



**Genesee & Wyoming Inc.  
Investor Day  
Portsmouth, Virginia**

**March 12, 2009**

**Forward-looking Statements** This presentation contains forward-looking statements regarding future events and the future performance of Genesee & Wyoming Inc. (“the Company”) that involve risks and uncertainties that could cause actual results to differ materially, including, but not limited to, economic conditions, customer demand, increased competition in the relevant market and others. The Company refers you to the documents that it files from time to time with the Securities and Exchange Commission, such as the Company’s Forms 10-Q and 10-K, which contain additional important factors that could cause its actual results to differ from its current expectations and from the forward-looking statements discussed during this presentation. Genesee & Wyoming Inc. disclaims any obligation to update the forward-looking statements contained in this presentation.



# Agenda

Time	Topic	Speaker
11:00 AM	Introduction	T. J. Gallagher
	Safety	Tyrone James
	GWI History and Drivers of Success	Jack Hellmann
	Operations and Ports Overview	Jim Benz
	New York/Ohio/Pennsylvania Region	Dave Collins
	Southern Region	Gerry Gates
1:15 PM	Depart for APM Terminal	
1:30 PM	APM Tour	
3:00 PM	Transportation to airport	





**Genesee & Wyoming Inc.**

**Tyrone James  
Vice President Safety**

# **GW's Safety Focus**

- **To be the safest provider of rail service in the industry**
- **To cultivate and maintain a self sustaining culture of safety**
- **To ensure all employees have a safe work environment and return home safely every day**



# GWI's Safety Focus

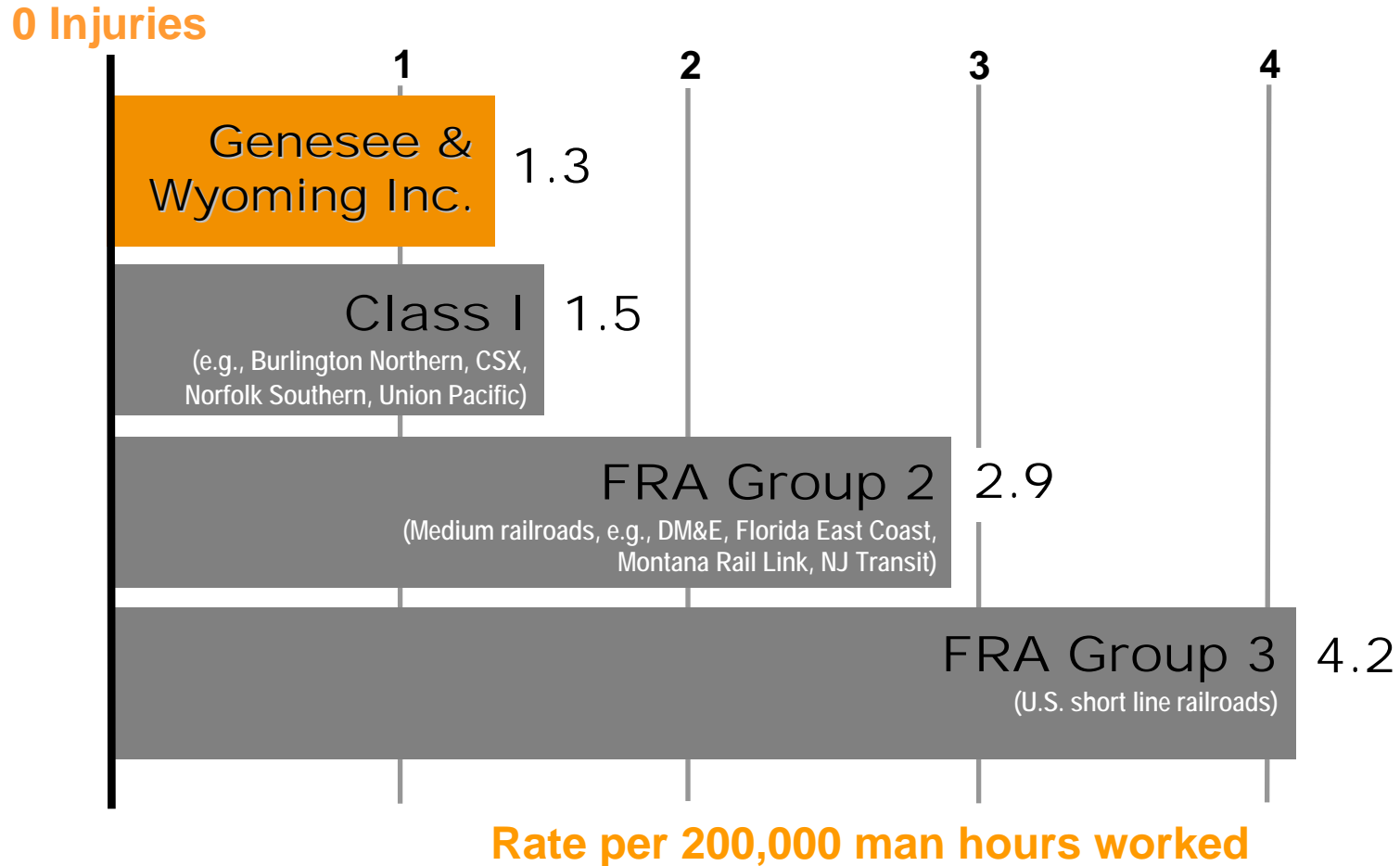
## Why Safety?

- **Sincere care for employees results in daily best efforts**
- **Attention to detail in safety translates to similar focus in operations**
- **Our customers expect perfection**
- **Accidents are expensive**



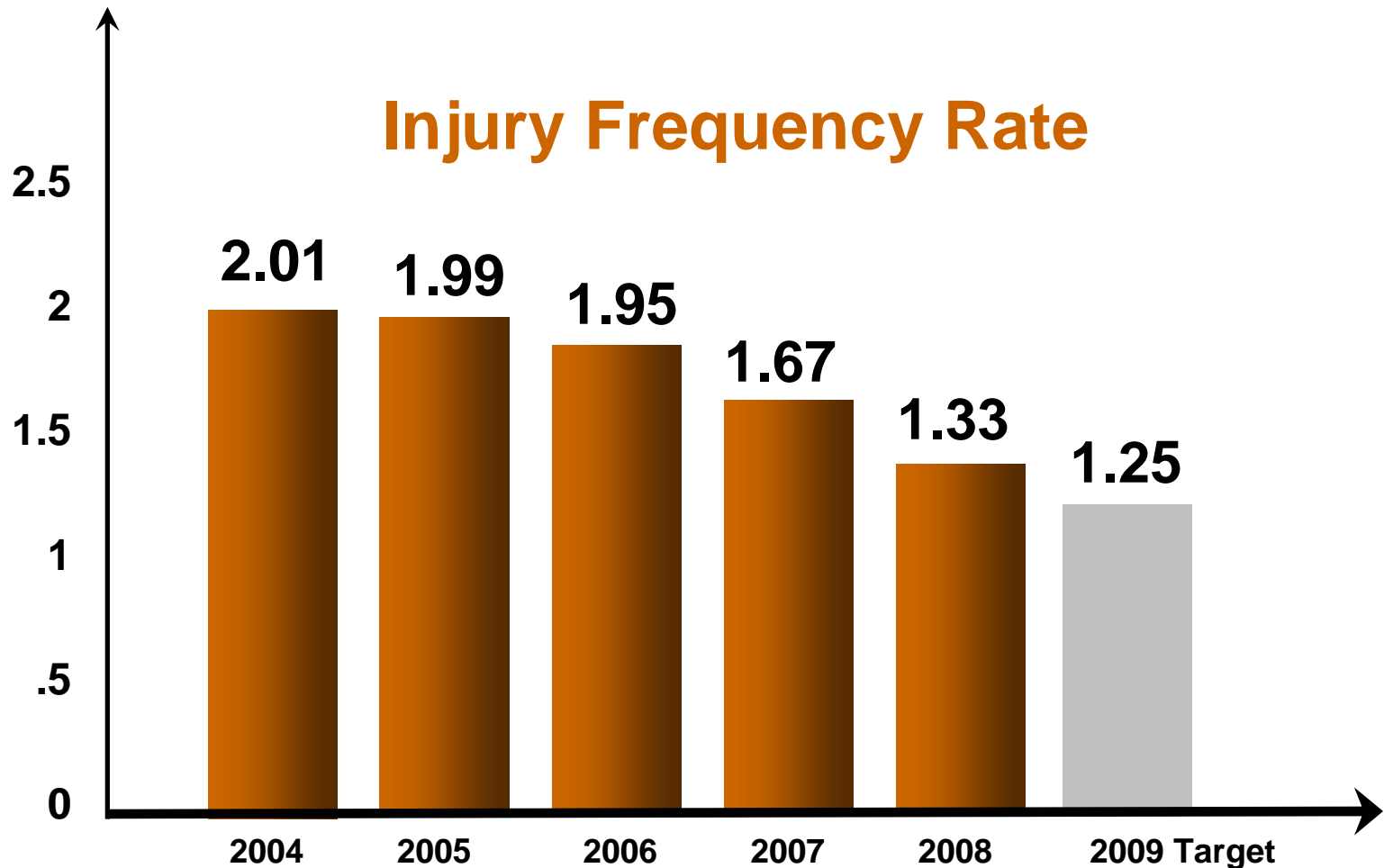
# 2008 Injury Frequency Rate

We are a safety leader in the rail industry...

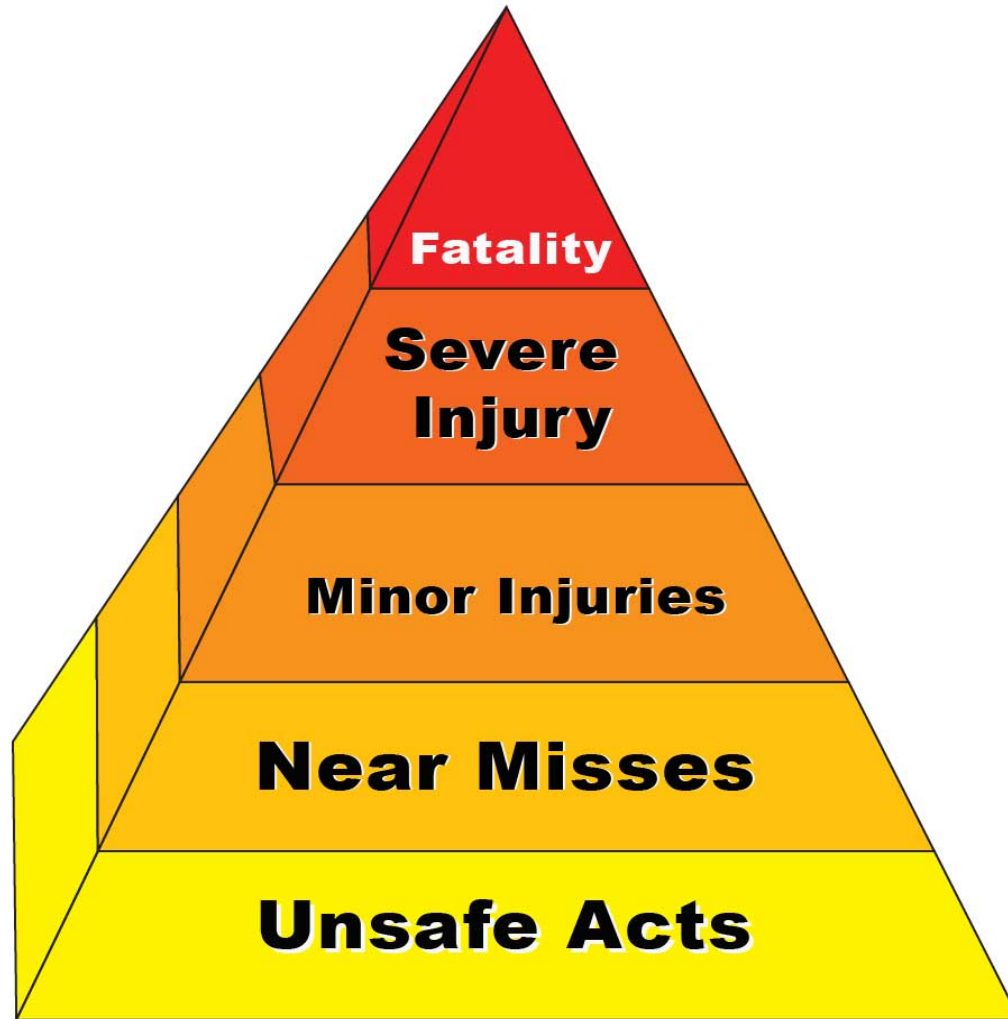


# Safety Performance

...and are improving every year



# Accident Pyramid





# Zero Injuries

***Our Goal Every Day***



**Genesee & Wyoming Inc.  
Investor Day  
Portsmouth, Virginia**

**Jack Hellmann  
President and CEO**

**March 12, 2009**

# Management



# Management Representatives

<b>Name</b>	<b>Title</b>	<b>Region</b>	<b>Years with GWI</b>	<b>Years in Rail Industry</b>
<b>Jack Hellmann</b>	<b>CEO</b>	<b>Corporate</b>	<b>9</b>	<b>9</b>
<b>Jim Benz</b>	<b>COO</b>	<b>Corporate</b>	<b>12</b>	<b>37</b>
<b>T.J. Gallagher</b>	<b>CFO</b>	<b>Corporate</b>	<b>4</b>	<b>4</b>
<b>Dave Collins</b>	<b>SVP</b>	<b>NY/OH/PA Region</b>	<b>29</b>	<b>29</b>
<b>Gerry Gates</b>	<b>SVP</b>	<b>Southern Region</b>	<b>4</b>	<b>33</b>
<b>Tyrone James</b>	<b>VP, Safety</b>	<b>Corporate</b>	<b>3</b>	<b>31</b>
<b>Andy Chunko</b>	<b>VP, Ports</b>	<b>Rail Link Region</b>	<b>7</b>	<b>17</b>
<b>Mike Williams</b>	<b>Dir, Comm.</b>	<b>Corporate</b>	<b>2</b>	<b>2</b>



**Jack Hellmann**  
Chief Executive Officer

**T.J. Gallagher**  
Chief Financial  
Officer

**Jim Benz**  
Chief Operating  
Officer

**Mark Hastings**  
Exec Vice President  
Corporate Development

**Allison Fergus**  
General Counsel  
& Corp Secretary

**Matt Brush**  
Chief Human Resource  
Officer

**Jerry Vest**  
Vice President  
Government & Industry Affairs

**Mike Williams**  
Director Corporate  
Communications



# G&W History





GENESEE & WYOMING

16

16





A map of the United States with a red dot in upstate New York and an arrow pointing to it. The year 1899 is written above the dot.

**1899**

**The original  
Genesee & Wyoming Railroad  
14 miles in upstate New York  
serving one customer**





# **GWI at Initial Public Offering in 1996**

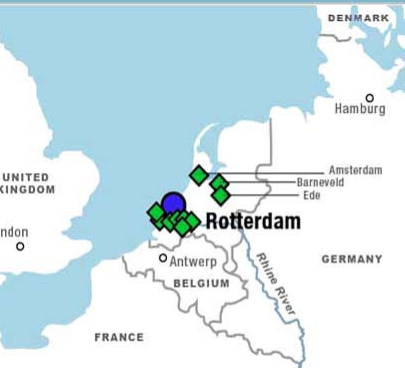
**Four regions, the product  
of 10 acquisitions**



# 2009

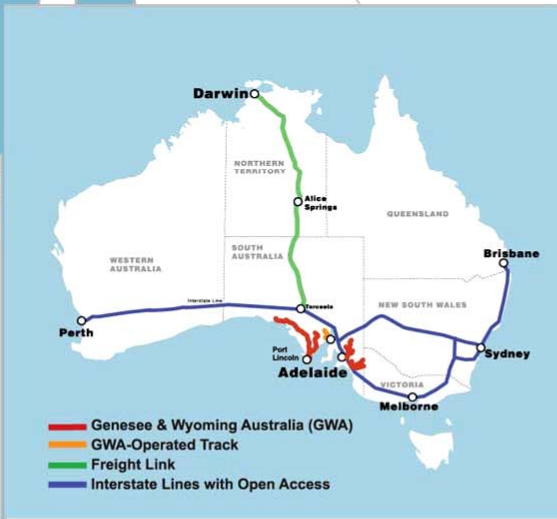
## Genesee & Wyoming Inc Operations

- Short Line Railroads
  - ◆ Industrial Switching Operations
  - Port Operations
  - ◆ Contract Coal Loading
- Dashed lines indicate trackage rights  
 — Gray line indicates out of service

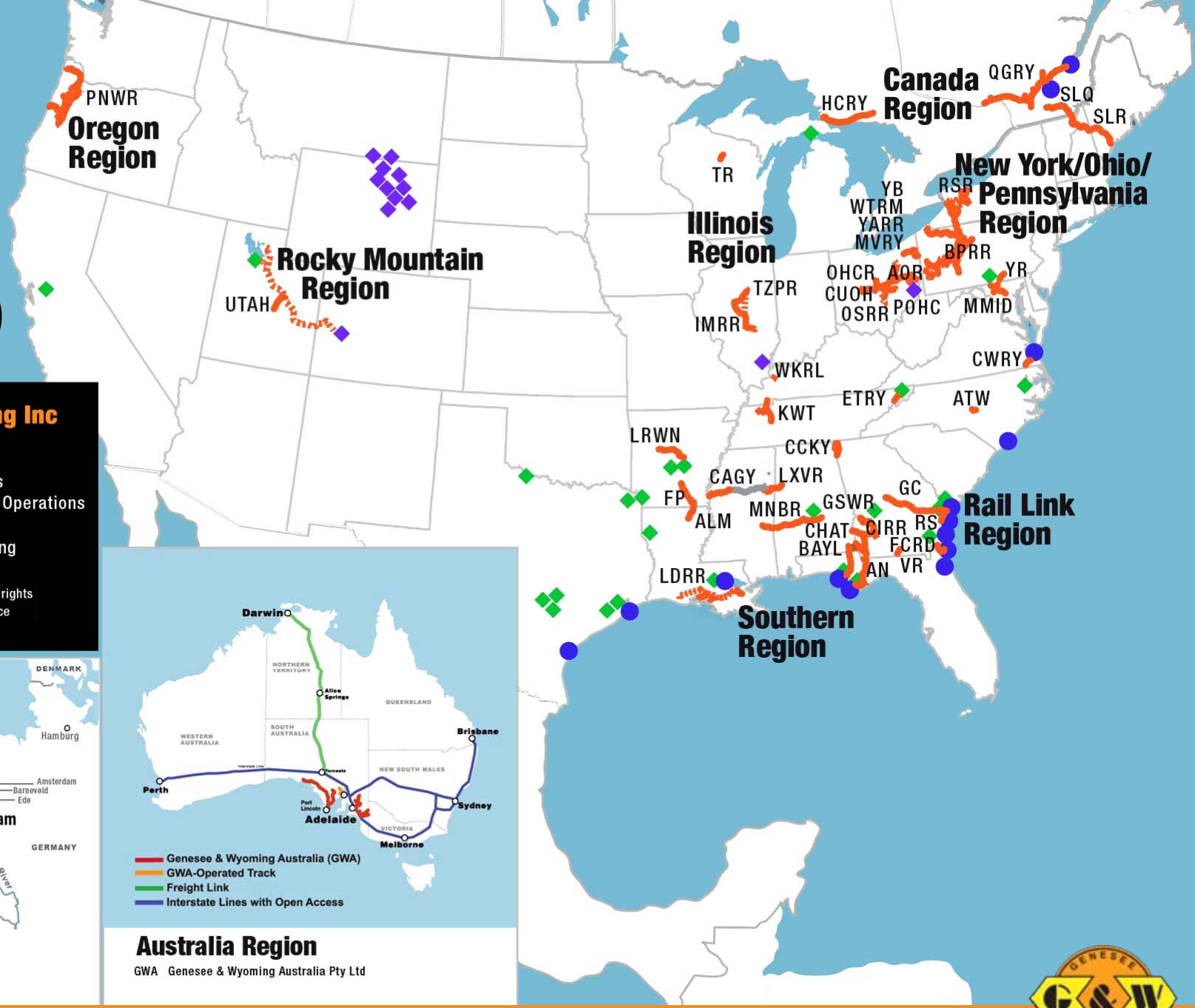


**Netherlands**

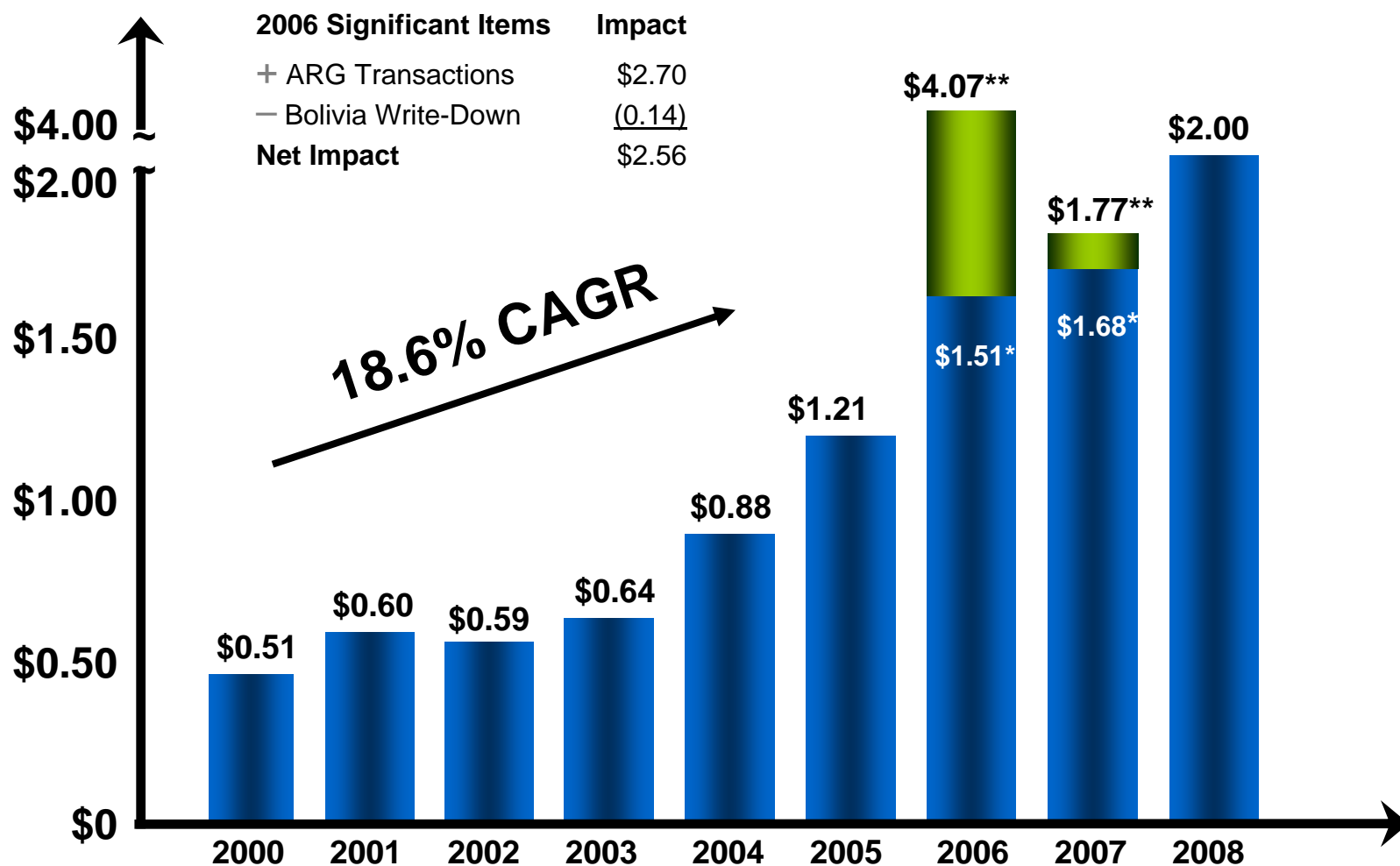
- Port Operations
- ◆ Switching Operations



**Australia Region**  
 GWA Genesee & Wyoming Australia Pty Ltd



# EPS From Continuing Operations



\* Adjusted Earnings per share from Continuing Operations is a non-GAAP financial measure. 2006 adjustments exclude the ARG Sale and Bolivia write downs. 2007 adjustments exclude the tax benefit associated with the ARG Sale. Additional information on the reconciliations of non-GAAP financial measures presented above is posted in the Investors section of [www.gwr.com](http://www.gwr.com).

\*\* Reported.



# Five Drivers of G&W Success



# Five Drivers of Success

- 1. Continuous Safety Improvement**
- 2. Efficient Use of Capital**
- 3. Service and Customer Focus**
- 4. Culture**
- 5. Acquisition Strategy**



# Driver 1: **Safety**

## 1. **Our goal is to be injury free**

- **1.33 in 2008**
- **1.25 target in 2009**

## 2. **How are we doing it?**

- **Best safety leadership in our history**
- **Regional field presence**
- **Training (e.g., DuPont)**
- **Culture of safety**



# Driver 2: Efficient Use of Capital

## 1. Seven-Year Anniversary of GVA

- All executive compensation is linked to GVA and safety
- Asset intensive industry
- GWI is built on thousands of good capital decisions – compounding effect

## 2. Efficient Investment in Acquisitions

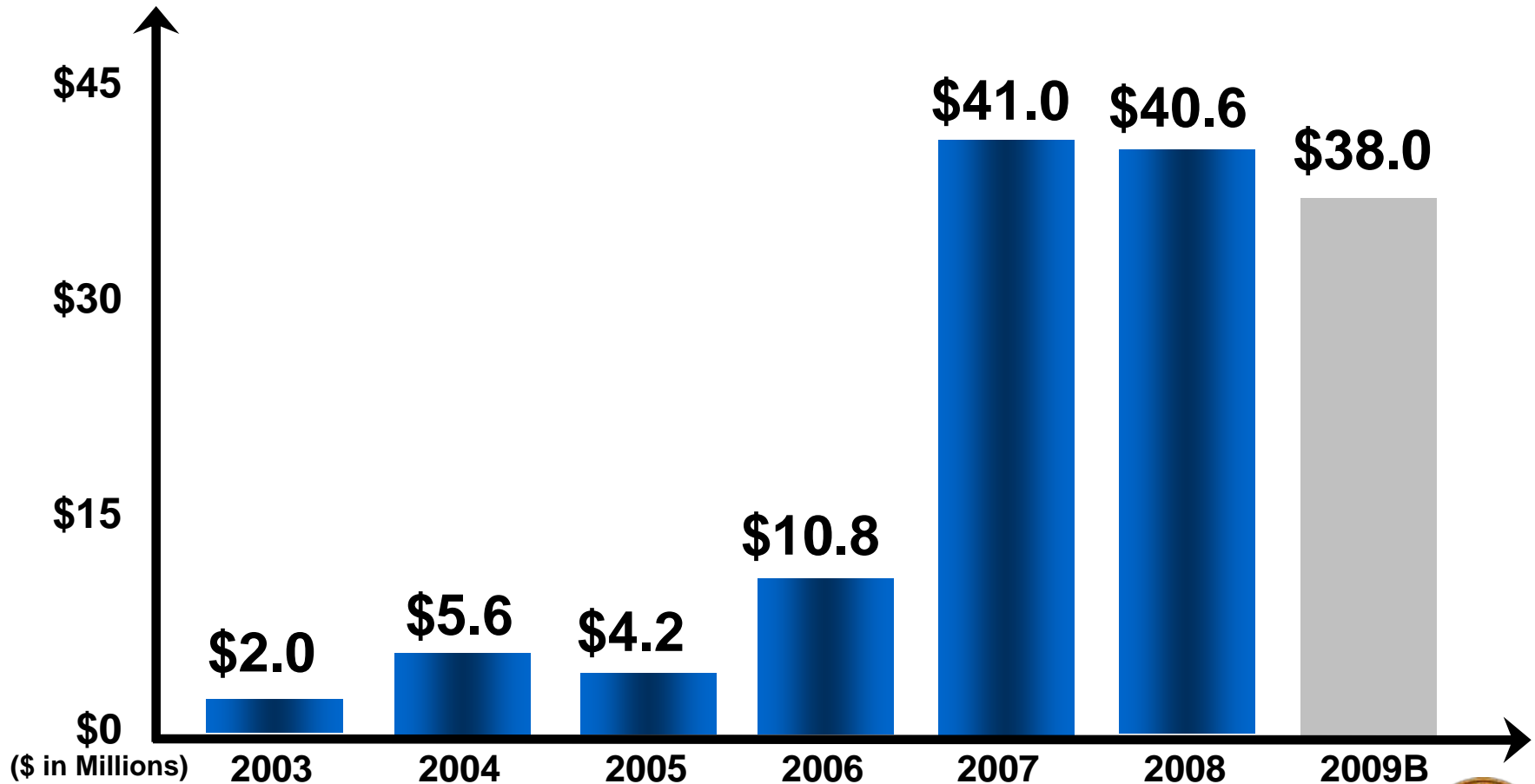
## 3. Efficient Investment in Operations

- Fit for purpose
- Careful attention to growth capital
- Public–private partnerships



# Federal and State Government Grants

Our success in creating successful public-private partnerships is second to none



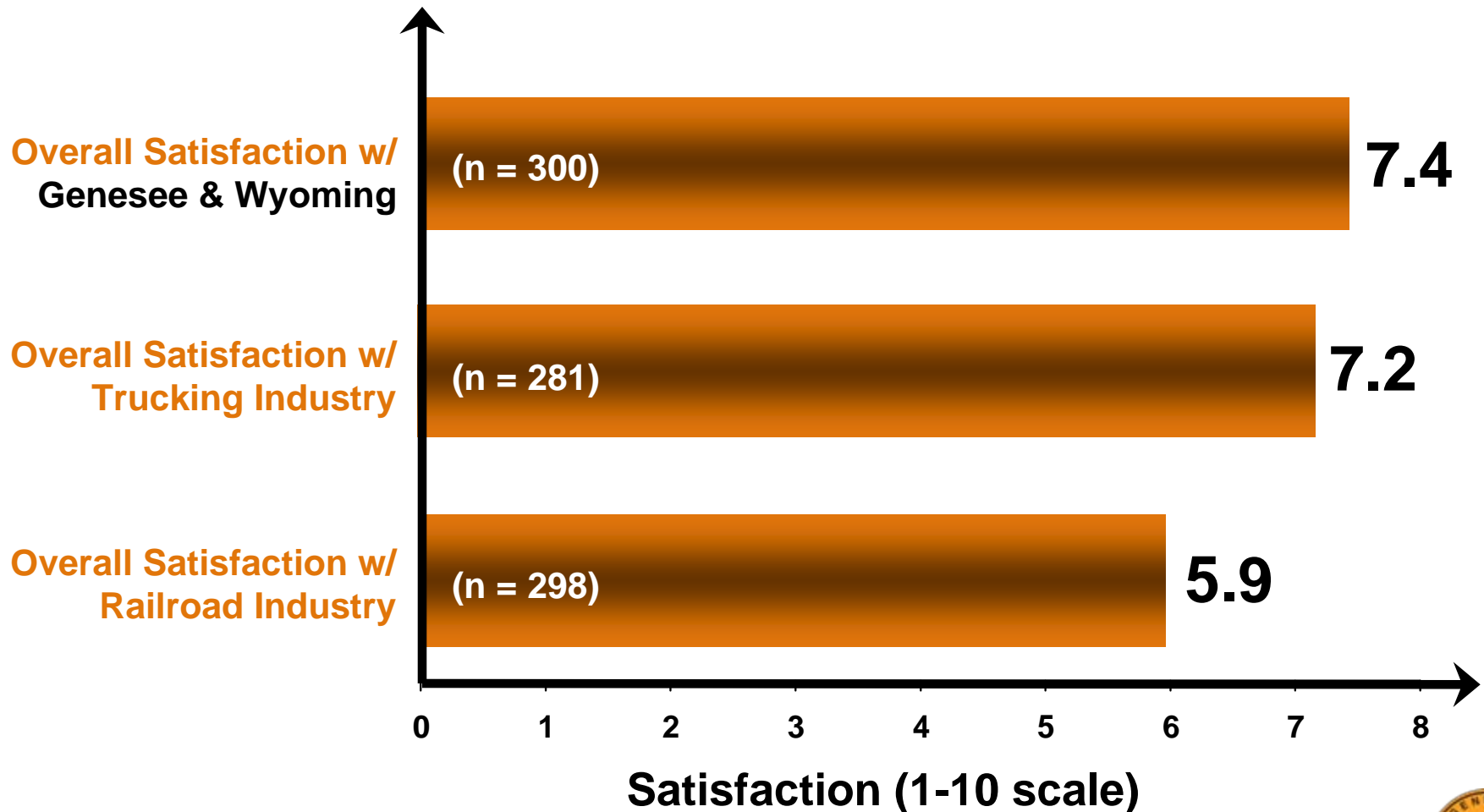
## Driver 3: **Service**

**Goal is to be the world's safest and most respected rail service provider**

- **Test our self-perception of being close to customer**
  - **Local service, including small customers**
  - **Revenue surge, after privatization or Class I spin-off**
- **Identify weaknesses and fix issues**

# Overall Satisfaction

## Genesee & Wyoming vs. Other Transportation Service Providers



# Priorities for Improvement

**Every Region Better Than 8.0**



# Driver 4: Culture

## 1. Ethical Conduct

- Reputation and “Thanksgiving test”

## 2. Open Debate

- Best ideas withstand scrutiny and come from anywhere (corporate, regional, field)

## 3. Cooperative and Respectful Environment

- Tone of debate; respect for everyone with whom we deal

## 4. Commitment to Excellence

- Always room for improvement

## 5. Humility

- Take job seriously, not self seriously

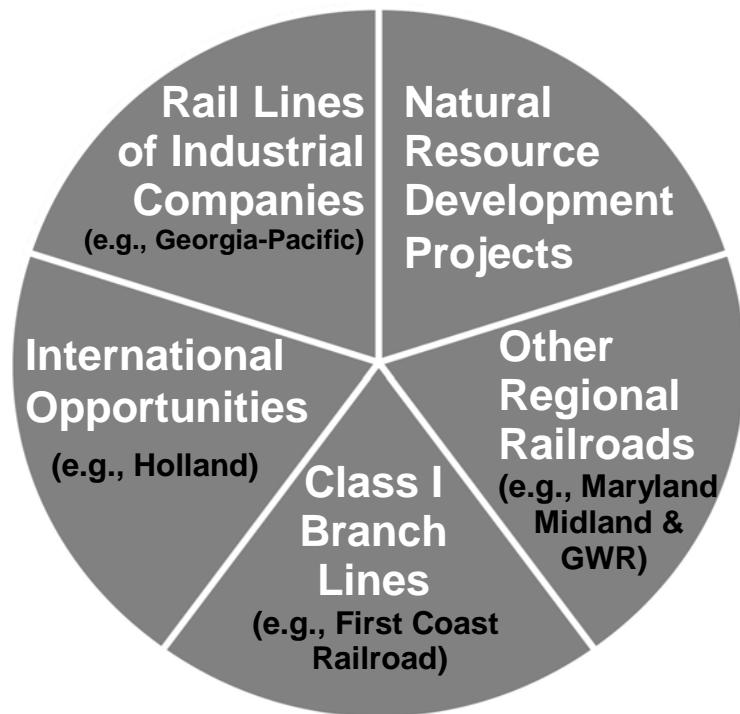
## 6. Entrepreneurship in Regions

- Autonomy of regions and local accountability
- My job is to allocate capital to our best ideas



# Driver 5: Acquisition Strategy

- 34 acquisitions since 1985
- Five acquisitions in 2008 with EV of nearly US\$400 million



1. January 1 – Maryland Midland (\$23.1 million)
2. April 15 – Rotterdam Rail Feeding (\$22.6 million + \$2.4 million contingent)
3. June 2 – CAGY Industries Inc. (\$89.9 million + \$3.5 million contingent)
4. October 1 – Ohio Central (\$217.2 million)
5. October 1 – Georgia Southwestern (\$16.7 million)

# The Acquisition Market Has Been Active

Since 2001, we have worked on more than 70 projects with a total value of more than \$8.1 billion

- Average of nine potential investments per year
- “Success” rate has been approximately 1 in 5

## Class I Leases

15

## US Shortlines

29 / \$1.6 billion

## Canadian Shortlines

4 / \$210 million

## US Regional RRs

3 / \$2.9 billion

## Buildouts

6 / \$480 million

## Foreign RRs

AUS/NZ: 4 / \$1.7 billion

Europe: 4 / \$900 million



# Our Acquisitions Have Been Successful Because

## 1. Due Diligence

- We conduct significant diligence on plants/customers (e.g., GWA, GP, MMID)

## 2. Accountability

- Regional GMs and Prefer Contiguous Lines

## 3. Superior Cash Flow

- We are attracted to stable cash flows and low capex
- We pay considerable attention to tax attributes
- We have extraordinary attention to detail in cost savings and are accurate

## 4. Relationships

- Our reputation as an owner, employer and good citizen in local communities makes us a preferred acquirer

## 5. Experience with Integration





**Genesee & Wyoming Inc.**

**Jim Benz**  
**Chief Operating Officer**

# Agenda

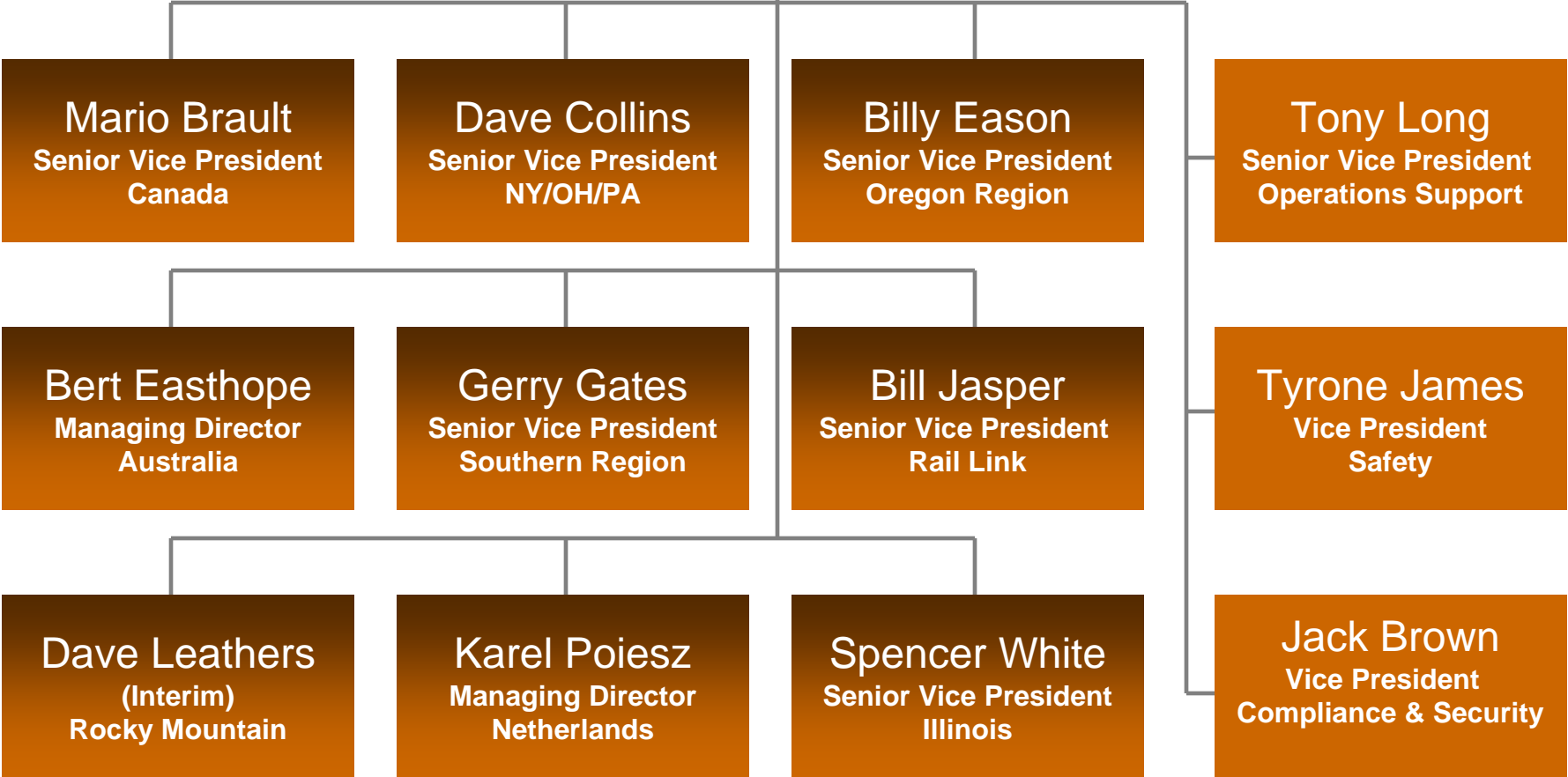
## 1. Organization

## 2. Response to Economic Downturn

## 3. Operations Overview

- Ports Franchise
- NY/OH/PA Region, Dave Collins
- Southern Region, Gerry Gates

**Jim Benz**  
Chief Operating Officer



# Responding to Economic Downturn

## Service Plan Redesign

- Reduce service levels

## Optimize Locomotive Fleet

- Match horsepower to task

## Resize Equipment Fleet

- Pick best equipment

# Responding to Economic Downturn

## **Rightsize Workforce**

- **Furloughs/severance**

## **Micro-Manage Engineering**

- **Fit for purpose**
- **Fewer trains = less wear & tear**
- **Insource capital projects**



# Stimulus Bill Opportunities (TBD)

- **Increase traffic due to new infrastructure projects (e.g., cement & aggregates)**
- **Government grants for rail infrastructure upgrades**





# Building a Port Rail Services Franchise

## Port Operations

**1996**

- **Talleyrand Terminal Railroad (TTR)**  
**Jacksonville, FL**  
*Break-bulk, Containers, Autos*



# Building a Port Rail Services Franchise

## Port Operations

1997

- **Corpus Christi Terminal Railroad (CCPN)**  
Corpus Christi, TX  
*Grain, Break-bulk, Coke, Military*



# Building a Port Rail Services Franchise

## Port Operations

### 1998

- **Golden Isles Terminal Railroad (GITM)**  
Brunswick, GA  
*Autos, Grain*
- **Savannah Port Terminal Railroad (SAPT)**  
Savannah, GA  
*Containers, Mixed Freight*



# Building a Port Rail Services Franchise

## Port Operations

### 2001

- **Baton Rouge, LA**  
*Mixed Freight*

### 2002

- **Ocean Terminal Savannah, GA**  
*Heavy Equipment*



# Building a Port Rail Services Franchise

## Port Operations

2004

- Golden Isles Terminal Wharf  
Savannah, GA  
*Mixed Freight*



# Building a Port Rail Services Franchise

## Port Operations 2005

- **First Coast Railroad**  
Fernandina, FL  
*Paper*
- **Wilmington Terminal Railroad**  
Wilmington, NC  
*Chemicals, Fertilizer, Lumber, Pulp, Rail*
- **Galveston Railroad**  
Galveston, TX  
*Grain, Fertilizer, Paperboard, Machinery*



# Building a Port Rail Services Franchise

## Port Operations 2008

- Rotterdam Rail Feeding Rotterdam, The Netherlands  
*Containers, Shunting*
- Commonwealth Railway (CWR) Portsmouth, VA  
*Containers*





# Regional Business Development

## APM Terminals

### Past

- 2002: Began work with APM and VA DOT to upgrade CWRV to serve projected container facility

### Present

- Facility opened in May 2008
- Heartland Corridor
- Connections to NS & CSX

### Future

- Median Rail Project
- Craney Island





# APM

## Quick Facts

- **\$450 million investment**
- **First semi-automated container terminal in U.S.**
- **Capacity: 1 million TEUs, expandable to 2 million**
- **Rail infrastructure: six 2200-ft. sidings, expandable to 12**
- **Long-term potential rail market share: 20%-40%**
- **Current rail run rate: 50,000-75,000 TEUs**





**Genesee & Wyoming Inc.**

**Dave Collins  
Senior Vice President  
New York/Ohio/  
Pennsylvania Region**



**Dave Collins**  
Senior Vice President  
NY/OH/PA Region

**Ray Goss**  
Senior Vice President  
New York/Pennsylvania

**Gene Evans** = VP Mechanical  
**Dave Baer** = VP Engineering  
**Ron Klein** = VP Marketing  
**Jason Fuller** = VP Transportation  
**Wendy Hill** = Director of Finance  
**Bob Alley** = Director of Purchasing  
**Jeff Andrews** = Director of Safety  
**Cassandra Schreiber** = HR Manager

## Ohio

**Len Wagner** = VP Operations  
**Gerry Sattora** = VP Finance/Admin  
**Marty Pohlod** = VP Marketing  
**Scott Thompson** = HR Manager  
**Neil Youngman** = Director of Safety



1977



# Building a U.S. Regional Rail System NY/PA Region

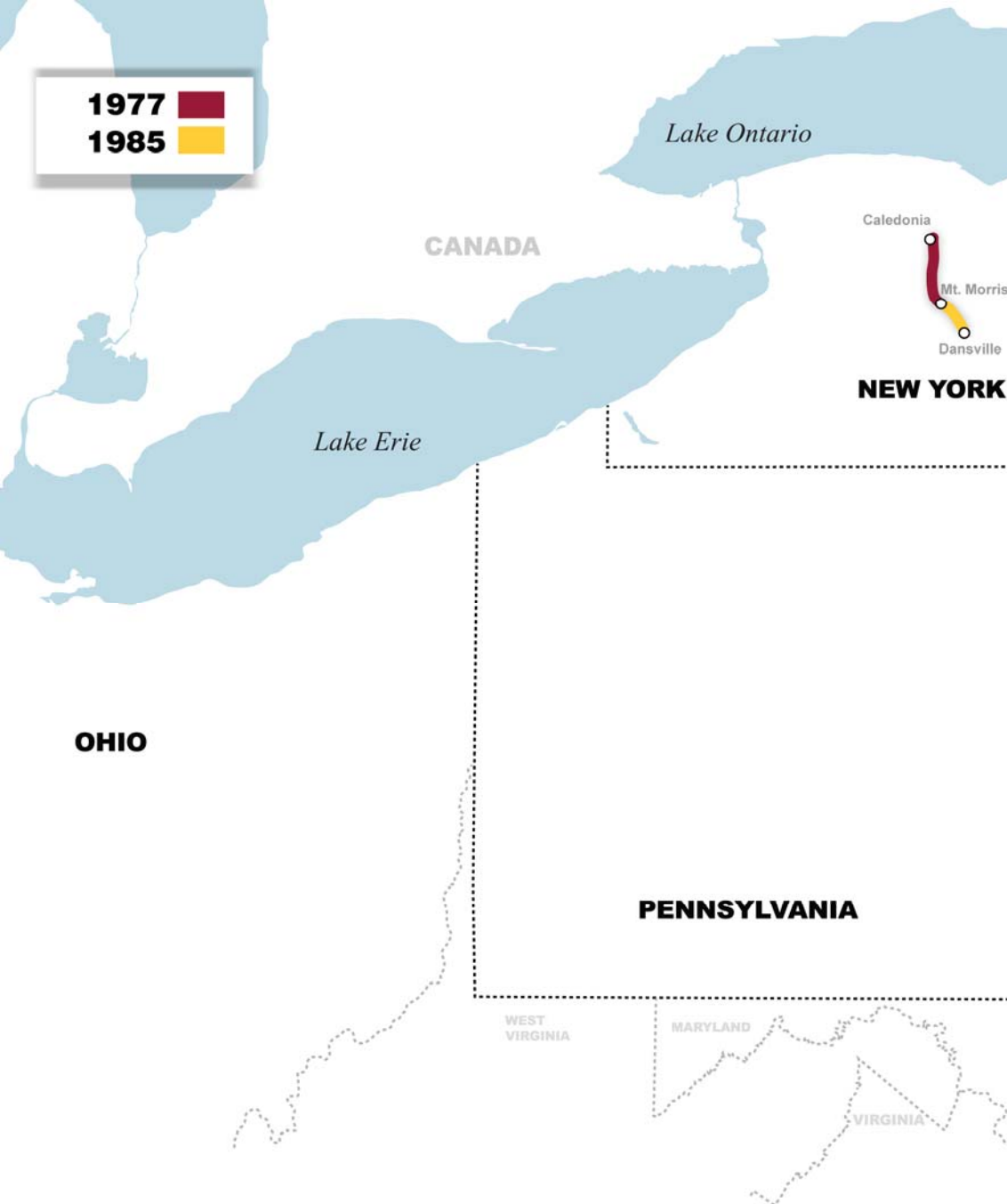
## 1977

- **Genesee & Wyoming Railroad**  
*Salt, Fertilizers, Grain, Beans*

**Track Miles: 14**  
**Employees: 65**  
**Customers: 5**



**1977** ■  
**1985** ■



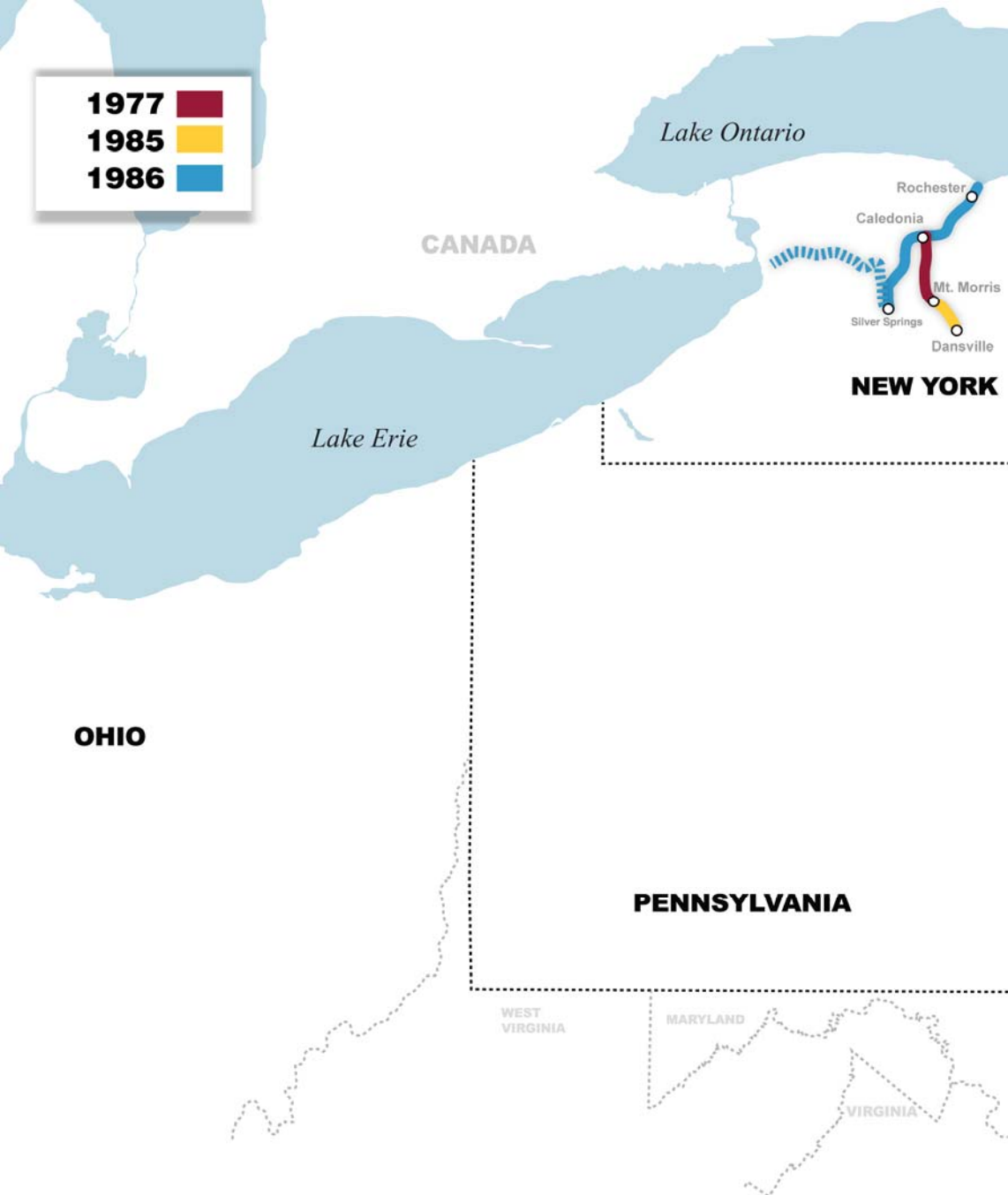
# Building a U.S. Regional Rail System NY/PA Region

## 1985

- **Dansville & Mount  
Morris Railroad**  
*Steel*

**Track Miles: 35**  
**Employees: 65**  
**Customers: 6**





# Building a U.S. Regional Rail System NY/PA Region

## 1986

- Rochester & Southern Railroad**  
*Coal, Paper, Chemicals, Stone, Scrap Steel, Clay, Auto Parts, Lumber, Fertilizer, Cement, Petroleum, Plastics*

**Track Miles: 86**  
**Employees: 100**  
**Customers: 26**





# Building a U.S. Regional Rail System NY/PA Region

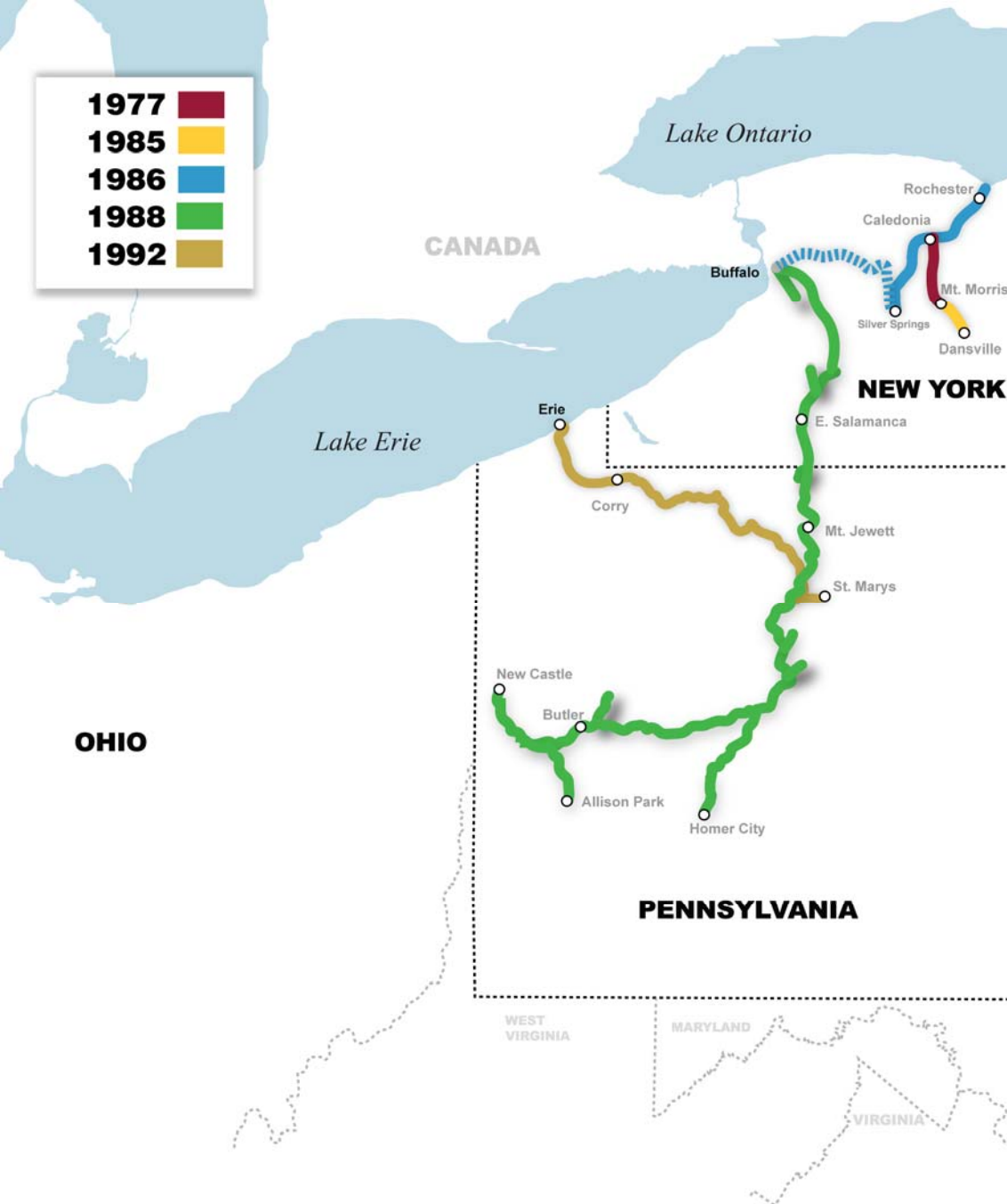
## 1988

- Buffalo & Pittsburgh Railroad**  
*Petroleum, Paper, Chemicals, Auto Parts, Stone, Lumber, Logs, Plastics, Coal, Steel, Scrap Steel, Scrap Paper, Sand*

**Track Miles: 477**  
**Employees: 225**  
**Customers: 120**



**1977** ■  
**1985** ■  
**1986** ■  
**1988** ■  
**1992** ■



# Building a U.S. Regional Rail System NY/PA Region

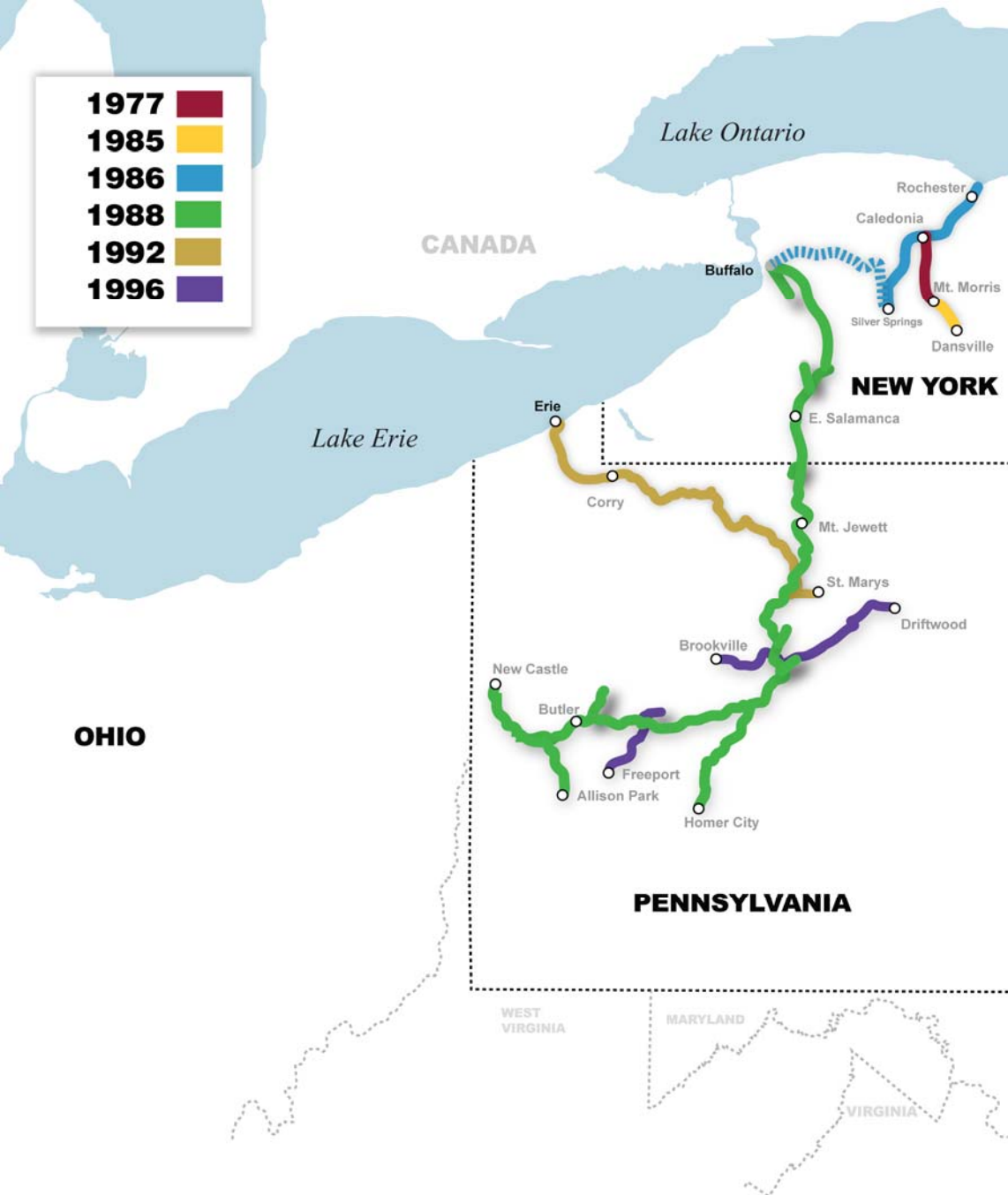
## 1992

- Allegheny & Eastern Railroad**  
*Petroleum, Sand, Stone, Plastics*

**Track Miles: 605**  
**Employees: 245**  
**Customers: 130**



- 1977** █
- 1985** █
- 1986** █
- 1988** █
- 1992** █
- 1996** █



# Building a U.S. Regional Rail System NY/PA Region

## 1996

- **Pittsburg & Shawmut Railroad**  
*Coal, Lumber, Clay, Sand*

**Track Miles: 716**  
**Employees: 250**  
**Customers: 160**



**1977** ■  
**1985** ■  
**1986** ■  
**1988** ■  
**1992** ■  
**1996** ■  
**2001** ●



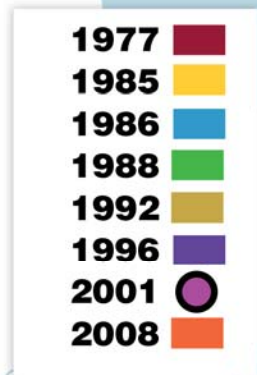
# Building a U.S. Regional Rail System NY/PA Region

## 2001

- South Buffalo Railway**  
*Auto Parts, Steel, Lumber, Fertilizer, Scrap Steel, Limestone*

**Track Miles: 770**  
**Employees: 300**  
**Customers: 175**





# Building a U.S. Regional Rail System NY/OH/PA Region

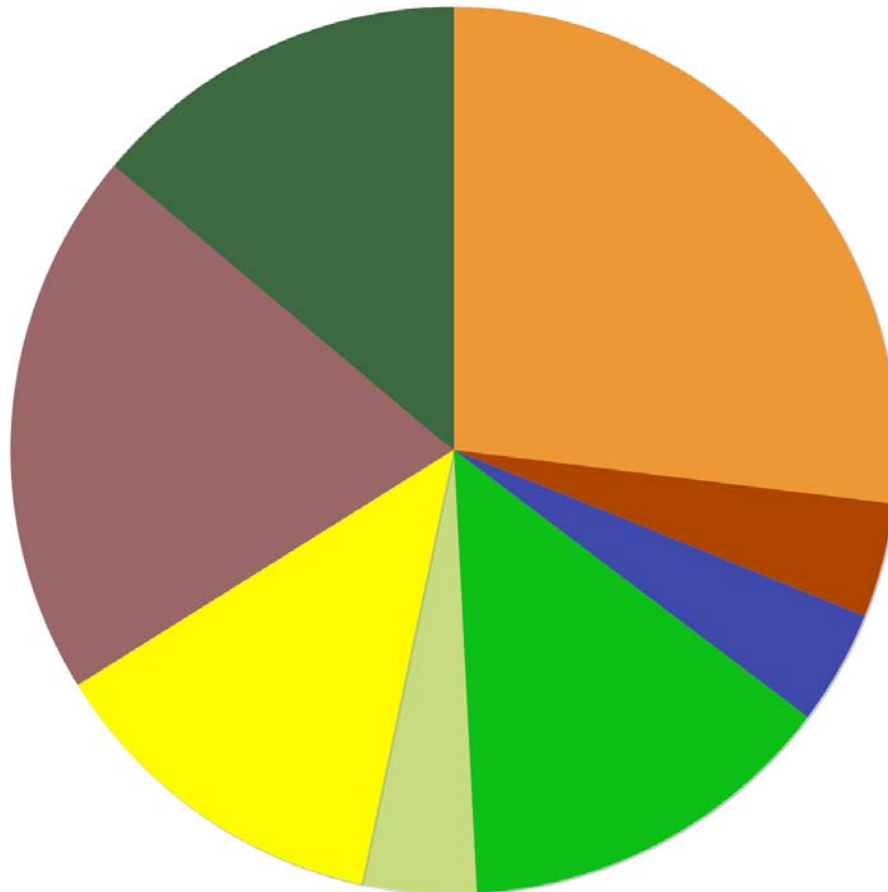
## 2008

- **Ohio Central System**  
10 Short Line Railroads  
*Coal, MSW, Grain, Steel, Scrap Steel, Ethanol, Paper, Chemicals*

**Track Miles: 1,225**  
**Employees: 460**  
**Customers: 200**



# Commodities Mix



## Key Customers

- Rosebud Mining
- AK Steel
- American Rock Salt
- American Electric Power
- United Refining



# Regional Business Development

## AK Steel – Butler, PA

### Past

- Completed new interchange connection Q4 2008
- Upgraded yard & connecting line

### Present

- Control all switching & storage of scrap inventory
- Increased revenue per car on all traffic
- Increased volume as of Q1 2009



# Responding to Economic Downturn

## Service Plan Redesign

- Redesigned B&P operating plan in Buffalo and Butler
- Adapted customer service to new shipment plans
- Reduced crew starts by 15%

## Optimize Locomotive Fleet

- Stored 16 locomotives, 15% of fleet
- Selling unneeded locomotives – 12 Ohio units
- Installed Alternative Power Units on locomotives for fuel savings

## Resize Equipment Fleet

- Let leases expire in railcar fleets
- Delay reinvesting in coal fleet



# Responding to Economic Downturn

## **Rightsize Workforce**

- **Reduced 41 positions, or 9% of workforce**

## **Micro-Manage Engineering**

- **Insourced capital work**
- **Reduced days per week of operation**





**Genesee & Wyoming Inc.**

**Gerry Gates  
Senior Vice President  
Southern Region**

**1987** ■  
**2004** ■  
**2005** ■  
**2006** ■  
**2008** ■



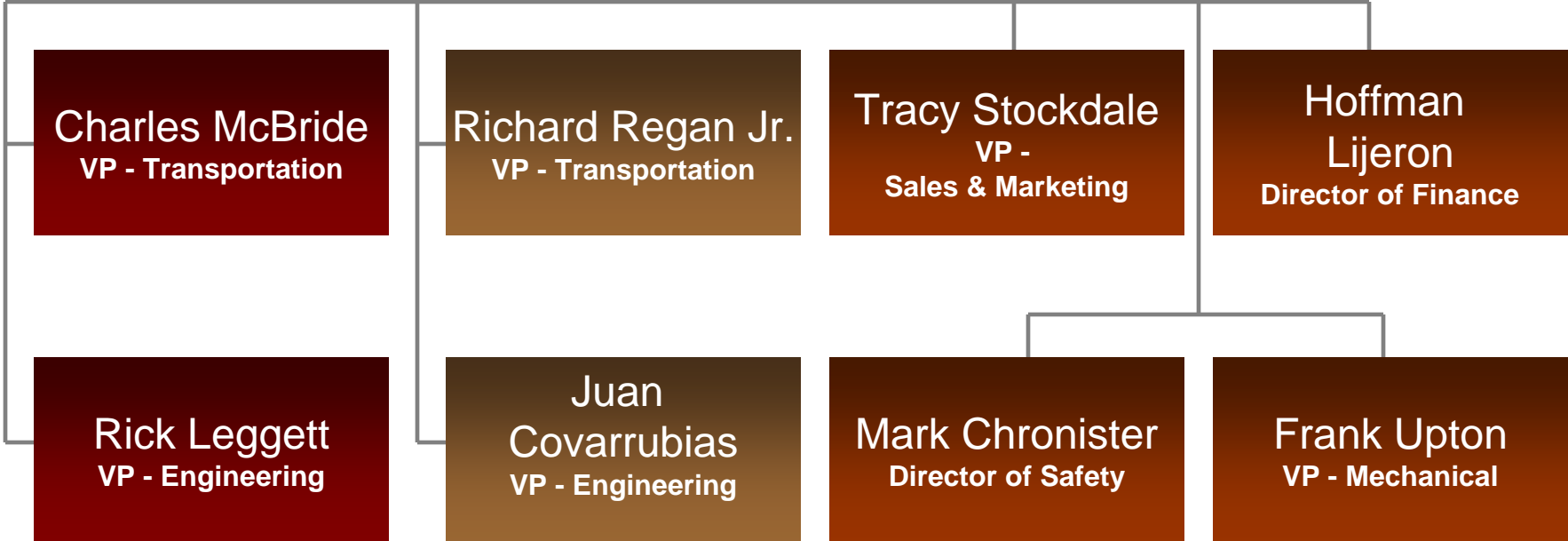
# Southern Region

## Quick Facts

- 1,550 route miles
- 16 short line railroads
- 2 port operations
- 321 employees
- 264 customers
- Major commodities
  - Pulp and Paper
  - Lumber and Forest Products
  - Metals
  - Minerals and Stone
  - Chemicals and Plastics



**Gerry Gates**  
Senior Vice President  
Southern Region



**BAYL, CHAT, CIRR,  
LDRR, LRWN,  
ALM, FP, AN**

**KWT, GSWR, VR,  
CAGY, CCKY,  
LSVR, MNBR**



1987



# Building a U.S. Regional Rail System Southern Region

## 1987

- Louisiana & Delta Railroad (LDRR)  
*Petroleum Gas, Carbon Black, Pipe, Rice*

**Track Miles: 86**

**Employees: 32**

**Customers: 40**



1987

2004



# Building a U.S. Regional Rail System Southern Region

## 2004

- Chattahoochee Industrial Railroad (CIRR)
- Arkansas, Louisiana & Mississippi Railroad (ALM)
- Fordyce & Princeton RR (FP)

*Lumber, Paper, Pulpboard,  
Wood Products, Chemicals,  
Steel*

**Track Miles: 211**  
**Employees: 56**  
**Customers: 80**



**1987** ■  
**2004** ■  
**2005** ■



# Building a U.S. Regional Rail System Southern Region

## 2005

- AN Railway (AN)
- The Bay Line Railroad (BAYL)
- KWT Railway (KWT)
- Little Rock & Western Railway (LRWN)
- Meridian & Bigbee Railroad (MNBR)
- Valdosta Railway (VR)
- Western Kentucky Railway (WKRL)

*Paper Chemicals, Oriented Strand Board, Pulp & Paper, Woodchips, Pipe, Wood Pellets, Clays, Auto Parts, Aggregates, Corn, Farm Products*

**Track Miles: 742**  
**Employees: 215**  
**Customers: 180**



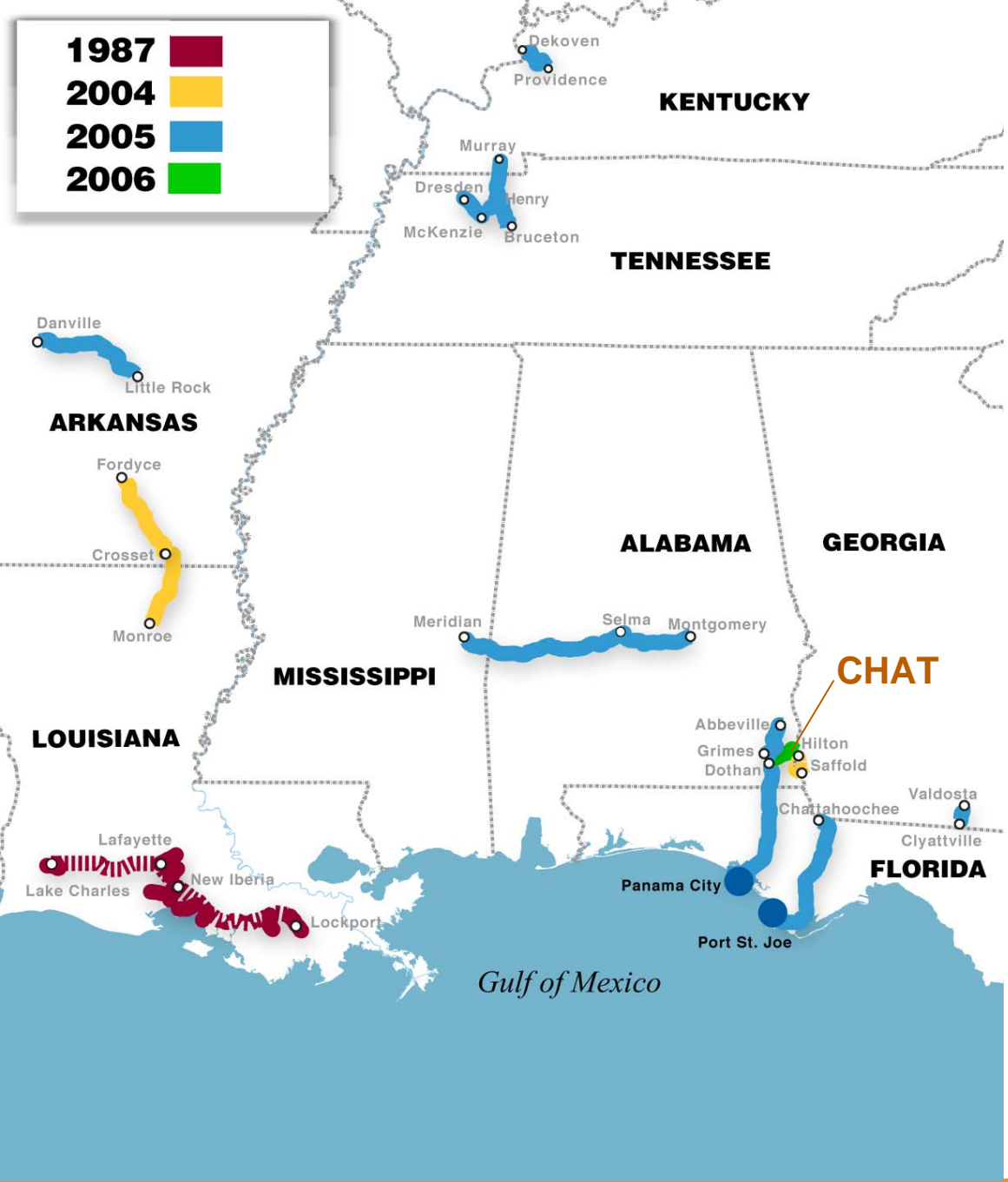
**1987** ■  
**2004** ■  
**2005** ■  
**2006** ■

# Building a U.S. Regional Rail System Southern Region

## 2006

- **Chattahoochee Bay Railroad (CHAT)**  
*Agricultural Products*

**Track Miles: 768**  
**Employees: 220**  
**Customers: 194**



**1987** ■  
**2004** ■  
**2005** ■  
**2006** ■  
**2008** ■

# Building a U.S. Regional Rail System Southern Region

## 2008

- Columbus & Greenville Railway (CAGY)
- Luxapalila Valley Railroad (LXVR)
- Chattooga & Chickamauga Railway (CCKY)
- Georgia Southwestern Railroad (GSWR)  
*Sheet Steel, Catfish Feed, Plastics, Peanuts, Ethanol, Farm Products, Rail Car Storage, Lumber, Steel Flu Dust*

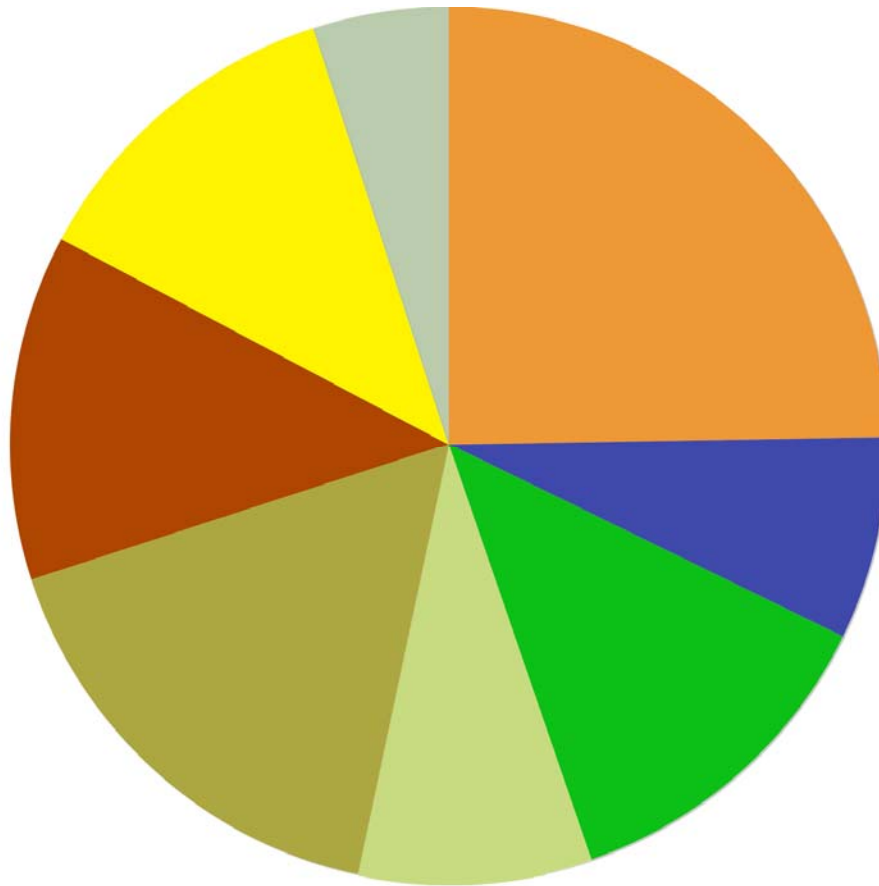
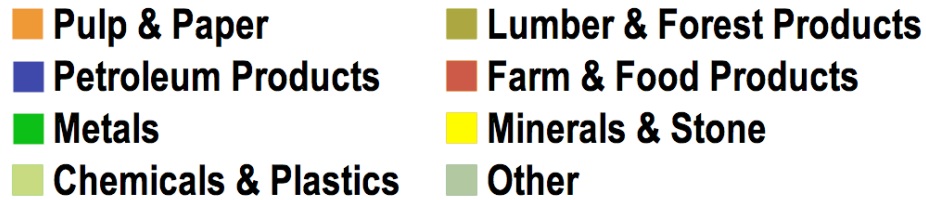
**Track Miles: 1,550**

**Employees: 321**

**Customers: 264**



# Commodities Mix



## Key Customers

- Severstal
- Georgia Pacific
- Smurfit Stone
- Arizona Chemical
- Berg Steel Pipe



# Regional Business Development Green Circle Bio Energy

## Past

- Site on Bay Line selected in 2006
- Constructed new rail connection
- Overhauled locomotives
- Leased equipment fleet

## Present

- Plant startup May '08
- Dedicated rail service
- Shipping near capacity
- 2009 ASLRRRA Marketing Award winner



# Responding to Economic Downturn

## Service Plan Redesign

- Reduced service to match customer needs
- Reduced to 32-hour week

## Optimize Locomotive Fleet

- Stored 21 units or 23% of fleet
- Prioritized high cost units to storage

## Resize Equipment Fleet

- Designated Active/Inactive Fleet by operation
- Utilized excess capacity for storage opportunities

# Responding to Economic Downturn

## **Rightsize Workforce**

- Reduced 24 positions or 7% of workforce

## **Micro-Manage Engineering**

- Created fit-for-service infrastructure

