia Business*Journal's 2020 Best of the Bar and Railway Age

Magazine's Top Women in Rail

CONSOLIDATED RAIL CORPORATION

www.conrail.com