

*Delivering Prosperity  
Valuing People  
Protecting the Planet*



FOR THE *Long Haul*  
**2021 SUSTAINABILITY  
DATA UPDATE**



for complete reporting, visit: [KCS About Us](#)



# tracking our success

## key sustainability highlights

### focused on safety

0

fatalities in 2021. The most important figure in our reporting.

20

safety camps conducted throughout North America in 2022.



↓ 6%

reduction in our 2021 reportable injury frequency rate from 2020.

### protecting the planet

A-

rating in 2021 for our CDP climate change disclosure placing KCS in the category of Environmental Leadership.



42%

approved gross ton miles reduction target of our Scope 1 and 2 carbon emissions by 2034, from a 2019 base year.



KCS established new native habitat for monarch butterflies across our network in Kansas City, MO, Shreveport, LA, and also aided in reforestation efforts in Michoacan, MX.

### delivering prosperity

100+

transload facilities enhanced their supply chain connectivity and visibility through a new partnership with Commtrex.

### valuing people



KCS provided scholarships for women to pursue a skilled trade, creating educational advancement opportunities in the rail sector.

\$500K

pledged to the American Red Cross in support of the Ukrainian humanitarian crisis and matched all employee donations.



\$290,078

delivered to The Salvation Army through our Holiday Express Fundraising Campaign.

# our reporting

## for the long haul

### CEO statement



As I reflect on the past year, I am extremely proud of KCS' actions towards a more sustainable and equitable society. We continued our sustainability journey by refreshing our materiality assessment and making meaningful progress towards our carbon reductions goals.

In December 2021, Kansas City Southern (KCS) announced it was being acquired by Canadian Pacific (CP), creating the first U.S.-Mexico-Canada rail network. In addition to establishing a transnational rail network, the CP-KCS merger will generate environmental benefits. It will allow for expanded reach, premier port access, and promote a shift from truck to rail – drastically reducing the environmental impacts for long-haul shipments. The merger is expected to reduce more than 1.5 million tons of greenhouse gas (GHG) emissions within five years due to the improved efficiency versus current operations. Over the next two decades, we expect to divert 64,000 long-haul truck shipments to rail annually with new intermodal services, eliminating another 1.3 million tons of GHG emissions.

Assuming we receive approval of the CP-KCS merger, we will be able to more efficiently connect communities across North America with single-line service and advance the fight against climate change. Through the work of our great employees, investments to strengthen transportation competition, and steps to protect our environment, I am confident that we will continue to deliver for the long haul.

A handwritten signature in black ink, appearing to read 'Patrick J. Ottensmeyer'.

Patrick J. Ottensmeyer  
President & Chief Executive Officer (CEO)

### about this document

This is the 2021 Sustainability Data Update which builds on our 2020 Sustainability Report, For the Long Haul: Delivering Prosperity, Valuing People, Protecting the Planet. This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, and in alignment with the Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD) frameworks. The data covered in this report includes information spanning from January 1st, 2021 – December 31st, 2021, for Kansas City Southern operations in the United States and Mexico.

Headquartered in Kansas City, Mo., Kansas City Southern (KCS) is a transportation holding company founded in 1887 with two primary subsidiaries, The Kansas City Southern Railway Company (KCSR) and Kansas City Southern de Mexico, S.A. de C.V. (KCSM), which form a cross border rail network. Additional resources about our Vision and Values, sustainability program, and disclosures on our management programs, policies, and procedures is available on our KCS website.

Pending final approval of the U.S. Surface Transportation Board (STB), and conditions under the Merger Agreement, the previously announced combination of KCS with Canadian Pacific Railway Limited (CP) will be completed. Ownership of KCS is held in a voting trust pending the STB's review and approval of CP's proposed control of KCS, which approval is expected to occur in the first quarter of 2023. Since KCS is not a subsidiary of CP and CP does not have the power to direct KCS's activities during the trust period, this report includes information solely related to KCS.

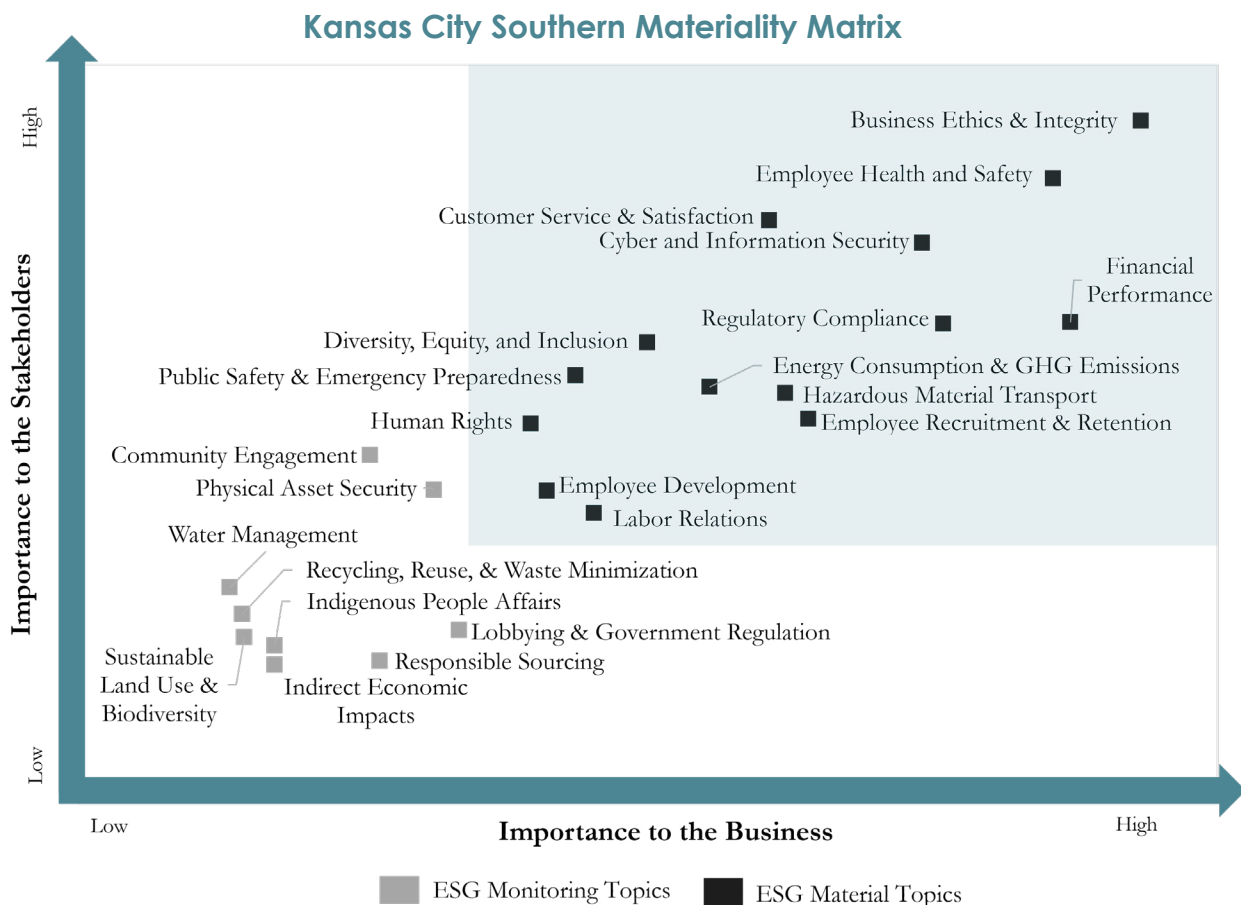
### assurance

Our KCSR and KCSM carbon data was assured by an independent third party, Ruby Canyon Environmental, in accordance with ISO 14064-3:2006 with a limited level of assurance. Our verification statement can be found on [pages 5 and 6](#). Additionally, in 2021, aspects of our energy and carbon data were audited by an independent third-party, Ambiental AP S. de R.L. MI., completed every three years per the Mexican standard Norma NMX-SAA-14064-3-IMNC-2007.

# stakeholder engagement

## materiality assessment

In order to prioritize our efforts, in 2018 we completed our first formal assessment of environmental, social, and governance (ESG) topics. In spring 2022, in an effort to refresh our data, we engaged internal and external stakeholders through surveys, interviews, and analysis. Our stakeholders, spanning the United States and Mexico, included influential customers, suppliers, employees, communities, our executive leadership team, and members of our Board of Directors. The results from our updated assessment include new ESG material topics of increased importance including Customer Service & Satisfaction, Employee Recruitment & Retention, and Cyber & Information Security. The matrix below provides our findings, mapping each ESG topic based on its importance to our stakeholders and to our business.



KCS will focus on the following fourteen material ESG topics to inform our future efforts and we will continue to monitor and report on the remaining topics. Below, we have grouped our fourteen material ESG topics.

### Environmental:

- Energy Consumption & GHG Emissions
- Hazardous Material Transport

### Economic & Governance:

- Financial Performance
- Business Ethics & Integrity
- Regulatory Compliance
- Customer Service & Satisfaction

### Social:

- Diversity, Equity, & Inclusion
- Human Rights
- Labor Relations
- Employee Development
- Public Safety & Emergency Preparedness
- Employee Health & Safety
- Cyber and Information Security
- Employee Recruitment & Retention

# assurance statement



## RUBY CANYON ENVIRONMENTAL

### Verification Statement

#### The Kansas City Southern Railway Company

#### 2021 Greenhouse Gas Emissions Inventory

##### Verification Scope:

Ruby Canyon Environmental, Inc (RCE) was contracted by The Kansas City Southern Railway Company (KCS) to perform the third-party greenhouse gas (GHG) emissions inventory verification for KCS's facilities reporting under operational control to the requirements of the GHG Protocol. RCE verified emissions for calendar year (CY) 2021. The inventory included emissions of CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O from direct, Scope 1 sources (stationary and mobile fuel combustion); fugitive, Scope 1 sources (refrigerants); indirect, Scope 2 sources (purchased electricity) using the location-based calculation methodologies; and Scope 3 emissions from business travel (airline, personal, rental, taxi, commute), upstream transportation and distribution, and waste generated in operations. KCS did not include PFC, SF<sub>6</sub>, or NF<sub>3</sub> emissions.

##### Verification Objectives:

- To ensure that KCS's GHG assertion is materially correct, and that the verification is conducted to the agreed level of assurance,
- To assess the extent of conformity with the stated criteria,
- To determine the completeness of KCS's reported data and information, and
- To evaluate KCS's information systems and the controls and management of those systems.

##### Greenhouse Gas Reporting Criteria:

KCS was assessed against the requirements of *The Greenhouse Gas Protocol (GHG Protocol): Corporate Accounting and Reporting Standard*, World Resources Institute and World Business Council for Sustainable Development, dated March 2004. All requirements of *the GHG Protocol* including greenhouse gas reporting, management systems, quantification techniques, and emission factors were reviewed during the verification.

##### Greenhouse Gas Verification Criteria:

Verification activities were performed in accordance with *ISO 14064-3:2006 Greenhouse Gases – Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions*.

##### Level of Assurance:

A limited level of assurance was applied to KCS's Scope 1, Scope 2, and Scope 3 emissions during the verification.

### Organizational Boundaries:

KCS consolidated the emissions reported in the GHG Inventory according to the operational control approach.

### GHG Emissions Verified:

Scope	Emission source	mt CO <sub>2</sub> e
1	Diesel Locomotives	1,297,462
1	Off-Road Equipment - Diesel	12,105
1	Off-Road Equipment - Gasoline	447
1	Off-Road Equipment - Propane	19
1	Off-Road Equipment - Acetylene	7
1	Off-Road Equipment - Butane	2
1	Off-Road Aircraft - Jet Fuel	326
1	On-Road Vehicle Fleet - Gasoline	23,623
1	On-Road Vehicle Fleet - Diesel	4,287
1	Stationary Combustion Sources (Natural gas, propane, diesel, gasoline, acetylene)	661
1	Oil Water Separators	189
1	Refrigerants	40
2	Electricity (Location-Based)	28,595
3	Employee Business Travel and Commuting	29,252
3	Waste Generated in Operations	12,630
3	Upstream Transportation & Distribution	4,833
	<b>Total Scope 1</b>	<b>1,339,169</b>
	<b>Total Scope 2</b>	<b>28,595</b>
	<b>Total Scope 3</b>	<b>46,715</b>
	<b>Total*</b>	<b>1,414,478</b>

\*Totals might not sum due to rounding.

### Verification Opinion:

RCE conducted a risk-based analysis of the KCS GHG emissions inventory and a strategic review of the inventory data and calculations in conformance with the GHG Protocol.

Based on the data and information provided, RCE concludes with a limited level of assurance that there is no evidence that the GHG assertion:

- Is not materially correct,
- Is not a fair representation of the GHG emissions data and information, and
- Is not prepared in accordance with the criteria listed above.



Diana Xareni González Cuevas Lead Verifier

Date: June 11, 2022

# ESG performance data table

Data	Units	2021	2020	2019
<b>Regarding KCS</b>				
<b>Board of Directors</b>				
<b>Female</b>	% of Board	30%	30%	30%
Hispanic	Total Number	1	1	1
Caucasian	Total Number	2	2	2
<b>Male</b>	% of Board	70%	70%	70%
Hispanic	Total Number	2	2	2
Caucasian	Total Number	5	5	5
<b>Age</b>				
Age 30-50	% of Board	10%	10%	10%
Over Age 50	% of Board	90%	90%	90%
<b>Tenure</b>				
0-5 years	Total Number	6	6	6
6-10 years	Total Number	0	2	2
11+ years	Total Number	4	2	2
<b>Skills &amp; Qualifications</b>				
Publicly Traded Company	% of Board	67%	67%	67%
Risk Management	% of Board	67%	67%	67%
CEO Experience	% of Board	67%	67%	67%
International/Global Experience	% of Board	100%	100%	100%
Economic Finance	% of Board	78%	78%	78%
Legal/Corporate Governance	% of Board	22%	22%	22%
Government/Regulatory	% of Board	22%	22%	22%
<b>Supplier Diversity Program</b>				
Hispanic/Latino-owned Enterprises	% of Diverse Suppliers	75%	61%	56%
Woman-owned Enterprises	% of Diverse Suppliers	18%	15%	27%
Woman-owned Non-Minority Enterprises	% of Women-owned Enterprises	95%	83%	81%
KCSR Woman-Owned Minority Enterprises	% of KCSR Women-owned Enterprises	5%	17%	19%
KCSR Disadvantaged Enterprises	% of Diverse Suppliers	0.3%	1%	3%
KCSR Minority-owned Veteran/African-American/Native-American/Asian-American owned Enterprises	% of Diverse Suppliers	7%	23%	14%
<b>Reducing KCS Risks &amp; Keeping KCS Secure</b>				
<b>Anti-Corruption Status</b>				
Confirmed incidents of corruption	Total Number	0	0	0
Incidents in which employees were dismissed or disciplined for corruption	Total Number	0	0	0
Incidents when contracts with business partners were terminated/not renewed due to violations related to corruption	Total Number	0	0	0

# ESG performance data table

Data	Units	2021	2020	2019
<b>Customer Freight Claims</b>				
Transportation Security Administration Compliance	% Compliant	100%	100%	100%
<b>Claims-Free Delivery Rate<sup>1</sup></b>	Claims-Free Rate %		99.90%	99.89%
<b>Customer Freight Claims<sup>1</sup></b>	Claims Rate %		0.10%	0.11%
KCSR Shipment Claims	Claims Rate %		0.01%	0.01%
KCSM Shipment Claims	Claims Rate %		0.18%	0.21%
<b>Advancing Safety</b>				
<b>Public Safety Programs</b>				
<b>Grade Crossing Safety</b>				
Installation of Crossing Surfaces	Total Number	14	11	12
Installation of Flashers and Gates	Total Number	21	26	24
Closed Grade Crossings	Total Number	8	14	14
<b>Vegetation Control Measures</b>	Total Acres Applied	48,532	48,804	52,727
KCSR	Acres Applied	21,325	21,413	23,310
KCSM	Acres Applied	27,207	27,391	29,417
<b>KCSR Operation Lifesaver</b>				
Presentations	Number of Activities	358	466	1,098
	Audience	10,349	10,366	38,318
Special Events and Courses	Number of Activities	27	8	86
	Audience	746	259	118,293
<b>KCSM Alto Total</b>				
Workshops	Number of Activities	30	14	58
	Audience (approximate)	20,000	16,500	50,200
Presentations and Direct Outreach	Number of Activities	8	4	29
	Audience (approximate)	25,500	15,500	44,100
<b>Rail Safe Technology</b>				
<b>U.S. Centralized Traffic Control (CTC) &amp; Track Warrant Control (TWC)</b>				
U.S. Centralized Traffic Control (CTC)	Route Miles	1,515	1,515	1,515
U.S. Track Warrant Control (TWC)	Route Miles	1,031	1,031	1,031
<b>Mexico Control Centralizado de Trafico (CCT) &amp; Control de Mandatos de Via (CMV)</b>				
Mexico Control Centralizado de Trafico (CCT) <sup>2</sup>	Route Miles	1,007	995	995 <sup>1</sup>
Control de Mandatos de Via (CMV)	Route Miles	1,480	1,480	1,480
<b>Broken Rail Detection Technology</b>				
KCSR	Route Miles	346	346	346
KCSM	Route Miles	817	817	731

<sup>1</sup>Last full-year claims rate is for the previous year (i.e. 2021 report is for 2020 claims) because customers can file claims related to the previous year into the following year. 2020 claims rate are reported in the 2021 Sustainability Data Update.

<sup>2</sup>Restatement: In 2019 KCS utilized the incorrect KCSM marker which lead to an overestimate of CCT. The corrected route miles have been included.



# ESG performance data table

Data	Units	2021	2020	2019
<b>Occupational Health &amp; Safety</b>				
<b>KCSR</b>				
KCSR Reportable Injuries (FRA) <sup>3</sup>	Injury Count	58	45	79
KCSR Reportable Injury Frequency Rate	Injuries Per 200,000 Employee-hours	1.74	1.39	2.20
KCSR High-consequence Injuries <sup>4</sup>	Fatal Injuries and Injuries with >180 Days Leave of Absence	18	18	
KCSR High-consequence Injury Frequency Rate <sup>4</sup>	Injuries Per 200,000 Employee-hours	0.54	0.56	
KCSR Fatalities <sup>4</sup>	Fatality Count	0	1	
KCSR Fatality Frequency Rate <sup>4</sup>	Fatalities Per 200,000 Employee-hours	0.00	0.03	
KCSR Reportable Train Accidents <sup>5</sup>	Train Accident Count	32	29	30
KCSR Reportable Train Accident Frequency Ratio	Accidents Per Million Train Miles	3.18	3.09	2.76
<b>KCSM</b>				
KCSM Reportable Injuries (IMSS) <sup>6</sup>	Injury Count	75	94	129
KCSM Reportable Injury Frequency Rate	Injuries Per 200,000 Employee-hours	1.66	2.09	2.65
KCSM High-consequence Injuries <sup>4</sup>	Fatal Injuries and Injuries with >180 Days Leave of Absence	7	4	
KCSM High-consequence Injury Frequency Rate <sup>4</sup>	Injuries Per 200,000 Employee-hours	0.16	0.09	
KCSM Fatalities <sup>4</sup>	Fatality Count	0	0	
KCSM Fatality Frequency Rate <sup>4</sup>	Fatalities Per 200,000 Employee-hours	0	0	
KCSM Reportable Train Accidents <sup>7</sup>	Train Accident Count	22	30	30
KCSM Reportable Train Accident Frequency Ratio	Accidents Per Million Train Miles	3.48	4.82	3.80
<b>Total</b>				
KCS Reportable Injuries	Injury Count	133	139	208
KCS Reportable Injury Frequency Rate	Injuries Per 200,000 Employee-hours	1.70	1.80	2.46
KCS High-consequence Injuries <sup>4</sup>	Fatal Injuries and Injuries with >180 Days Leave of Absence	25	22	
KCS High-consequence Injury Frequency Rate <sup>4</sup>	Injuries Per 200,000 Employee-hours	0.32	0.28	
KCS Fatalities <sup>4</sup>	Fatality Count	0	1	
KCS Fatality Frequency Rate <sup>4</sup>	Fatalities Per 200,000 Employee-hours	0.00	0.01	

<sup>3</sup>KCSR on duty injuries are reportable to the FRA per 49 C.F.R. Section 225.19(d).

<sup>4</sup>KCS began reporting this data in 2020 but did not track previously.

<sup>5</sup>KCSR train accidents include any collision, derailment, fire, explosion, act of God or other event involving the operation of on-track equipment (standing or moving), and excludes Highway-Rail Grade Crossing and Trespasser incidents. An accident is reportable when the damages to equipment and structure sum to be greater than the FRA-determined monetary threshold.

<sup>6</sup>KCSM on duty reportable injuries are those that involve lost time and are otherwise reportable to the Mexican Institute of Social Security (IMSS). Commuting injuries are excluded.

<sup>7</sup>KCSM Reportable Train Accidents are those that would be reported to the U.S. Federal Railroad Administration (FRA) if those accidents had occurred in the United States.

# ESG performance data table

Data	Units	2021	2020	2019
KCS Reportable Train Accidents	Train Accident Count	54	59	60
KCS Reportable Train Accident Frequency Ratio	Accidents Per Million Train Miles	3.30	3.78	3.20
<b>Delivering Prosperity</b>				
<b>Business Units and Revenues</b>				
<b>KCS Total Revenue</b>	\$ Million	\$2,947.3	\$2,632.6	\$2,866.0
<b>KCS Total Carloads</b>	Carloads (K)	2,266.2	2,153.4	2,291.0
Agriculture and Minerals	Revenue (\$ Million)	\$571.7	\$505.4	\$506.3
	% of Total Revenue	19%	19%	17%
	Carloads (K)	269.9	251.0	253.3
Automotive	Revenue (\$ Million)	\$183.2	\$172.7	\$255.6
	% of Total Revenue	6%	7%	9%
	Carloads (K)	104.6	110.7	154.9
Chemical and Petroleum	Revenue (\$ Million)	\$851.8	\$763.8	\$737.2
	% of Total Revenue	29%	29%	26%
	Carloads (K)	371.5	356.7	337.4
Energy	Revenue (\$ Million)	\$254.8	\$195.0	\$246.2
	% of Total Revenue	9%	7%	9%
	Carloads (K)	263.1	210.0	244.7
Industrial and Consumer Products	Revenue (\$ Million)	\$589.6	\$537.7	\$610.4
	% of Total Revenue	20%	21%	21%
	Carloads (K)	304.3	300.5	320.9
Intermodal	Revenue (\$ Million)	\$346.3	\$319.1	\$370.2
	% of Total Revenue	12%	12%	13%
	Carloads (K)	952.8	924.5	979.8
Other Revenue	Revenue (\$ Million)	\$149.9	\$138.9	\$140.1
	% of Total Revenue	5%	5%	5%
<b>Capital Expenditures</b>				
Total Invested on Capital Expenditures	\$ Million	\$489.4	\$410.2	\$584.3
<b>KCS CapEx Spend by Category</b>				
Roadway Capital Program	\$ Million	\$258.8	\$239.8	\$264.9
Locomotives and Freight Cars	\$ Million	\$68.0	\$45.2	\$182.8
Capacity	\$ Million	\$101.1	\$65.4	\$84.8
Positive Train Control (PTC)	\$ Million	\$14.3	\$15.9	\$15.5
IT/Other	\$ Million	\$47.2	\$43.9	\$36.3
<b>Supplier Spend on Goods and Services</b>				
<b>Total Spend on Goods and Services</b>	\$ Billion	\$1.1	\$0.9	\$1.3
KCSR	\$ Million	\$488	\$493	\$670
KCSM	\$ Million	\$614	\$414	\$607

# ESG performance data table

Data	Units	2021	2020	2019
<b>Purchases by Category</b>				
Fuel	%	29%	23%	28%
Track Contractors/Materials	%	22%	29%	22%
Locomotive/Car Materials and Maintenance	%	17%	15%	15%
Freight Car Leases/Acquisition/Locomotive Purchases <sup>8</sup>	%	2%	2%	13%
Information Technology Consultants/Services	%	8%	11%	7%
Rail Ties	%	3%	3%	3%
Rail	%	1%	2%	2%
Intermodal Services/Support	%	3%	2%	2%
Vehicle Operations/Maintenance	%	3%	3%	2%
Security	%	3%	3%	2%
Other Goods and Services	%	9%	7%	4%
<b>Valuing People</b>				
<b>Total Employees</b>				
<b>Full-time</b>	<b>Total Number</b>	<b>6,929</b>	<b>6,522</b>	<b>7,036</b>
Female	Total Number	374	333	365
	% of Workforce	5%	5%	5%
Male	Total Number	6,555	6,189	6,673
	% of Workforce	95%	95%	95%
<b>Management Employees</b>				
<b>Total Number</b>				
Female	Total Number	322	299	317
	% of Management Workforce	18%	19%	19%
Male	Total Number	1,479	1,315	1,395
	% of Management Workforce	82%	81%	81%
KCSR	% of Workforce of KCSR	30%	30%	29%
KCSM	% of Workforce of KCSM	23%	21%	21%
<b>Agreement Employees</b>				
<b>Total Number</b>				
Female	Total Number	52	34	46
	% of Agreement Workforce	1%	1%	1%
Male	Total Number	5,076	4,874	5,278
	% of Agreement Workforce	99%	99%	99%
KCSR	% of Workforce of KCSR	70%	70%	71%
KCSM	% of Workforce of KCSM	77%	79%	79%
<b>Full-time Employees by Age</b>				
Under Age 30	% of Workforce	12%	11%	13%
Age 30-50	% of Workforce	60%	61%	60%
Over Age 50	% of Workforce	28%	28%	27%

<sup>8</sup>KCS did not invest in locomotives in 2020; 2021 and 2019 purchase category includes locomotive purchases.

# ESG performance data table

Data	Units	2021	2020	2019
<b>New Hires</b>				
Total New Hires	Total Number	883	146	540
U.S. Management Women and People of Color	% of New Hires	34%	57%	46%
Mexico Management Women	% of New Hires	16%	28%	16%
<b>New Hires by Age &amp; Country</b>				
<b>KCSR</b>				
Under 30	% of KCSR New Hires	19%	21%	39%
Age 30-50	% of KCSR New Hires	56%	67%	52%
Over Age 50	% of KCSR New Hires	25%	12%	9%
<b>KCSM</b>				
Under 30	% of KCSM New Hires	28%	35%	35%
Age 30-50	% of KCSM New Hires	68%	56%	52%
Over Age 50	% of KCSM New Hires	4%	9%	13%
<b>Tenure and Attrition</b>				
Attrition Rate	%	8.8%	8.0%	9.5%
Average Employee Tenure	Years	12.4	12.6	12.0
<b>Employee Turnover<sup>9</sup></b>				
<b>Voluntary Turnover Rate by Age</b>				
Under Age 30	% of Total Voluntary Terminations	15%	10%	
Age 30-50	% of Total Voluntary Terminations	40%	33%	
Over Age 50	% of Total Voluntary Terminations	45%	57%	
<b>Involuntary Turnover Rate by Age</b>				
Under Age 30	% of Total Voluntary Terminations	19%	21%	
Age 30-50	% of Total Voluntary Terminations	59%	65%	
Over Age 50	% of Total Voluntary Terminations	23%	14%	
<b>Voluntary Turnover Rate by Gender</b>				
Female	% of Total Voluntary Terminations	10%	9%	
Male	% of Total Voluntary Terminations	90%	91%	
<b>Involuntary Turnover Rate by Gender</b>				
Female	% of Total Voluntary Terminations	8%	3%	
Male	% of Total Voluntary Terminations	92%	97%	
<b>Voluntary Turnover Rate by Region</b>				
KCSR	% of Total U.S. Employee Population	9%	8%	
KCSM	% of Total Mexico Employee Population	4%	4%	
<b>Involuntary Turnover Rate by Region</b>				
KCSR	% of Total U.S. Employee Population	4%	3%	
KCSM	% of Total Mexico Employee Population	2%	2%	
<b>Total</b>				
Voluntary Turnover Rate	% of Total Employee Population	6%	6%	
Involuntary Turnover Rate	% of Total Employee Population	3%	2%	

<sup>9</sup>KCS began tracking and reporting these values in 2020.



# ESG performance data table

Data	Units	2021	2020	2019
<b>KCSR Employee Diversity Population</b>				
American Indian or Alaskan Native	%	1.2%	1.1%	1.2%
Asian or Asian-American	%	1.3%	1.4%	1.2%
Black or African-American	%	21.0%	20.7%	21.1%
Hispanic or Latino(a)	%	9.5%	9.1%	8.7%
Native Hawaiian or Other Pacific Islander	%	0.1%	0.1%	0.1%
Two or More Races	%	0.7%	0.9%	0.9%
<b>Giving Back/Paying it Forward</b>				
<b>KCSR</b>				
Total Contributions	\$	\$1,267,674	\$1,536,047	\$1,195,671
KCS Discretionary Contributions <sup>10</sup>	\$	\$623,655	\$500,250	\$328,850
KCS Matching Gifts Program	\$	\$604,954	\$635,877	\$822,133
United Way	\$	\$39,065	\$49,920	\$44,688
KCSR COVID Relief Efforts	\$	-	\$350,000	-
Holiday Express Fundraising Campaign	\$	\$290,078	\$277,924	\$170,450
<b>Community Engagement</b>				
<b>Holiday Express in the U.S.</b>				
Communities Benefited	Total Number	21	20	20
Visitors	Approximate Total	- <sup>11</sup>	- <sup>11</sup>	67,569
<b>Tren Navideño in Mexico</b>				
Communities Visited	Total Number	- <sup>13</sup>	- <sup>13</sup>	9
Visitors <sup>12</sup>	Approximate Total	- <sup>13</sup>	- <sup>13</sup>	8,000
<b>Protecting the Planet</b>				
<b>Efficiency Comparison Rail vs. Truck</b>				
<b>KCS Rail Transportation</b>				
Revenue Ton Miles	Million RTM	52,549	48,265	51,336
Gallons Used	Million Gallons (Net) <sup>14</sup>	125.5	116.5	132.7
RTM/Gallons	RTM/Gallons	419	414	387
GHG Emissions (net locomotive diesel only)	Million Metric Tons CO <sub>2</sub> e	1.3	1.2	1.4
<b>Highway Transportation<sup>15</sup></b>				
Revenue Ton Miles	Million RTM	52,549	48,265	51,336
Gallons Used	Million Gallons	494.5	454.1	483.0
RTM/Gallons	RTM/Gallons	106	106	106
Metric Tons CO <sub>2</sub> e	Million Metric Tons CO <sub>2</sub> e	5.1	4.7	5.0

<sup>10</sup>Restatement: Value was reported incorrectly for 2020, KCS Charitable Fund has been updated to reflect the accurate figure.

<sup>11</sup>The KCS Holiday Express Program occurred virtually in 2021 and 2020 due to the COVID-19 pandemic.

<sup>12</sup>Prior to 2019, KCSM permitted general public access for community engagement. Since then additional security measures have been put in place explaining the reduction in visitor numbers.

<sup>13</sup>Due to the pandemic, in 2021 like 2020, KCS' Tren Navideño Program did not operate this train.

<sup>14</sup>Net gallons equates to gross gallons minus work train fuel.

<sup>15</sup>Highway transportation estimates were calculated based on the same MRTM as KCS, the assumption of average truck load of 16.35 tons, average truck efficiency of 6.5 mpg, and using the EPA diesel emission factor.

# ESG performance data table

Data	Units	2021	2020	2019
<b>Avoided GHG Emissions by Selecting Rail vs. Highway</b>				
Avoided Fuel Use	Million Gallons	368.6	337.7	350.3
Avoided Metric Tons CO <sub>2</sub> e	Metric Tons CO <sub>2</sub> e	3.8	3.5	3.6
<b>Greenhouse Gas Emissions</b>				
Direct (Scope 1) <sup>16</sup>	Million Metric Tons CO <sub>2</sub> e	1.3	1.2	1.4
Energy Indirect (Scope 2)	Million Metric Tons CO <sub>2</sub> e	0.03	0.03	0.04
KCS MGTM (excludes locomotive GTM)	Million Gross Ton-Miles (MGTM)	101,890	94,434	101,819
Ratio (Scope 1+2)	Metric Tons CO <sub>2</sub> e Per MGTM	13.42	13.35	14
NO <sub>x</sub>	Metric Tons	11,969	11,734	14,126
SO <sub>x</sub>	Metric Tons	12.87	11.61	14.43
Carbon Monoxide (CO) <sup>17</sup>	Metric Tons	3,581	3,326	3,856
Ozone Depleting Substances (ODS)	Metric Tons	0.00	0.02	0.05
Volatile Organic Compounds (VOC)	Metric Tons	572	460	587
Hydrocarbons	Metric Tons	504	489	604
Particulate Matter (PM <sub>10</sub> )	Metric Tons	286	282	357
<b>Energy Efficiency Initiatives</b>				
Avoided Fuel Use	Million Gallons Diesel	25.7	21.2	14.5
	Million Megajoules	3,728.3	3,068.4	2,124.5
Trip Optimizer	Number of Units installed	342	340	313
	Avoided Fuel Use (Mgal diesel)	4.9	4.5	3.4
	Avoided Emissions (metric tons)	50,300	45,900	35,000
Excessive Idle Reduction	Number of Units installed	885	885	885
	Avoided Fuel Use (Mgal diesel)	9.2	5.5	5.3
	Avoided Emissions (metric tons)	94,656	56,200	54,600
Distributed Power	Avoided Fuel Use (Mgal diesel)	1.2	1.0	1.1
	Avoided Emissions (metric tons)	12,135	9,900	11,300
Horsepower Per Trailing Ton (HPT) Guidelines	Avoided Fuel Use (Mgal diesel)	10.5	10.2	4.7
	Avoided Emissions (metric tons)	108,039	104,200	48,500
<b>Energy Consumption</b>				
Diesel	Million Gallons	127.5	117.8	135.6
	Million Megajoules	18,474.9	17,057.3	19,654.1
Gasoline	Million Gallons	1.4	1.2	1.5
	Million Megajoules	172.2	154.9	193.1
Natural Gas <sup>18</sup>	Cubic Feet	5.81	Not reported	Not reported
	Million Megajoules	6.34	Not reported	Not reported

<sup>16</sup>KCS added additional sources in 2019 for Scope 1.

<sup>17</sup>Past years data was mistakenly labeled as CO<sub>2</sub> - updated to reporting CO emissions; 2020 and 2019 includes all Scope 1 sources.

<sup>18</sup>KCSR utilities did not track natural gas in 2020 and 2019; KCSM reported 0 use of natural gas.

# ESG performance data table

Data	Units	2021	2020	2019
Propane	Million Gallons	0.0	0.1	0.1
	Million Megajoules	3.4	6.3	9.3
Electricity	Million KWH	64.2	72.3	77.2
	Million Megajoules	231.1	260.4	277.9
Total Direct Consumption	Million Megajoules	18,881.7	17,497.0	20,134.4
Energy Intensity Ratio <sup>19</sup>	Joules/GTM	185,314.7	185,284.0	197,747.0
<b>Waste Management Disposal<sup>20, 21, 23</sup></b>				
<b>Hazardous</b>				
Recycled	Short Tons	2.6	8.5	0
Repurposed/Reused	Short Tons	0	0	0
Recovered/Energy Recovery	Short Tons	559.1	711.4	836.8
Incinerated	Short Tons	88.1	76.3	41.1
Deep Well Injection	Short Tons	0	0	0
On-site Storage	Short Tons	0	0	0
Landfill	Short Tons	1,512.2	425.5	0
<b>Non-hazardous</b>				
Recycled	Short Tons	18,359.5	23,557.3	8,045.4
Repurposed/Reused	Short Tons	7,547.4	3,830.6	7,874.6
Recovered/Energy Recovery	Short Tons	9,524.3	2,862.5	9,923.6
Incinerated	Short Tons	0	0	0
Deep Well Injection	Short Tons	0	0	0
On-site Storage	Short Tons	0	0	0
Landfill	Short Tons	16,559.0	19,146.7	73,297.0
<b>Materials and Other Items<sup>21</sup></b>				
<b>Recycled</b>	<b>Total Short Tons</b>	<b>20,948.85</b>	<b>21,942.9</b>	<b>8,200.5</b>
Scrap Metal	Short Tons	19,366.1	20,690.4	7,177.6
Used Oil	Short Tons	1,446.3	1,141.0	867.8
Signal Batteries	Short Tons	20.1	16.7	14.3
Lead-Acid Batteries <sup>22</sup>	Short Tons	115.8	94.5	140.4
Fluorescent Lights	Short Tons	0.5	0.4	0.4
<b>Reused</b>	<b>Total Short Tons</b>	<b>7,547.2</b>	<b>1,507.0</b>	<b>7,874.6</b>
Metal Tie Plates	Short Tons	5,991.9	1,407.0	2,051.8
Wood Ties	Short Tons	1,555.3	100.0	5,822.8
<b>Recovered for Energy</b>	<b>Total Short Tons</b>	<b>9,524.3</b>	<b>3,573.9</b>	<b>10,760.4</b>
Used Oil and Oil Impacted Soil	Short Tons	600.1	711.4	836.8
Scrap Ties	Short Tons	9,524.3	2,862.5	9,923.6

<sup>19</sup>Restatement: 2018 and 2019 values were recalculated using a more accurate normalizing factor based on Gross Ton Miles (GTM) minus locomotives. This reflects changes resulting from KCS's Science Based Target Initiative commitment in 2020.

<sup>20</sup>KCS waste management data reported may include operational, office, incidents, construction, and other factors. KCS is always striving to improve our data completeness and in 2019 began introducing KCSM waste data (used oil and batteries). In this way, KCS has also included additional waste data sources and further separated out components where it is possible.

<sup>21</sup>To most accurately report waste data while adapting to emerging GRI standards, KCS has reported for the relevant topics of both 2016 GRI 306 Effluents and Waste and 2020 GRI 306 Waste. As we gather more historic data, KCS will shift to only reporting for 2020 GRI 306 in future years.

<sup>22</sup>Reported 2020 values are lower due to implementation of a Battery Nurse Station in 2020 which extends the functional life of batteries in KCS use.

<sup>23</sup>All KCS waste is diverted or disposed of offsite unless specifically noted.

# ESG performance data table

Data	Units	2021	2020	2019
<b>KCSR Headquarters Recycling</b>				
<b>Total Recycled</b>	<b>Total Short Tons</b>	<b>5.1</b>	<b>7.9</b>	<b>9.7</b>
Commingled Plastic and Aluminum	Short Tons	0.5	0	0.9
Corrugated Paper	Short Tons	1.3	1.0	1.8
Special File Stock Paper	Short Tons	3.4	6.9	7.0
<b>Water Management</b>				
<b>Wastewater and Stormwater Discharges</b>	<b>Million Gallons</b>	<b>133.0</b>	<b>134.0</b>	<b>113.8</b>
<b>KCSR</b>	Million Gallons	102.7	101.6	78.3
Discharge to Surface Waters	Million Gallons	72.1	83.2	
Discharge to POTWs	Million Gallons	29.0	18.4	
<b>KCSM</b>	Million Gallons	30.3	32.4	35.5
Discharge to Surface Waters	Million Gallons	0.0	0.0	
Discharge to POTWs	Million Gallons	30.3	32.4	
<b>Discharge Locations (requiring permit)</b>		<b>33</b>	<b>33</b>	<b>33</b>
KCSR	Locations	26	26	26
KCSM <sup>24</sup>	Locations	7	7	7
<b>Hazardous Materials Transport</b>				
KCSR	Million Gross Tons	32.1	25.9	25.7
KCSM	Million Gross Tons	21.5	19.2	16.4
Hazardous Materials Shipped Internationally <sup>25</sup>	# of Shipments	93,491	77,438	

<sup>24</sup>KCSM has two permitted locations and five locations that require compliance with a municipal ordinance.

<sup>25</sup>KCS did not track this value prior to 2020.



# GRI standards content index

GRI Descriptor	GRI Index Reference	Reference
<b>GRI 102: General Disclosures</b>		
<b>1. Organizational Profile</b>		
Name of organization	GRI 2016 102-1	Kansas City Southern (KCS)
Activities, brands, products, and services	GRI 2016 102-2	2020 KCS Sustainability Report   KCS & Our Holdings
Location of headquarters	GRI 2016 102-3	2020 KCS Sustainability Report   KCS & Our Holdings
Location of operations	GRI 2016 102-4	2020 KCS Sustainability Report   KCS & Our Holdings
Ownership and legal form	GRI 2016 102-5	2020 KCS Sustainability Report   KCS & Our Holdings
Markets served	GRI 2016 102-6	2020 KCS Sustainability Report   KCS & Our Holdings
Scale of organization	GRI 2016 102-7	2020 KCS Sustainability Report
Information on employees and other workers	GRI 2016 102-8	2020 KCS Sustainability Report   Valuing People   Data Table
Supply chain	GRI 2016 102-9	2020 KCS Sustainability Report Suppliers Supporting Operations
Significant changes to the organization and its supply chain	GRI 2016 102-10	KCS 2021 Annual Report - Form 10-K
Precautionary principle or approach	GRI 2016 102-11	KCS has not formally adopted the precautionary principle. Adoption of the principle would apply primarily to potential harm related to use of fossil fuels, and emission of greenhouse gases. We are fully aware of these risks. To this end, we are deeply engaged with our stakeholders regarding these risks, and we proactively manage our business to reduce, avoid, or mitigate them across all activities.
External initiatives	GRI 2016 102-12	2020 KCS Sustainability Report   Managing Climate Risks & Opportunities
Membership of associations	GRI 2016 102-13	2020 KCS Sustainability Report   Appendix: Professional Engagements
<b>2. Strategy</b>		
Statement from senior decision-maker	GRI 2016 102-14	CEO Statement
Key impacts, risks, and opportunities	GRI 2016 102-15	2020 KCS Sustainability Report   Material Topics   Operational Health & Safety   Managing Climate Risks & Opportunities   Reducing Risks
<b>3. Ethics and Integrity</b>		
Values, principles, standards, and norms of behavior	GRI 2016 102-16	2020 KCS Sustainability Report   Sustainability Strategy at-a-Glance   Our Values & Culture   Diversity, Equity, & Inclusion   Operational Health & Safety   Reducing Risks
Mechanics for advice and concerns about ethics	GRI 2016 102-17	2020 KCS Sustainability Report   Diversity, Equity, & Inclusion   Reducing Risks

# GRI standards content index

GRI Descriptor	GRI Index Reference	Reference
<b>4. Governance</b>		
Governance structure	GRI 2016 102-18	2020 KCS Sustainability Report   Corporate Governance
Delegating authority	GRI 2016 102-19	2020 KCS Sustainability Report   Corporate Governance
Executive-level responsibility for economic, environmental, and social topics	GRI 2016 102-20	2020 KCS Sustainability Report   Managing Climate Risks & Opportunities
Consulting stakeholders on economic, environmental, and social topics	GRI 2016 102-21	2020 KCS Sustainability Report   Stakeholder Engagement   Corporate Governance
Composition of the highest governance body and its committees	GRI 2016 102-22	2020 KCS Sustainability Report   Board of Directors   Managing Climate Risks & Opportunities
Chair of the highest governance body	GRI 2016 102-23	2020 KCS Sustainability Report   Board of Directors   Managing Climate Risks & Opportunities
Nominating and selecting the highest governance body	GRI 2016 102-24	2021 Proxy Statement
Conflicts of interest	GRI 2016 102-25	2021 Proxy Statement
Role of highest governance body in setting purpose, values, and strategy	GRI 2016 102-26	2020 KCS Sustainability Report   Board of Directors   Managing Climate Risks & Opportunities   2021 Proxy Statement
Collective knowledge about the highest governance body	GRI 2016 102-27	2020 KCS Sustainability Report   Board of Directors
Evaluating the highest governance body's performance	GRI 2016 102-28	2020 KCS Sustainability Report   Managing Climate Risks & Opportunities   2021 Proxy Statement
Identifying and managing economic, environmental, and social impacts	GRI 2016 102-29	2020 KCS Sustainability Report   Managing Climate Risks & Opportunities   2021 Proxy Statement
Effectiveness of risk management process	GRI 2016 102-30	2020 KCS Sustainability Report   Board of Directors   Risk Management   Managing Climate Risks & Opportunities
Review of economic, environmental, and social topics	GRI 2016 102-31	2020 KCS Sustainability Report   Material Topics   Board of Directors   Risk Management   Managing Climate Risks & Opportunities
Highest governance body's role in sustainability reporting	GRI 2016 102-32	Material topics are based on stakeholder concerns and expectations through their assessment of the impacts of our operations. Senior leadership sets improvement targets for each defined material topic and focus areas to include in our sustainability report. A draft sustainability report is submitted to members of the Executive Leadership Team for review, feedback, and final approval. They have the option of submitting the report draft to the Board of Directors before publication. In 2020, the Executive Leadership Team has presented and discussed the sustainability report with the Board's Nominating and Corporate Governance Committee and with the full Board.

# GRI standards content index

GRI Descriptor	GRI Index Reference	Reference
Communicating critical concerns	GRI 2016 102-33	Any stakeholder or interested person may communicate with the independent Directors by sending communication in writing to the office of the corporate secretary.
Nature and total number of critical concerns	GRI 2016 102-34	If we identify any critical risks to our company, management develops action plans to mitigate the risks to an acceptable level.
Remuneration policies	GRI 2016 102-35	2021 10-K/A
Process for determining remuneration	GRI 2016 102-36	2021 10-K/A
Stakeholders' involvement in remuneration	GRI 2016 102-37	Addressed in our 2021 10-K/A under Say-On-Pay Vote on Executive Compensation.
Annual total compensation ratio	GRI 2016 102-38	2021 10-K/A
Percentage increase in annual total compensation ratio	GRI 2016 102-39	2021 10-K/A and 2021 Proxy Statement
<b>5. Stakeholder Engagement</b>		
List of stakeholder groups	GRI 2016 102-40	Stakeholder Engagement
Collective bargaining agreements	GRI 2016 102-41	Approximately 75% of our employees are covered by collective bargaining agreements.
Identifying and selecting stakeholders	GRI 2016 102-42	Stakeholder Engagement
Approach to stakeholder engagement	GRI 2016 102-43	Stakeholder Engagement
Key topics and concerns raised	GRI 2016 102-44	2020 KCS Sustainability Report   KCS & Our Holdings
<b>6. Reporting Practice</b>		
Entities included in consolidated financial statements	GRI 2016 102-45	2020 KCS Sustainability Report   KCS & Our Holdings   About this Document
Defining report content and topic boundaries	GRI 2016 102-46	2020 KCS Sustainability Report   KCS & Our Holdings   About this Document
List of material topics	GRI 2016 102-47	Stakeholder Engagement
Restatements of information	GRI 2016 102-48	Data Table
Changes in reporting	GRI 2016 102-49	About this Document
Reporting period	GRI 2016 102-50	About this Document
Date of most recent report	GRI 2016 102-51	About this Document
Reporting cycle	GRI 2016 102-52	About this Document
Contact point for questions regarding report	GRI 2016 102-53	2020 KCS Sustainability Report   About this Document
Claims of reporting in accordance with the GRI Standards	GRI 2016 102-54	About this Document

# GRI standards content index

GRI Descriptor	GRI Index Reference	Reference
GRI content index	GRI 2016 102-55	GRI Content Index
External assurance	GRI 2016 102-56	About this Document
<b>GRI 200 Economic</b>		
<b>GRI 201: Economic Performance</b>		
Direct economic value generated and distributed	GRI 2016 201-1	2020 KCS Sustainability Report   Delivering Prosperity
Financial implications and other risks and opportunities due to climate change	GRI 2016 201-2	2020 KCS Sustainability Report   Managing Climate Risks & Opportunities
Defined benefit plan obligations and other retirement plans	GRI 2016 201-3	Regarding the KCSR 401(k) plan: KCS contributes a 100% match on the first 5% of salary an employee elects to defer.
<b>GRI 203: Indirect Economic Impacts</b>		
Infrastructure investments and services supported	GRI 2016 203-1	2020 KCS Sustainability Report   Capital Expenditures
<b>GRI 205: Anti-corruption</b>		
Operations assessed for risks related to corruption	GRI 2016 205-1	2020 KCS Sustainability Report   Reducing Risks
Communication and training about anti-corruption policies and procedures	GRI 2016 205-2	2020 KCS Sustainability Report   Reducing Risks
Confirmed incidents of corruption and actions taken	GRI 2016 205-3	Data Table   2020 KCS Sustainability Report   Reducing Risks
<b>GRI 300 Environmental</b>		
<b>GRI 301: Materials</b>		
Recycled input materials used	GRI 2016 301-2	Data Table   2020 KCS Sustainability Report   Resource Management
Reclaimed products and their packaging materials	GRI 2016 301-3	Data Table   2020 KCS Sustainability Report   Resource Management
<b>GRI 302: Energy</b>		
Energy consumption within the organization	GRI 2016 302-1	Data Table   2020 KCS Sustainability Report   Fuel Efficiency
Energy intensity	GRI 2016 302-3	Data Table   2020 KCS Sustainability Report   Fuel Efficiency
Reduction of energy consumption	GRI 2016 302-4	Data Table   2020 KCS Sustainability Report   Fuel Efficiency
Reduction in energy requirements of products and services	GRI 2016 302-5	Data Table   2020 KCS Sustainability Report   Fuel Efficiency



# GRI standards content index

GRI Descriptor	GRI Index Reference	Reference
<b>GRI 303: Waste and Effluents</b>		
Interactions with water as a shared resource	GRI 2018 303-1	Data Table   2020 KCS Sustainability Report   Water Management
Management of water discharge-related impacts	GRI 2018 303-2	Data Table   2020 KCS Sustainability Report   Water Management
Water discharge	GRI 2018 303-4	Data Table
<b>GRI 305: Emissions</b>		
Direct (Scope 1) GHG emissions	GRI 2016 305-1	Data Table
Energy indirect (Scope 2) GHG emissions	GRI 2016 305-2	Data Table
GHG emissions intensity	GRI 2016 305-4	Data Table
Emissions from ozone-depleting substances (ODS)	GRI 2016 305-6	Data Table
Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	GRI 2016 305-7	Data Table
<b>GRI 306: Waste</b>		
Water discharge by quality and destination	GRI 2016 306-1	Data Table   2020 KCS Sustainability Report   Resource Management
Waste by type and disposal method	GRI 2016 306-2	Data Table   2020 KCS Sustainability Report   Resource Management
Significant spills	GRI 2016 306-3	Data Table   2020 KCS Sustainability Report   Resource Management
Transport of hazardous waste	GRI 2016 306-4	Data Table   2020 KCS Sustainability Report   Resource Management
Water bodies affected by water discharge and/or runoff	GRI 2016 306-5	Data Table   2020 KCS Sustainability Report   Resource Management
<b>GRI 307: Environmental Compliance</b>		
Non-compliance with environmental law and regulations	GRI 2016 307-1	2020 KCS Sustainability Report   Environmental Protection
<b>GRI 400 Social</b>		
<b>GRI 401: Employment</b>		
Diversity of governance bodies and employees	GRI 2016 401-1	Data Table   2020 KCS Sustainability Report   Board of Directors
Benefits provided to full-time employees that are not provided to temporary or part-time employees	GRI 2016 401-2	2020 KCS Sustainability Report   Supporting Our People
Parental leave	GRI 2016 401-3	2020 KCS Sustainability Report   Supporting Our People

# GRI standards content index

GRI Descriptor	GRI Index Reference	Reference
<b>GRI 403: Occupational Health and Safety</b>		
Occupational health and safety management system	GRI 2018 403-1	2020 KCS Sustainability Report   Operational Health & Safety
Hazard identification, risk assessment, and incident investigation	GRI 2018 403-2	2020 KCS Sustainability Report   Operational Health & Safety
Occupational health services	GRI 2018 403-3	2020 KCS Sustainability Report   Operational Health & Safety
Worker participation, consultation, and communication on occupational health and safety	GRI 2018 403-4	2020 KCS Sustainability Report   Operational Health & Safety
Worker training on occupational health and safety	GRI 2018 403-5	2020 KCS Sustainability Report   Operational Health & Safety
Promotion of worker health	GRI 2018 403-6	2020 KCS Sustainability Report   Operational Health & Safety
Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	GRI 2018 403-7	2020 KCS Sustainability Report   Operational Health & Safety
Work-related injuries	GRI 2018 403-9	Data Table   2020 KCS Sustainability Report   Operational Health & Safety
<b>GRI 404: Training and Education</b>		
Programs for upgrading employee skills and transition assistance programs	GRI 2016 404-2	2020 KCS Sustainability Report   Supporting Our People
Percentage of employees receiving regular performance and career development reviews	GRI 2016 404-3	2020 KCS Sustainability Report   Supporting Our People
<b>GRI 405: Diversity and Equal Opportunity</b>		
Diversity of governance bodies and employees	GRI 2016 405-1	Data Table   2020 KCS Sustainability Report   Board of Directors
<b>GRI 410: Security Practices</b>		
Security personnel trained in human rights policies or procedures	GRI 2016 410-1	2020 KCS Sustainability Report   Reducing Risks
<b>GRI 413: Local Communities</b>		
Operations with local community engagement, impact assessments, and development programs	GRI 2016 413-1	2020 KCS Sustainability Report   Community Engagement
<b>GRI 419: Socioeconomic Compliance</b>		
Non-compliance with laws and regulations in the social and economic area	GRI 2016 419-1	2020 KCS Sustainability Report   Reducing Risks

# SASB index

## Sustainability Disclosure Topics & Activity Metrics

Topic	SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
<b>Greenhouse Gas Emissions</b>	TR-RA-110a.1	Gross global Scope 1 emissions	Quantitative	Metric tons (t) CO <sub>2</sub> -e	1.2 million metric tons CO <sub>2</sub> -e
	TR-RA-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	See Fuel Efficiency Section
	TR-RA-110a.3	Total fuel consumed Percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	17,393,100 GJ <sup>1</sup> 0%
<b>Air Quality</b>	TR-RA-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N <sub>2</sub> O) and (2) particulate matter (PM10)	Quantitative	Metric tons (t)	(1) 11,734 † NOx (2) 282 † PM10
<b>Employee Health &amp; Safety</b>	TR-RA-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Quantitative	Rate	(1) 1.8 per 200,000 work hours (2) 0.01 per 200,00 work hours (3) KCS does not disclose near miss frequency rate (NMFR)
<b>Competitive Behavior</b>	TR-RA-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	Reporting currency	\$0

<sup>1</sup> Total fuel consumed includes diesel, gasoline, and propane. Value will be expanded to include natural gas in future years when more accurate information is available. KCS contracted a third-party utility management company in 2021 to ensure high-quality data.

# SASB index

Topic	SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
<b>Accident &amp; Safety Management</b>	TR-RA-540a.1	Number of accidents and incidents	Quantitative	Number	464
	TR-RA-540a.2	Number of (1) accident releases and (2) nonaccident releases (NARs) <sup>2</sup>	Quantitative	Number	KCSR: (1) 2 releases (2) 8 releases  KCSM: (1) 1 release (2) 154 releases
	TR-RA-540a.3	Number of Federal Railroad Administration (FRA) Recommended Violation Defects	Quantitative	n/a	See Data Table   Advancing Safety   Occupational Health & Safety
	TR-RA-540a.4	Frequency of internal railway integrity inspections	Quantitative	Rate	2 inspections per week (per FRA requirements) <sup>3</sup>

<sup>2</sup>Reported 2020 data was lower as we only reported U.S. data. In 2021, we included KCSM accident releases and non-accident releases (NARs). NARs are out of the operational control of KCSR and KCSM, and are directly related to our customer's business practices, not that of the railroad's.

<sup>3</sup> The FRA requires twice-weekly inspections, with at least one calendar-day interval between inspections if the track has carried passenger trains, or more than 10 million gross tons of traffic during the preceding calendar year. KCS inspects all track at the FRA regulatory levels based on million gross ton-miles and class of track operated. The majority of KCS tracks do not run passenger trains.

## Activity Metrics

SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
TR-RA-000.A	Number of carloads transported	Quantitative	Number	2,266.2
TR-RA-000.B	Number of intermodal units transported	Quantitative	Number	Intermodal Carloads: 952.8
TR-RA-000.C	Track miles	Quantitative	Miles	KCSR: 3,984 KCSM: 3,315 Total: 7,299
TR-RA-000.D	Revenue ton miles (RTM)	Quantitative	RTM	52,548,468,645 RTM
TR-RA-000.E	Number of employees	Quantitative	Number	Total Number of Full-Time Employees: 6,929

# TCFD index

TCFD Descriptor	TCFD Index Reference
<b>Recommended Disclosures</b>	
<b>1. Governance</b>	
A. Describe the board's oversight of climate-related risks and opportunities.	See the Managing Climate Risks & Opportunities section of our 2020 Sustainability report.
B. Describe management's role in assessing and managing climate-related risks and opportunities.	See the Managing Climate Risks & Opportunities section of our 2020 Sustainability report.
<b>2. Strategy</b>	
A. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	See the Managing Climate Risks & Opportunities section of our 2020 Sustainability report and our 2022 CDP Response (questions C2.1a, C2.3, C2.3a, C2.4, and C2.4a).
B. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	See the Managing Climate Risks & Opportunities section of our 2020 Sustainability report and our 2022 CDP Response (questions C2.1a, C2.3, C2.3a, C2.4, and C2.4a).
C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario.	See our 2022 CDP Response (questions C3.1a and C3.1d).
<b>3. Risk Management</b>	
A. Describe the organization's processes for identifying and assessing climate-related risks.	See the Managing Climate Risks & Opportunities section of our 2020 Sustainability report and our 2022 CDP Response (questions C2.1, C2.2, and C2.2a).
B. Describe the organization's processes for managing climate-related risks.	See the Managing Climate Risks & Opportunities section of our 2020 Sustainability report and our 2022 CDP Response (questions C2.1 and C2.2).
C. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	See the Managing Climate Risks & Opportunities section of our 2020 Sustainability report and our 2022 CDP Response (questions C2.1 and C2.2).
<b>4. Metrics &amp; Targets</b>	
A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	See the Fuel Efficiency section of our 2020 Sustainability report and our 2022 CDP Response (questions C4.1, C4.1b, and C9.1).
B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.	See the Fuel Efficiency section of our 2020 Sustainability report and our 2022 CDP Response (questions C6.1, C6.3, and C6.5).
C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See the Fuel Efficiency section of our 2020 Sustainability report and our 2022 CDP Response (questions C4.1, C4.1a, and C4.1b).