

**BEFORE THE
SURFACE TRANSPORTATION BOARD**

STB FINANCE DOCKET NO. 36514

**CANADIAN NATIONAL RAILWAY COMPANY, GRAND TRUNK
CORPORATION, AND CN'S RAIL OPERATING SUBSIDIARIES – CONTROL
– KANSAS CITY SOUTHERN, THE KANSAS CITY SOUTHERN RAILWAY
COMPANY, GATEWAY EASTERN RAILWAY COMPANY, AND THE TEXAS
MEXICAN RAILWAY COMPANY**

**SUBMISSION OF 200 STATEMENTS SUPPORTING PROPOSED
TRANSACTION**

Canadian National Railway Company (“CN”) continues to be encouraged by the overwhelmingly positive response to CN’s proposed combination with Kansas City Southern (“KCS”). In this filing CN is submitting 200 new letters from stakeholders supporting the transaction. When added to the 409 statements CN submitted on Monday and the 11 additional support statements from ports that CN submitted this morning, CN has received a total of 620 support letters in just over a week since its proposal was made public.

This outpouring of enthusiasm is powerful evidence of the value that rail customers and other stakeholders are seeing in CN’s proposal to combine with KCS. Customers are responding to the pro-competitive benefits of a transaction that would provide better service options, promote growth, and create a seamless, integrated North American railway that can compete head-to-head

with trucks for north-south movements. And they are also responding to CN's voluntary commitment to review under the current major merger rules and their requirement to show how the transaction enhances competition.

CN thanks each of these parties for their support and looks forward to continued conversations with our customers and other interested parties about the proposed CN-KCS combination and why it presents the best solution for the continued growth, development and prosperity of the North American economy.

Respectfully submitted,

Sean Finn
Olivier Chouc
CN
935 de La Gauchetière Street West,
16th Floor
Montreal, QC H3B 2M9
CANADA

Kathryn J. Gainey
CN
601 Pennsylvania Ave, NW
Suite 500, North Building
Washington, DC 20004
Kathryn.gainey@cn.ca

/s/ Raymond A. Atkins
Raymond A. Atkins
Terence M. Hynes
Matthew J. Warren
Sidley Austin LLP
1501 K Street, N.W.
Washington, DC 20005
(202) 736-8000
ratkins@sidley.com

*Counsel for Canadian National Railway Company, Grand Trunk Corporation, and
CN's Rail Operating Subsidiaries*

Dated: April 29, 2021

INDEX OF ENCLOSED SUPPORT STATEMENTS

1. Mississippi State Representative Steve Massengill
2. Mississippi State Senator Joey Fillingane
3. Mississippi State Senator Kevin Blackwell
4. Mississippi State Senator Lydia Graves Chassaniol
5. Butler County Board of Commissioners
6. Mayor Allen Applewhite, Town of Osyka, Mississippi
7. Mayor Eugene Pugh, Town of Halls, Tennessee
8. Mayor Jodi Miller, City of Freeport, Illinois
9. Mayor Joe C. Cox, City of Brookhaven, Mississippi
10. Mayor John Egofske, Village of Lemont, Illinois
11. Mayor Lamar Tidwell, City of Ecorse, Michigan
12. Mayor Mark A. Behnke, City of Battle Creek, Michigan
13. Mayor Martha M. Watts, Monticello, Mississippi
14. Mayor Richard A. Hofeld, Village of Homewood, Illinois
15. Mayor Rick Theesfeld, City of Gilman, Illinois
16. Mayor Ronny Walker, City of Ruston, Louisiana
17. Village President Jack Seidl, Village of Luxemburg, Wisconsin
18. Village President Paul Z. Tomazzoli, Village of Cobden, Illinois
19. Village President Timothy O. Nugent, Village of Manteno, Illinois
20. Ab Ovo North America, Inc.
21. Adeptus U.S.A., Inc.
22. Advantage Petroleum Inc.
23. Aheer Transportation Ltd.
24. Alithya
25. All Royal Tire Inc.
26. Al-Shamas Food Products Ltd.
27. Agricultural Products Extension LLC (APEX)
28. Arrowhead Intermodal Services, LLC
29. Autotransportes El Bisonte, S.A. de C.V.
30. Belle Pulses Ltd.
31. Blue Sky Agrisource
32. Bois d'Oeuvre Beaudoin Gauthier Inc.
33. Buckeye Mountain
34. Calfrac Well Services Ltd.
35. Calmont Group
36. Cana-Bec Division 9147-8750 Qué.inc
37. Canadian Courier Ltd.
38. Canam Bridges Canada Inc.
39. CDB-Tek Services Inc.
40. Chaleur Forest Products
41. Charles City Area Development Corporation
42. Chemtrade Logistics Inc.
43. C-MAC Services Ltd

44. Colliers Macaulay Nicolls Inc.
45. Commercial Roll Formed Products Ltd
46. Conseil du Patronat du Quebec (CPQ)
47. CO-OP Service, Inc.
48. Corporativo Grupo Vida International
49. Cratex Industrial Packing Ltd.
50. Croway
51. Curt H. Warfel
52. Dassault Systemes Americas Corp. (DSAC)
53. Dean Marine and Excavating Inc.
54. Dennis Porter Trucking Ltd.
55. DG Global Inc.
56. DG Global West Inc.
57. Directright Cartage
58. Distribution Upton Inc.
59. Doyle's Transport Ltd.
60. DVL Logistics
61. Dyno Nobel Inc.
62. Edmonton Global
63. Entrepotage Bourret Inc.
64. Erie Meat Products Ltd
65. Essex Hybrid Seed Company
66. Etimine USA Inc.
67. European Deli Market & Produce
68. Express System Intermodal, Inc.
69. Farmers Grain Co of Dorans
70. Fédération des Chambres de Commerce du Quebec (FCCQ)
71. Fincantieri Bay Shipbuilding
72. Finmac Lumber Ltd.
73. Fort Garry Industries
74. Gaelic Tugboat Company
75. Gateway Trailer Repairs Ltd.
76. Gordon Food Service
77. Great Lakes Electrical
78. Grupo ZBC
79. H Hansen Industries
80. HHCS Handheld USA, Inc.
81. HJ Baker Sulphur, LLC
82. Hyster-Yale Group
83. IIRXLP (d/b/a Rail IQ)
84. Industries P.F. Inc.
85. Infosat Communications LP
86. Irving Oil
87. IT Chapter
88. J. J. Keller & Associates, Inc.

89. J.W. Westcott Company
90. Jan K. Overweel Ltd.
91. Janssen Equipment Repair
92. JCMB Technology Inc.
93. JTML Transport Inc.
94. Kebec Expert
95. Kleysen Group Ltd.
96. Kruger Inc.
97. Kupa Enterprises Inc.
98. L.N. Reynolds Co. Ltd.
99. Lake State Railway Company
100. Layfield Canada Ltd.
101. Legacy Grain Cooperative
102. Linear Grain Inc.
103. Lloydminster Chamber of Commerce
104. Logistica Perla Negra S.A. de C.V.
105. Long & McQuade / Yorkville Sound
106. Ludlow Cooperative Elevator Company
107. Magotteaux Ltée.
108. Manitoba Chambers of Commerce
109. Manitoulin Transport Inc.
110. Manufacturers and Exporters of Quebec (MEQ)
111. MapleLeaf Distribution Services
112. Maritime Shunting Services Inc.
113. Mark-It Services
114. Marsh Canada Limited
115. MasonLift Ltd.
116. McDonald Companies
117. MCW Transport
118. Menard, Inc.
119. Mercado de Arena Silicas S.A. de C.V.
120. Mid-West Truck & Trailer Services
121. Mile End Logistics
122. MobilEx
123. Moore Sales Co., Ltd
124. Morgan's Transport Refrigeration Services Ltd
125. MSP Manitoba Starch Products Inc.
126. National Cold Chain
127. National Energy Equipment Inc.
128. NGS Logistics Mexico, LLC
129. Normandin Beaudry, Consulting Actuaries Inc.
130. North West Agri Logistics Inc.
131. Northern Country Cooperative
132. Oceanex Inc.
133. Oleet Processing Ltd. (d/b/a O&T Farms)

134. Olimag Sands Inc.
135. Orbis Waste Management Inc.
136. Orviande Inc
137. Over the Road Group of Companies
138. Panasonic Canada Inc.
139. Peak Renewables Ltd.
140. Pepco
141. Pickands Mather Group
142. Pipe and Piling Supplies Ltd.
143. Pneus Metro Inc.
144. Poppulo Inc.
145. Port of Saguenay
146. Price Forbes and Partners Limited
147. Propane Depot
148. Pro-Tech Group, LLC
149. Protos Shipping Ltd.
150. Providence Grain Group Inc.
151. Prudential Transportation Ltd.
152. Purely Canada Foods
153. Railroad Software
154. Remcan Projects LP
155. Re-Transportation
156. Ridley Terminals Ltd.
157. Rizing LLC
158. Robindale Energy
159. Roland J. Robert Distributor, Inc.
160. Rotex Supply Inc.
161. Rydex Freight Systems
162. Sadoff Iron and Metal Company
163. Sanimax Ltd.
164. Saskatchewan Chamber of Commerce
165. Sobeys Inc.
166. Solugaz Inc.
167. Sousa Truck & Trailer Repair Ltd.
168. Southern Rails Cooperative Ltd.
169. St. Lawrence Economic Development Council (SODES)
170. Stack Bros. Mechanical Contractors, Inc.
171. Suministros Industriales Potosinos, S.A. de C.V. (SIPSA)
172. SunCoke Energy
173. Synergie Canada
174. The Descartes Systems Group Inc.
175. The Gear Centre
176. The Winnipeg Chamber of Commerce
177. Tidewater Midstream and Infrastructure Ltd.
178. Tiger Cool Express, LLC

179. Timberstone Distribution Ltd.
180. TLS Truck Load Services Inc.
181. Toronto Region Board of Trade
182. Toronto Transportation Club
183. Trans Globe Logistics Inc.
184. Transbordement St. Hyacinthe
185. Truck-Right Data Management Inc.
186. Ultra Depot
187. United World Transportation
188. UpperEdge LLC
189. Urbanmine Inc.
190. Vézina Assurances Inc.
191. Wabtec Corporation
192. Watco Railroads
193. Waterloo Central Railway
194. Westlock Terminals
195. Westmoreland Mining LLC
196. WF Whelan Logistics
197. Willow Glen Terminal
198. Wilson Manufacturing and Design, Inc.
199. Windsor Transload Limited
200. Zebra Technologies

CERTIFICATE OF SERVICE

I hereby certify that on this 29th day of April, 2021, a copy of the foregoing Submission of 200 Statements Supporting Proposed Transaction was served by email on the service list to Finance Docket No. 36514.

/s/ Matthew J. Warren
Matthew J. Warren

Mississippi House of Representatives



COMMITTEE ASSIGNMENTS:

Transportation, Vice-Chairman
Agriculture
Energy
Public Utilities
Tourism
Workforce Development

682 Massengill Road
Hickory Flat, MS 38633
Office: 662.815.5000
Cell: 662.224.4061
smassengill@house.ms.gov

REPRESENTATIVE STEVE MASSENGILL

District 13
Benton, Lafayette, Marshall
and Union Counties

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Mississippi. I believe that this combination would serve Mississippi well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Mississippi and the South.

For many years, CN has been an integral part of the transportation system in Mississippi. Their freight railroad safely and reliably connects Mississippi businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. As Vice Chairman of the Mississippi House Transportation Committee, I would particularly like to point out their more than \$365 million in capital investments statewide in the past five years. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in black ink that reads "Steve Massengill". The signature is fluid and cursive, with the first name "Steve" written in a larger, more prominent script than the last name "Massengill".

Representative Steve Massengill
Vice Chairman, Mississippi House Transportation Committee



Mississippi State Senate

COMMITTEE ASSIGNMENTS:

Finance, Chairman
Accountability, Efficiency, Transparency
Congressional Redistricting
Constitution
Economic Development
Elections
Judiciary, Division A
Legislative Budget Committee
Legislative Reapportionment

SENATOR JOEY FILLINGANE

41st District
Covington, Forrest, Jefferson Davis,
Lamar and Marion Counties
8 Westbrook Drive
Sumrall, MS 39482
(601) 264-3323
Fax: (601) 264-3363

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Mississippi. I believe that this combination would serve Mississippi well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Mississippi and the South.

For many years, CN has been an integral part of the transportation system in Mississippi. Their freight railroad safely and reliably connects Mississippi businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. As a State Senator and former Chairman of the Senate Highways and Transportation Committee, I know firsthand CN's willingness to be a strong part of Mississippi's transportation community.

For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Joey Fillingane", with a stylized flourish at the end.

Senator Joey Fillingane
Mississippi State Senate

COMMITTEE ASSIGNMENTS:

Medicaid, Chairman
Accountability, Efficiency, Transparency
Appropriations
Business and Financial Institutions
Elections
Gaming
Insurance
Public Health and Welfare
Technology
PEER



Post Office Box 1412
Southaven, MS 38671

Mississippi State Senate
SENATOR KEVIN BLACKWELL

19th District
DeSoto and Marshall Counties
April 28, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Mississippi. I believe that this combination would serve Mississippi well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Mississippi and the South.

For many years, CN has been an integral part of the transportation system in Mississippi. Their freight railroad safely and reliably connects Mississippi businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. CN spent more than \$78 million statewide on local goods and services in 2019 and their contributions to local charitable organizations help some of our neediest people. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin Blackwell", is written over a faint, larger version of the same signature.

Senator Kevin Blackwell
Mississippi State Senate

COMMITTEE ASSIGNMENTS:

Tourism, Chair
Agriculture
Corrections
Elections
Energy
Finance
Gaming
Municipalities
Veterans and Military Affairs



Post Office Box 211
Winona, MS 38967
lchassaniol@senate.ms.gov
Home: 662.453.3172

Mississippi State Senate
SENATOR LYDIA GRAVES CHASSANIOL

District 14
Attala, Carroll, Grenada, Leflore, Montgomery, Panola,
Tallahatchie and Yalobusha Counties

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Mississippi. I believe that this combination would serve Mississippi well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Mississippi and the South.

For many years, CN has been an integral part of the transportation system in Mississippi. Their freight railroad safely and reliably connects Mississippi businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. CN employees more than 450 personnel statewide in Mississippi and they paid more than \$15 million in state and local taxes. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in cursive script that reads "Lydia Chassaniol".
Senator Lydia Chassaniol
Mississippi State Senate

County of Butler

Board of Commissioners

124 W. Diamond Street, PO Box 1208, Butler, PA 16003-1208
Phone 724-284-5100 Fax 724-284-5400 TDD 724-284.5473

Commissioners

Leslie A. Osche, *Chairman*
Kimberly D. Geyer, *Vice Chairman*
Kevin E. Boozel, M.S., *Secretary*



Solicitor

H. William White, III

Director of Human Resources/Chief Clerk

Lori Altman

Budget & Human Services Finance Director

Ann M. Brown

April 23, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Butler County, Pennsylvania. I believe that this combination would serve Butler County, Pennsylvania well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Butler County, Pennsylvania and the Western Region of Pennsylvania.

For many years, CN has been an integral part of the transportation system in Butler County, Pennsylvania. Their freight railroad safely and reliably connects Butler County, Pennsylvania businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. The CN has provided uninterrupted services throughout the county, including the northern outreaches serving the petro-chemical facilities, central to

the county supporting manufacturers in East Butler and steel operations in Butler. Additionally they have been a strong community sponsors, supporting numerous non-profits assisting those in need locally. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely Yours,

BUTLER COUNTY BOARD OF COMMISSIONERS



Leslie A. Osche
Chairman



Kimberly D. Geyer
Vice Chairman

Kevin E. Boozel, M.S.
Secretary

BOC/mm

TOWN OF OSYKA

P.O. BOX 23
215 LIBERTY STREET, EAST
OSYKA, MS 39657
601-542-5041

April 26, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Osyka, MS. I believe that this combination would serve Osyka, MS well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Osyka, MS and the Southwest Mississippi.

For many years, CN has been an integral part of the transportation system in Osyka, MS. Their freight railroad safely and reliably connects Osyka businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. Most of this area deals with growing and cutting pine trees for bark, poles and logs; and some hardwood cutting for pallets and wood pellets. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Allen Applewhite", with a long, sweeping horizontal line extending to the right.

Allen Applewhite
Mayor

TOWN OF HALLS

Member, Tennessee Municipal League

HALLS, TENNESSEE 38040

Phone (731) 836-9653

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Halls, Tenn. I believe that this combination would serve Halls, Tenn. well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Halls, Tenn. and the Southern Region.

For many years, CN has been an integral part of the transportation system in Halls, Tenn. Their freight railroad safely and reliably connects Halls, Tenn. businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. CN Rail service helps to bring Industry to our community . For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



Eugene Pugh
Mayor

We Are An Equal Opportunity Employer



City of Freeport, Illinois

Office of the Mayor

314 W. Stephenson St. • Suite 200

Freeport, Illinois 61032

Phone (815) 235-8200

Facsimile (815) 235-8874

JODI MILLER
Mayor

April 26, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Freeport, Illinois. I believe that this combination would serve Freeport, Illinois well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Freeport, Illinois and the Northwest Illinois region.

For many years, CN has been an integral part of the transportation system in Freeport, Illinois. Their freight railroad safely and reliably connects Freeport, Illinois businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Jodi Miller
Mayor
City of Freeport

City of Brookhaven, Mississippi

P. O. BOX 560

ZIP 39602-0560

"HOMESEEEKERS' PARADISE"
JOE C. COX, MAYOR
PHONE 601-833-1414
FAX 601-833-0787
jcox@brookhaven-ms.gov

ALDERMEN/ALDERWOMEN:

KAREN SULLIVAN
DORSEY CAMERON
SHANNON MOORE
MRS. JERRY L. WILSON
JASON SNIDER
FLETCHER GRICE
SHELLEY HARRIGILL

SAMANTHA MELANCON, CITY CLERK
KENNETH COLLINS, CHIEF OF POLICE

April 23, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Brookhaven, MS. I believe that this combination would serve Brookhaven, MS well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Brookhaven, MS and Southwest Mississippi.

For many years, CN has been an integral part of the transportation system in Brookhaven, MS. Their freight railroad safely and reliably connects Brookhaven, MS businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



Joe C. Cox
Mayor



www.lemont.il.us

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

I am writing to express our support for the proposed Canadian National (CN) – Kansas City Southern (KCS) merger. We support CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

CN operates key railroad service through Lemont, specifically through our historic downtown area. We have maintained a strong working relationship with CN and have worked collaboratively with CN to proactively address rail-pedestrian safety and passenger-freight rail issues in Lemont. We expect a continued proactive and collaborative partnership with Canadian National on issues impacting our constituents.

The combined company would create a more efficient freight and passenger rail network that both our business and resident base rely on. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

We are confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Egofski'.

Major John Egofski
Village of Lemont, IL

cc: Parties of Record



The City of Friendship

City of Ecorse

3869 West Jefferson Ave.
Ecorse, Michigan 48229
Phone (313) 386-2520
Fax (313) 386-4316

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly here in Michigan.

I believe that this combination would serve Michigan well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses across the Great Lakes.

CN is an integral part of the economy that drives our state forward. One out of every four cars made in Michigan leaves the state on a CN freight train. Their railroad safely and reliably connects businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN and I appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,


Mayor Lamar Tidwell
City of Ecorse, Michigan



CITY OF BATTLE CREEK

OFFICE OF THE MAYOR

April 27, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

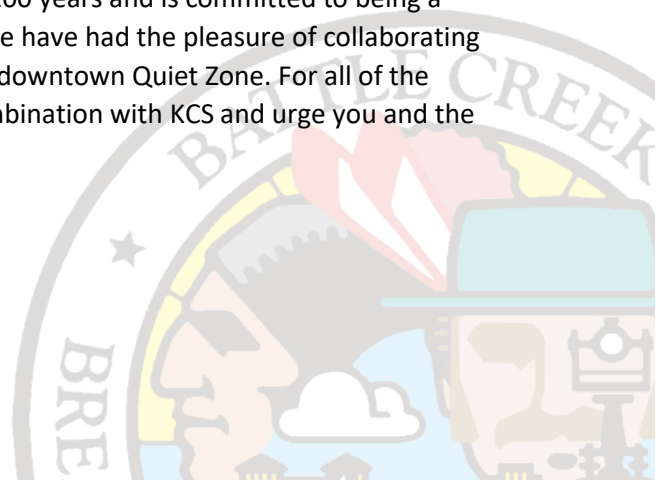
Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Battle Creek, MI. I believe that this combination would serve Battle Creek, MI well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Battle Creek, MI and the Southwest Michigan Region.

For many years, CN has been an integral part of the transportation system in Battle Creek, MI. Their freight railroad safely and reliably connects Battle Creek, MI businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. We have had the pleasure of collaborating with CN on transformational community projects such as our downtown Quiet Zone. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Mark A. Behnke
Mayor





Mayor: Martha M. Watts

Board of Alderman:

Donald Walters

David Penny

Judy McAulay Grimes

Karen Jolly Hill

Renea Rayborn

Police Chief: David Stanley

Fire Chief: Lyle Berard

Public Works: Bobby Selman

Athletic Director:

Justin Daley

Director of Administration:

Deborah Lea

Court Clerk: Amy Bacon

City Attorney: John Sutton

April 23, 2021

202 Jefferson St., P.O. Box 822
Monticello, Mississippi 39654

The Honorable Martin J. Oberman, Chairman
Surface Transportation Board
395 E. Street
Washington, D.C. 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Monticello, MS. I believe that this combination would serve Monticello, MS well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Monticello, MS and the Southwest region of Mississippi.

For many years, CN has been an integral part of the transportation system in Monticello, MS. Their freight railroad safely and reliably connects Monticello, MS businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates, an added incentive for companies like Georgia Pacific (Koch) located here in our area that utilizes rail for their operation. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Martha M. Watts, Mayor

601-587-0045 / 601-587-7731 fax
mayor@monticello.ms.gov



April 26, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 East Street, S.W.
Washington, DC 20423-0001

Village Hall
2020 Chestnut Road
Homewood, IL 60430
Phone 708-798-3000
Fax 708-798-4680

Village Manager's Office
Phone 708-206-3377
Fax 708-206-3496

Community Development
and Building Department
Phone 708-206-3385
Fax 708-206-3947

Finance Department
Phone 708-798-3000
Fax 708-798-4680

Fire Department
17950 Dixie Highway
Homewood, IL 60430
Phone 708-206-3400
Fax 708-206-3498

Police Department
17950 Dixie Highway
Homewood, IL 60430
Phone 708-206-3420
Fax 708-206-3497

Public Works Department
17755 Ashland Avenue
Homewood, IL 60430
Phone 708-206-3470
Fax 708-206-3499

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Homewood, Illinois. I believe that this combination would serve us well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Illinois and the midwest.

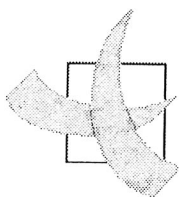
For many years, CN has been an integral part of the transportation system in Illinois. Their freight railroad safely and reliably connects our businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. We are proud that CN has its U.S. headquarters and Training Center in Homewood. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



Richard A. Hofeld
Mayor



City of
Gilman
"City of The Crossroads"

215 North Central
P.O. Box 215
Gilman, Illinois 60938

Office (815) 265-4213
FAX (815) 265-4640
e-mail: cityofgilman_04@sbcglobal.net

April 27, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Gilman, Illinois. I believe that this combination would serve Gilman, Illinois well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Gilman, Illinois and the central Illinois region.

For many years, CN has been an integral part of the transportation system in Gilman, Illinois. Their freight railroad safely and reliably connects Gilman, Illinois businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates. I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Rick Theesfeld, Mayor



Mayor Ronny Walker

Board of Aldermen
Carolyn Cage • District 1
Angela Mayfield • District 2
Jedd Lewis • District 3
Jim Pearce • District 4
Bruce Siegmund • District 5

April 23, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National Railway Company (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Ruston, LA. I believe that this combination would serve Ruston well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Ruston and the Ark-La-Tex Region.

For many years, KCS has been an integral part of the transportation system in Ruston, LA. Their freight railroad safely and reliably connects Ruston businesses, large and small, to markets around the world. This is important as they look for a reliable partnership, and CN as the most fuel-efficient railroad in North America, offers a sustainable partnership for transportation alternatives to trucks – the more products we continue to move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have been aware of CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN and its US rail subsidiaries have operated in the U.S. for more than 100 years and CN is committed to being a strong local partner in every community where it operates.

For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ronny Walker", written in a cursive style.

Ronny Walker, Mayor
City of Ruston, LA

Village of Luxemburg

206 Maple Street, P.O. Box 307, Luxemburg, WI 54217 PH: (920) 845-2722 FAX: (920) 845-2902

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail
Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway
Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

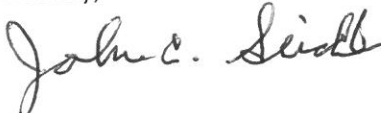
Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Luxemburg, WI. I believe that this combination would serve Luxemburg, WI well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Luxemburg, WI and the Northeast.

For many years, CN has been an integral part of the transportation system in Luxemburg, WI. Their freight railroad safely and reliably connects Luxemburg, WI businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

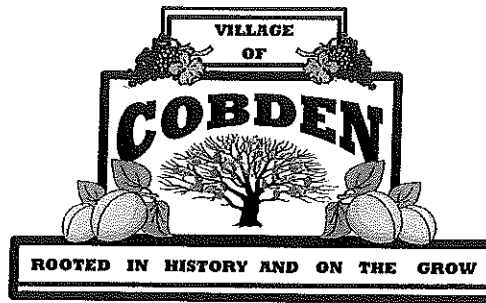
We appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



Jack Seidl
Luxemburg Village President

Village President – Paul Z. Tomazzoli
Village Clerk – Karen M. Winzenburger
Village Trustees – Jean A. Britt
Patrick C. Brumleve
Todd Dietterle
Larry Hackethal
Dennis Maze
Austin Sellars



Deputy Village Clerk – Maria E. Braden
Village Treasurer – Seirra Brumleve
Police Chief – Jesse Spencer
Village Superintendent – William C. Eads
Fire Chief – Larry J. Quertermous

112 East Maple Street
P O Box 218
Cobden, IL 62920

Telephone: 618-893-2425 Fax: 618-893-2853 e-mail: cobdenvillage@gmail.com

April 26, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Cobden, Illinois. I believe that this combination would serve Cobden well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Cobden and the southern Illinois region.

For many years, CN has been an integral part of the transportation system in Cobden. Their freight railroad safely and reliably connects Illinois businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

The Village of Cobden has worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in everyone community where it operates.

For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Z. Tomazzoli".

Paul Z. Tomazzoli
Village President



"The Home of the Appleknockers"

*The Village of Cobden is an equal opportunity provider and employer.
Esta institución es un proveedor de servicios con igualdad de oportunidades.*



TIMOTHY O. NUGENT, Village President

ROBIN BATKA, Village Clerk
CHRIS LAROCQUE, Village Administrator

Trustees

TIMOTHY BOYCE
TODD CROCKETT
DIANE DOLE
JOEL GESKY
SAMUEL MARTIN
WENDELL O. PHILLIPS

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Recently, Canadian National (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 21st century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in the Village of Manteno. I believe that this combination would serve the Village of Manteno well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Manteno, IL and Kankakee County.

For many years, CN has been an integral part of the transportation system in Manteno, IL. Their freight railroad safely and reliably connects Manteno, IL businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable transportation alternative to trucks – the more products we move by rail, the more we can help reduce greenhouse gas emissions and free up capacity on already congested roads and highways.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

Timothy O. Nugent
Village President

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Ab Ovo North America, Inc. (Ab Ovo) has been a vendor and implementation partner for Canadian National Railway Company (CN) since 2019, supporting the digital transformation journey for CN.

The solution, Ab Ovo and CN are working on improves strategic decisions with an impact on rail infrastructure investments, employee satisfaction, flexibility, utilization and productivity. These decisions lead to reduced costs and increased profitability. For example, the Strategic network infrastructure planning based on demand for Rail Freight would give both CN and KCS the efficiency and utilization of the combined Rail Network. The decisions capable in the digital twin of the Rail network will allow for a sustainable network and a way to improve investments throughout the USA. Another example, for a follow up project is the capability to substantially reduce the empty rail car miles by using this solution and this reduction in carbon footprint will even be better by having a larger pool of Empty Rail cars to plan over a larger network.

Ab Ovo North America, Inc. supports CN's acquisition of KCS as this combined rail network would offer faster, safer, cleaner and more direct service between the North and the South. We foresee great growth trade opportunities for Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy. At Ab Ovo, we support sustainability and with this merger more truck freight between these countries can move towards Rail.

At Ab Ovo, we look forward to support this transaction and we foresee positive impacts on mutual companies and the environment. CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Ab Ovo North America, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see this joint rail network soon.

Sincerely,



Barbara Roos
Managing Director, North America

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Adeptus USA has been in partnership with CN since 2018, servicing our supply chain needs for importing lumber home improvement products from Brazil into major USA retailers.

Adeptus USA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of lumber from Brazil to USA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Increasing our vessel offerings and availability during peak seasonality

Adeptus USA is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Bryan Bergquist
Supply Chain Operations Officer

A handwritten signature in black ink, appearing to read 'Bryan Bergquist', written over the printed name and title.

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Advantage Petroleum Inc. (API) has been a partner of CN since 2017 exporting Canadian crude oil to the United States and Asia. With the help of CN we were the first company to export Canadian crude by rail off the west coast to Asia and we believe a CN-KCS railway would allow API to access more North American markets with a faster, safer, cleaner and more direct service from Canada to the United States Gulf Coast specifically Texas.

API is an integrated crude oil supply chain solution provider. We provide customers with multiple products and comprehensive services including crude by rail, crude by container, crude by pipeline, blending and storage, and the CanaPux products. We believe that a combination of CN and KCS would help us to win in our markets.

CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

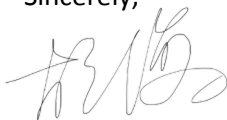
For example:

- The combined CN-KCS company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Canadian crude to terminals in Louisiana and Texas.

- Because CN and KCS have very little overlap in their current networks, the combined railway would create an innovative transportation solution that will help customers reach new desirable markets directly and economically.
- Improved cycle times will help reduce railcar fleet requirements and provide customers with competitive advantages over other forms of transportation.
- Rail carriers with direct access to markets have the ability to create a more competitive environment than interline rail service.
- Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land

Advantage Petroleum Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Hai (Hunter) Hu
President
Advantage Petroleum Inc.

cc: Parties of Record



8970 RIVER ROAD DELTA, BC V4S 1B5
TEL NO: 604-940-9511 FAX NO: 640-940-7088
Web Site: www.aheer.com

APRIL 28, 2021.

TO: CYNTHIA T. BROWN, CHIEF, ADMIN SECTION,
SURFACE TRANSPORTATION BOARD,
WASHINGTON, DC 20423-0001
FROM: AHEER COMPANY MANAGEMENT
SUBJECT: LETTER OF SUPPORT FOR CN RAILWAY

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corp., and CN's Rail Operating Subsidiaries--Control--Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Aheer Transportation Ltd. has been performing Ocean Container Drayage, and other general trucking work for CN since our Company opened its doors nearly 30 years ago. Our Company's trucking services help connect CN to Port Vancouver, and overseas international trading sea routes.

Aheer Transportation Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner & a more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, the USA, and Canada, and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

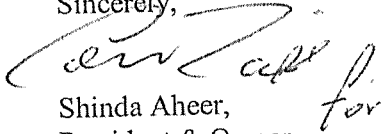
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial & we do not anticipate any negative impacts to our company, the environment or market competition.

Aheer Transportation Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st Century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Shinda Aheer". The signature is fluid and cursive, with a large initial "S" and "A".

Shinda Aheer,
President & Owner,
Aheer Transportation Ltd.



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Alithya has been a partner to CN for over 25 years, contributing to numerous large-scale transformational programs and IT consulting services.

Alithya supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company.

Alithya is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,


Paul Raymond

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

All Royal Tire Inc. is a loyal customer with CN over 3 years, offering us safe and efficient service.

All Royal Tire Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

In the world of trade, we need intermodal transportation.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of both from South America to North America.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN's successful management providing the efficient service



All Royal Tire Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Macy Zhang'.

Macy Zhang
Director

cc: Parties of Record

AL-SHAMAS FOOD PRODUCTS LTD.



April 26, 2021

Al-Shamas Food Products Ltd.
2244 Drew Rd Unit 3
Mississauga, ON
L5S 1B1

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Al-Shamas Food Products has been doing business with CN for the past 18 Months. We use CN to deliver LTL Fresh & Frozen products across Canada. We use CN for rail service and road service.

Al-Shamas Food Products supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Al-Shamas Food Products has been using CN for fast and reliable service with both rail and road service across Canada. The use of rail services gives us a very good competitive advantage in pricing our product to our customers.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

AL-SHAMAS FOOD PRODUCTS LTD.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of goods from Eastern Canada to Western Canada and vice versa. CN's significant experience providing seamless intermodal service throughout their network and across borders.

Al-Shamas Food Products confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21 st century railway come to life.

Sincerely,

Majid Ashraf

X

MAJID ASHRAF
PRESIDENT & CEO



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

APEX or Agricultural Products Extension LLC is a commodity merchandising company that specializes in the distribution of animal feed ingredients throughout the US, Canada, and internationally. As an entrepreneurial trading company, we have worked as partners with CN for over 15 years to grow our business in existing and emerging markets.

As APEX continues to build long-term relationships through outstanding service, while leveraging our considerable experience in the markets we serve, we support CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

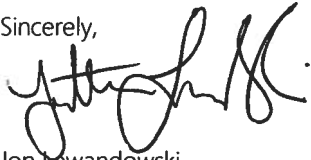
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments going into Texas and Alabama.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

- Furthermore, This transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.
- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

APEX is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jon Lewandowski', with a stylized flourish at the end.

Jon Lewandowski
Rail Logistics Manager

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Arrowhead Intermodal Services, LLC is vendor providing reefer repair services to the refrigerated containers for the CN. We have been working with the CN for a long time and have always appreciated the services they provide to the intermodal industry.

Arrowhead Intermodal Services, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Additionally, an area that will really benefit us will be the CN's ability to bring in more refrigerated containers to the KC market. This will really help our business and also help our customers which are the biggest steamship lines in the world.


The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS



rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Arrowhead Intermodal Services, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Joshua Cooley
President & CEO

cc: Parties of Record





San Luis Potosí a 27 de Abril de 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Estimada Sra. Brown:

Autotransportes El Bidente, S.A. de C.V. tiene una relación comercial con Canadian National de 9 años con excelente comunicación y al día de hoy continuamos creciendo en participación.

Autotransportes El Bidente, S.A. de C.V. apoya la adquisición de KCS por parte de CN debido a los grandes beneficios que aportaría la red ferroviaria CN-KCS ofreciendo un servicio más rápido, seguro, limpio y directo para el comercio entre el norte y el sur.

Consideramos que la combinación de CN y KCS nos ayudaría a tener éxito en nuestros mercados. El exitoso historial de CN que ofrece un servicio de nivel superior, intermodal y seguro nos permite confiar que la combinación CN-KCS tiene mayores posibilidades de responder a nuestras necesidades. Asimismo, el historial remarcable de adquisiciones que se ha forjado CN a lo largo de más de 25 años constituye una garantía de que CN podrá lograr una integración y colaboración eficiente y armoniosa con KCS.

Una de las peticiones por parte de Autotransportes El Bidente, es la revisión de llantas ya que no se encuentran en condiciones de circular de acuerdo a las condiciones de las carreteras, revisión de las chasis y los tiempos de entrada y salida de las rampas.

La empresa combinada podría constituir una red de servicio mejorado de extremo a extremo de un solo propietario y un solo operador, lo que a su vez resultaría en una alternativa ferroviaria más rápida, segura y económica para nosotros que hoy debemos utilizar camiones y ofrecer distancias más cortas en múltiples rutas clave. Esperamos que esta transacción para conformar una red ferroviaria CN-KCS pueda ofrecer el transporte sin interrupciones y el servicio que KCS no podría ofrecer si se procediera con otra alternativa de combinación empresarial.

Por ejemplo:



San Luis Potosí a 27 de Abril de 2021

- El servicio mejorado de extremo a extremo de un solo propietario y un solo operador que ofrezca la empresa combinada podría favorecer nuestra capacidad competitiva en los mercados en los que operamos, beneficiando nuestros cargamentos Intermodales que viajan de la rampa de San Luis Potosí a varios destinos.
- La reconocida experiencia de CN ofreciendo un servicio intermodal sin interrupciones a lo largo de toda su red y a través de las fronteras.

Autotransportes El Bidente, S.A. de C.V. confía y respalda plenamente la adquisición de KCS propuesta por CN en virtud de todas las razones indicadas en la presente. Esperamos poder ser testigos del nacimiento de la principal red ferroviaria del siglo XXI.

Atentamente,



Autotransportes El Bidente, S.A. de C.V.
Gustavo Fuentes Krotzch

cc: Partes en el expediente



BELLE PULSES LTD.

Tony or Francis Gaudet

P.O. Box 65

1101 Main Street

Bellevue, Sask.

S0K 3Y0

Bellevue: (306)423-5202 or: 877-423-5202

Fax: (306)423-6212

GST#R100459833

Email: bellepulses@sasktel.net

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Belle Pulses is shipping many products through CN. From ocean containers to intermodal going west and east within Canada. I would be great to have the option of going south.

Belle Pulses Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We ship over 20,000 of product via rail, and having the option of going south may increase our output.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Pulse crops from Saskatchewan to North America].
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- Rail disruption in our country, if this happens we could have option to go south.

Belle Pulses Ltd is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Francis Gaudet
Secretary / Treasurer



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Blue Sky Agrisource is a National Supplier of Anhydrous Ammonia to Industrial and Agriculture Markets. We ship Anhydrous Ammonia from our Pascagoula, MS plant through out the Midwest of the U.S.

Blue Sky Agrisource supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Blue Sky Agrisource will be able to convert some current traffic moving via truck through a new seamless transportation system.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

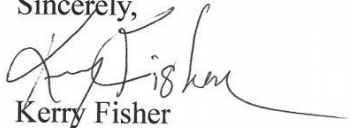
For example:

- Create new market reach for both sourcing of inbound and outbound opportunities for export of our products.

- The benefits from a faster, safer, more direct and more efficient service for North-South trade.
- We are uniquely positioned to offer a route that avoids the Chicago-congested area, a critical component of converting truck to rail and competing against other rail suppliers

Blue Sky Agrisource is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Kerry Fisher", with a long horizontal flourish extending to the right.

Kerry Fisher
CEO, Blue Sky Agrisource

LES BOIS D'OEUVRE
BEAUDOIN
GAUTHIER INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Bois d'Oeuvre Beaudoin Gauthier is located in Blainville, QC and we specialize in the manufacturing of lumber. Over the years, CN has become one of our main partners in transportation in order for us to grow our business, specifically by moving rail into Mexico.

Bois d'Oeuvre Beaudoin Gauthier supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service that will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Key benefits include:

LES BOIS D'OEUVRE BEAUDOIN GAUTHIER INC.

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, specifically benefiting our shipments between Canada and Mexico.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances
- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

Bois d'Oeuvre Beaudoin Gauthier is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Patrick Villeneuve
Director of Operation
BG LUMBER INC.

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Buckeye Mountain is a technical service provider to the railroad industry in North America.]

Buckeye Mountain supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Buckeye Mountain is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Chad Engroff-Regional Sales Director

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

CALFRAC WELL SERVICES LTD is a leading independent global provider of specialized oilfield services. My name is Chris Gall and as the Vice President, Global Supply Chain, I am responsible for selection and management of suppliers as well as the effective logistic, transportation and distribution of materials and services across Calfracs' global operations.

CALFRAC WELL SERVICES LTD supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Calfrac has long-term access to more than 25 sand mines on all major Class 1 railroads with sand terminals throughout North America. With over 560 private cars in our fleet, we would support a CN/KCS merger for greater visibility and superior car cycle times.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

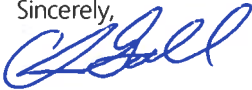
For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of sand from our WI shippers to support US demand/markets.

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition and why CN did not even try to benefit from the waiver.
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help CALFRAC WELL SERVICES LTD reach new desirable markets directly and economically.
- Single-linehaul will provide not only greater visibility to your traffic, but will improve cycle times on our private cars by avoiding the congested Chicago area on our U.S. destined shipments

CALFRAC WELL SERVICES LTD is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Chris Gall
Vice President; Global Supply Chain

cc: Parties of Record

CALMONT Group

14610 Yellowhead Trail,
Edmonton, Alberta

T5L 3C5

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Calmont Leasing Ltd. and the Calmont Group of Companies] is a ground transportation supplier of trucks to CN for work in yards and on rail lines.

Calmont supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Calmont is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Darren Currie, President Calmont

cc: Parties of Record



3870, rue Coderre
Saint-Hubert (Québec) Canada
J3Y 4P6
Tél.: (514) 207-8770
Télec.: (450) 656-1636
ddeniger@canabec.ca

DIVISION 9147-8750 QUÉ. INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Cana-Bec 9147-8750 Qué.inc has been providing parts machining, hydraulic component, gear box part and repair services for CN since 2008. We have over 50 years of experience in Intermodal and heavy machinery mechanics. We have an inventory of machined parts for CN, ready for delivery at all times.

Cana-Bec 9147-8750 Qué.inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Cana-Bec 9147-8750 Qué.inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in dark ink, appearing to read "Denis Déniger", written in a cursive, flowing style.

Denis Déniger
President

cc: Parties of Record



Canadian Courier Ltd.

O/A Dooley's Trucking
P.O. Box 398
Gander, NL
A1V 1W8

April 28th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Canadian Courier Ltd. has been an Interline Carrier in Eastern Canada for CN since 2020

Canadian Courier Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Canadian Courier Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Barry Warren
President – Canadian Courier Ltd. o/a Dooley's Trucking



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

April 26, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Canam Bridges Canada Inc. ("Canam") is writing to you today in support of the transaction between CN and KCS ("Transaction"). In this regard, CN is a strategic partner of Canam as it:

- 1) Delivers raw steel material from US mills to Canam's Canadian facilities
- 2) Delivers fabricated steel components from Canam's Canadian facilities to project sites located within North America

The Transaction would open up new efficient delivery lines between Canada, the US and Mexico for the delivery of fabricated steel components. This would enable Canam to expand its business opportunities to major projects in Mexico thus adding to the competitive nature of such projects.

Canam therefore provides its support to the Transaction and remains available to provide more information as may be required.

Regards,

A handwritten signature in blue ink, appearing to read "Robin Lapointe".

Robin Lapointe,
Vice-President, Sales and Business Development
Canam Bridges Canada Inc.

Cc: All Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

CDB-Tek Services Inc. is a consulting and transportation firm in the field of heavy lift and heavy haul. The relationship that CDB-Tek has with CN, through its services and that of its members whom have been involved with CN for many years have seen cargo being transported by rail all across North America with great satisfaction.

CDB-Tek supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

CDB-Tek's own client base have transportation needs not only in Canada and the US but also in Mexico. Trusting a company like CN/KCS to deliver its goods would greatly benefit the market.

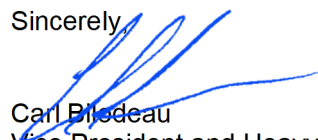
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of equipment over the full North American network.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

CDB-Tek is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A blue ink signature of Carl Blodreau, written in a cursive style.

Carl Blodreau
Vice President and Heavy haul and heavy lift specialist



BELLEDUNE
1921, rue Main Street
Belledune, NB E8G 2H8
TEL: (506) 522-2246 * FAX: (506) 522-0230

April 26, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC
20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Chaleur Forest Products is a forest products company, operating 2 sawmills in Northern NB, and a customer of CN since 1995.

Chaleur Forest Products supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combine CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our various shipments from our mills to the Mexican market.

Chaleur Forest Products is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely

A handwritten signature in blue ink, appearing to read "Duane Woods", with a stylized flourish at the end.

Duane Woods
President

cc: Parties of Record

401 North Main Street
Charles City, Iowa 50616



641.228.3020
FAX: 641.228.4744

www.charlescityia.com

Area Development Corporation

email: ccadc@charlescityia.com

26 April 2021

The Honorable Martin J. Oberman, Chairman
Surface Transportation Board
395 East Street Southwest
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Chairman Oberman:

Please accept this unqualified letter of endorsement for the Canadian National (CN) Railway proposal to combine with Kansas City Southern (KCS).

This proposal is essential owing to its prospects for rail connectivity within the United States and, perhaps more critically from our perspective, Canada and Mexico. We stand solidly behind efforts to facilitate trade and economic growth. The proposal is a cardinal constituent abetting viability and sustainability of both railroads. This admixture shall benefit Charles City, Iowa and northeast/north central Iowa.

Charles City values the economic benefits the CN brings to the community. It is also a major driver within our transportation system. It allows Charles City businesses both large and small unsurpassed access to markets. Charles City appreciates the measures taken by CN pertaining to fuel efficiency. Also, if enacted this proposal would allow Charles City and like markets the opportunity to move more items via rail – taking trucks off the road and reducing greenhouse gas emissions.

The difference between CN and other Class I railways is its **responsiveness**. We can routinely receive a reply to a phone call or electronic mail message. I have worked with CN for 22 years and remain impressed with its countenance of responding to the locality of Charles City whenever an issue arises. The CN serves the Oliver Development Park at Charles City, Iowa – formerly the site of the largest tractor plant in the world in the 1970s. We are striving to remediate soils contamination and look forward to having the CN as active partner in redevelopment of this 62.40 acre site.

Thank you for your consideration.

Sincerely,

Timothy S. Fox, MPP, CED, EDFP, PCED, Executive Director



Mark de Hueck
Director of Supply Chain and Logistics
Chemtrade Logistics Inc.
155 Gordon Baker Rd., Suite 300
Toronto, Ontario M2H 3N5
T. (647) 259-3444
M. (647) 924-9178
mdehueck@chemtradelogistics.com

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Mark de Hueck and my business address is 155 Gordon Baker Road Suite 300, Toronto Ontario, Canada M2H 3N5. I am the Director of Supply Chain, Transportation and Customer Service for Chemtrade Logistics Inc. (Chemtrade), a Chemical Manufacturer with annual revenue of approximately \$2B from 65 manufacturing sites. In my role, I am responsible for the movement of all our products in North America.

Chemtrade currently ships hundreds of thousands of bulk loads to customers across North America (primarily the United States and Canada) including businesses and municipalities. We ship a number of

commodity chemicals that are used in water treatment, food, pulp and paper, oil and gas, refining, mining, and a myriad of other manufacturing industries. We work with all of the North American Class 1 Railways in a meaningful way and understand the railway space intimately. We have enjoyed a mutually beneficial relationship with both CN and KCS for many years. The service we receive from both of these organizations is commensurate with other railways and in some instances better. We are currently working closely with CN (and all of our other carrier partners) to identify future improvement opportunities given the current challenges in the marketplace.

Chemtrade supports approval of a CN-KCS combination. The transaction could provide benefits that we are eager to see realized as soon as possible pending STB due diligence.

From our perspective, the transaction potentially provides opportunity to improve rail service options and invigorate transportation competition in the markets we serve. The combined CN-KCS network, with new access to ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets, should, in theory, help us reach our existing and new markets more seamlessly and cost effectively. There is potential that with the two railroads' strong focus on safety and operational excellence, the new CN-KCS should be able to integrate their operations quickly to the benefit of rail customers and other stakeholders. Chemtrade has not often spoken favorably about railroad consolidation, but we see this transaction as a potentially positive development, with limited downside if the railway executes as promised. Safeguards would need to be provided to shippers to protect rates from unfounded escalation. Further, the new entity would need to commit to rate reductions or stabilization for a fixed term based on purported unlocking of synergies during integration.

Chemtrade needs safe, reliable, ratable and cost effective rail service in order to get its products to market across North America. With the STB's guidance and assurances from the CN-KCS, this merger has the potential to benefit Shippers and their customers in these markets, as well as opening up additional new opportunities under the United States, Mexico and Canada (USMCA) trade agreement. We can foresee that it would be valuable to have access to a seamless and complete USMCA railroad option.

We are cautiously optimistic about the transaction because it will allow a combined CN-KCS to provide new, more efficient and reliable rail service options. This has the potential to strengthen competition against the other rail carriers that serve our markets. We hope that a strengthened and new organization will be able to improve upon its current level of service and rate scheme due to promised synergies. This transaction could improve our transportation options and we hope, reduce costs. It should also make these carriers a better alternative relative to the other options that already exist, since CN-KCS should continue to interchange with all of their other existing interline partners. We are hopeful that the implementation of this transaction can occur without the service disruptions that have accompanied some past rail mergers.

For these reasons, Chemtrade is voicing support for the combination of CN and KCS, because it should enhance competition, drive efficiencies and improve service for customers in an enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. Chemtrade supports CN's acquisition of KCS because of the potential benefits a CN-KCS railway should bring by offering faster, safer, more direct and more economical service for North-South trade. We would be pleased to discuss this matter with you at your convenience.

Yours truly,

Mark de Hueck

Chemtrade Logistics Inc.

Per: Mark de Hueck
Director Supply Chain and Logistics

cc: Scott Rook, Chief Executive Officer
Susan Paré, General Counsel



OFFICE/SHOP: 403-398-5508

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

C-MAC Services Ltd is a long-term provider of services to CN National Railway Company providing AAR compliant commercial trailer repair and related government regulated safety inspections and certifications (CVIP) since 2000.

C-MAC Services Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

C-MAC Services Ltd is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Cory Lynn McCarthy
President, Owner
C-MAC Services Ltd

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Colliers Macaulay Nicolls Inc. is a reputable commercial brokerage with over 400 offices in 68 countries. Colliers works very closely with CN Rail to assist mutual clients source rail solutions. We greatly value our longstanding relationship with CN Rail, who are very responsive and instrumental in navigating solutions for our clients.

Colliers Macaulay Nicolls Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our region's competitiveness by:

- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway



- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- This transaction would provide shorter distances than would be offered by the proposed KCS and CP transaction on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal.
- We have a track record of investing in the communities we operate in and engaging directly. We spent over \$20 million USD in the past 4 years in local spending and Community Partnerships in the US.
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

For these reasons Colliers Macaulay Nicolls Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

DocuSigned by:

Richard Darling 4/22/2021 | 4:07 PM PDT

A50F01D209AD45B...
Richard Darling

Managing Director

Colliers Macaulay Nicolls Inc.

cc: Parties of Record



COMMERCIAL ROLL FORMED PRODUCTS LTD

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Commercial Roll Formed Products LTD is a current customer of CN, shipping intermodal containers of roll formed steel from Ontario to various destinations in Canada. Over the last 5 years, the intermodal service has allowed our company to shift over the road volume to rail benefiting from lower shipping costs and reducing our carbon footprint.

Commercial Roll supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Commercial Roll still mainly uses trucking as a transportation mode to ship between Canada and the USA. The new combined railway would open up new markets and allow us to increase our use of rail.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our freight shipments between Canada and the U.S.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway, creating new market reach, expanding market options, for both sourcing of inbound and outbound opportunities.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.
- Seamless operation equals speed for our customers – for service, customer service, billing, customs, notifications, one logistic platform.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average which helps us reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances



COMMERCIAL ROLL FORMED PRODUCTS LTD

Commercial Roll Formed Products Ltd is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Kévin Schabel
President

cc: Parties of Record



BY EMAIL

April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The CPQ (Quebec Employers Council), founded in 1969, is an alliance representing nearly 100 sectoral associations and many business, organizational and corporate members. As such, it represents the interests of over 70,000 employers of all sizes from both the private and para public sectors in the province of Quebec, Canada. The CPQ works to promote a business environment that is conducive to prosperity and responsible economic development.

The CPQ supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring to the North American economy by offering faster, safer, cleaner, and more direct service for North-South trade.

For the CPQ, optimal and efficient use of rail transport is beneficial for the environment (emitting less GHGs) and brings greater fluidity conducive to greater productivity and prosperity.

A combined CN-KCS network, by connecting the continent makes rail transportation more attractive and interesting. A combined CN-KCS route would also be shorter, faster and more direct resulting in improved efficiency, and more growth. The takeout of KCS, would be the first major North American railroad combination in more than 20 years and will create the first network to include the United States, Canada and Mexico.

We believe that a combination of CN and KCS would bring farther the integration of the north American space, improve movements of different goods, natural resources, manufactured products, and finished goods. It and help the Canadian and US economy especially in the context of USMCA. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our economies. Additionally, CN's successful track record of

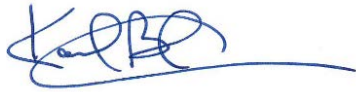
acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company's single-owner, single-operator service would enhance the ability of shipments to be competitive. The transaction should benefit from CN's significant experience providing seamless intermodal service throughout their network and across borders.

The CPQ strongly supports CN's proposed acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

Sincerely,

The President and CEO

A handwritten signature in blue ink, appearing to read 'Karl Blackburn', with a long horizontal flourish extending to the right.

Karl Blackburn
KB:nk

cc: Parties of Record



Coop Service Inc.
P.O. Box 678
Baudette, MN 56623
877-815-1865



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

CO-OP Service, Inc. receives home heating propane and diesel via rail from CN. We are located in northern Minnesota so home heating is essential and CN is always prompt with delivery. They are quick to act when we need service immediately.

CO-OP Service, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-south trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisition over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

-
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
 - The merger will provide seamless North-South connectivity which will help further integrate North American supply chains.
 - Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
 - CN will stay part of the Kansas City community and designate Kansas City as the headquarter of their US operations.
 - CN has the best environment record in the rail industry.
 - CN consumes approximate 15% less locomotive fuel per gross ton mile than the industry average.
 - CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

CO-OP Service, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'KHanson', with a long horizontal line extending to the right.

Kent Hanson
General Manager
CO-OP Service, Inc.

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Corporativo Grupo Vida International] is constantly working with CN company that provides hopper cars to our subsidiary company "Canadian Oats Milling" located in Edmonton, Alberta. The product we ship is oats in different presentations

Corporativo Grupo Vida International supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of OATS from CANADA to USA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Av. Ávila Camacho 3340, Col. Conjunto Residencial Patria
Zapopan, Jalisco, México Tel. 33 36334788 C.P. 45170



- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities. (also could point out CN has a larger footprint which generates more possibilities)
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- CN knows how to grow intermodal and convert volume from road to rail
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

Cleaner

- We have the best environment record in the rail industry
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average

Safer

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

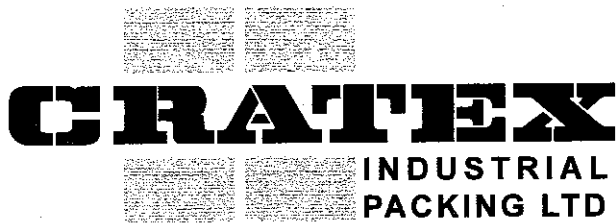
Corporativo Grupo Vida International is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Felipe Gomez Fajardo
President

cc: Parties of Record

Av. Ávila Camacho 3340, Col. Conjunto Residencial Patria
Zapopan, Jalisco, México Tel. 33 36334788 C.P. 45170



April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Cratex Industrial Packing Ltd performs Transloading services Port of Vancouver to CN and CN Clients throughout most of North America.

Cratex Industrial Packaging LTD. Delta, B.C. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

42 years in business Cratex Serves the Asian to North American Supply Chain with Import and Export opportunities around Transloading cargo and then moving either Intermodal or truck to points beyond the current CN track system and the use of CN/KCS today more specifically could and would enhance our reach.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

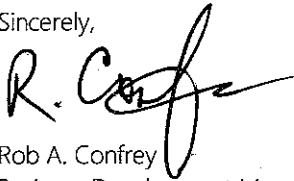
8232 – 92nd STREET, DELTA, (VANCOUVER) BC V4G 0A4 CANADA
TELEPHONE: (604) 524-0130 • FAX: (604) 524-0185
Email: info@cratexgroup.com • Internet: www.cratexgroup.com

MEMBER OF  INTERNATIONAL NETWORK OF PACKING AND ROUTING ORGANIZATIONS

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Steel and alloys from Port of Metro Vancouver to Mid-West states.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Cratex Industrial Packing Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Confrey", with a stylized flourish extending from the end.

Rob A. Confrey
Business Development Manager
Cratex Industrial Packing Ltd

cc: Parties of Record

CROWAY INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

CROWAY INC. is a drayage carrier and shipper with for CN since 2015

CROWAY INC. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

CROWAY INC. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

NEVEN GORICANEC, PRESIDENT



cc: Parties of Record

Curt H. Warfel
119 Holly Reserve Parkway, Canton, Georgia 30114-8862

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Surface Transportation Board
395 E Street, SW
Washington, DC 20423-0001

Re: FD36514, Canadian National Railway Company, Grand Trunk Corporation and CN's Rail Operating
Subsidiaries – Control – Kansas City Southern, The Kansas City Southern Railway Company,
Gateway Eastern Railway Company and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Curt Warfel and I am retired from a forty-year career in rail logistics; having worked in the grain, fertilizer and chemical industries until my retirement in May 2019. During my career, I had business dealings with all seven of the current Class 1 railroads. During the last twenty years of my career, I had extensive business interaction with Canadian National Railway and Kansas City Southern Railway. I also had the privilege of appearing before the Surface Transportation Board on multiple occasions to testify on behalf of the National Industrial Transportation League.

Based on my forty years in rail logistics and having personally experienced the disruptions resulting from previous Class 1 rail mergers and splits; I am supportive of Canadian National's request that the Surface Transportation Board set aside the 2001 waiver granted to KCS and use current "major merger" rules to review any merger involving Kansas City Southern and another Class 1 railroad. In the twenty years since the Board granted KCS the waiver, much has changed in the U.S. rail industry; from the manner in which railroads manage their pricing to the latitude given a shipper to route their shipments and these changes make the new "major merger" rules especially applicable in the current environment. I will note that several major shipper organizations have also come forward and requested the Board set aside the KCS waiver and employ the "major merger" rules when considering any merger between Kansas City Southern and another Class 1 carrier.

As a longtime customer of Canadian National prior to my retirement, their request that the Board use the new "major merger" rules to review any merger involving KCS and another Class 1 railroad – including CN – is consistent with the customer focused approach to business that I appreciated during my two decades of doing business with CN. Customers are generally the first to be negatively impacted by issues arising from a merger and CN is to be applauded for taking their position. As the proposed merger develops, I hope that all parties show the same commitment to the current "major merger" rules that CN has demonstrated.

Sincerely,

Curt H. Warfel

Curt H. Warfel

Cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Dassault Systemes Americas Corp. ("DSAC") is a leading provider in the 3D Product Lifecycle Management (PLM) market, comprising 3D software for design, simulation, digital manufacturing, product data management and collaboration.

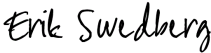
Canadian National Railway Company ("CN") leverages DSAC's DELMIA Quintiq software solution to help plan, schedule and optimize its operations.

DSAC has been informed that a CN-Kansas City Southern ("KCS") railway is projected to offer fast, efficient and direct service for North-South trade, as well as help support a positive environmental impact associated with truck freight conversion to rail-based service.

For these reasons, DSAC is supportive of the above objectives.

Thank you for your consideration.

Sincerely,

DocuSigned by:

1ED20EA43AA7474...
Erik Swedberg

Executive Vice President, Americas
Dassault Systemes Americas Corp.

DEAN MARINE & EXCAVATING, INC.

75 AVERY STREET — MOUNT CLEMENS, MI 48043

PH: 586-855-6751 FAX: 586-421-5444

EMAIL: DEANMARINE1@ICLOUD.COM

**Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Dean Marine and Excavating Inc. provides excavating equipment and contractors services. We also offer seawall construction and repair, dredging, foundation piles, project design, trucking, equipment transportation, environmental cleanup as well as marina construction and towing services.

Dean Marine and Excavating Inc. has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

Dean Marine and Excavating Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market

extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.

- The CN acquisition of KCS will further enhance customers competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.
- CN's significant experience providing seamless service throughout their network and across borders.
- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

Dean Marine and Excavating Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dean Williams', with a stylized flourish at the end.

Dean Williams

President

Dennis Porter Trucking Ltd.

126 Tilley's Rd S

CBS, NL A1X 3E6

709-682-9764

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Dennis Porter Trucking Ltd. is an independent carrier that has been servicing CN across Newfoundland, Canada since 2020.

Dennis Porter Trucking Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of containers within Newfoundland, Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Dennis Porter Trucking Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dennis Porter

Dennis Porter
Owner/Operator



900-970 Lawrence Ave W.
Toronto, ON, Canada M6A 3B6
Ph: 416-782-1942 Fax: 416-782-1935

April 23rd, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

DG Global Inc is one of Canada's largest containerized exporters of grains and oilseeds with origination points throughout Canada and the United States. In Canada, virtually 95% of our container traffic is handled with CN Rail and they have been instrumental in helping us grow our business year over year. In 2020, DG Global as made a major inroads into sourcing grain in the state of Kansas and Missouri.

DG Global Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. It addition, it would help support the exports from the facilities which we partnered together with in the USA midwest.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

DG Global Inc own transloading facilities within Montreal in addition to assets in western Canada. CN will be able to provide all of our transportation needs to keep our pipeline full via hopper cars, intermodal containers and export containers.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as being able to provide the seamless transportation and service that would otherwise not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments to additional destination markets in the US, Mexico, and to overseas destinations.
 - A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
- 1.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
 - CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.
 - CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

DG Global is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Dwight Gerling
President
DG Global Inc



250-4299 Canada Way
Burnaby, BC, Canada
V5G 1H3

T 604-597-5060
F 604-597-4933

900-970 Lawrence Ave W.
Toronto, ON, Canada
M6A 3B6

T 416-519-1766
F 416-782-1935

April 23rd, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

DG Global Inc is one of Canada's largest containerized exporters of grains and oilseeds with origination points throughout Canada and the United States. In Canada, virtually 95% of our container traffic is handled with CN Rail and they have been instrumental in helping us grow our business year over year. In 2019, DG Global Inc purchased the Farley Siding plant just outside of Saskatoon, SK and structured a new company branch named DG Global West Inc. The Farley Siding plant is currently serviced by CN Rail.

DG Global West Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. In addition, it would help support a higher degree of export volume from our facility to access the US Petfood and Mexico Pulse grain markets.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

DG Global Inc owns transloading facilities within Montreal in addition to Western Canada. CN will be able to provide all of our transportation needs to keep our pipeline full via hopper cars, intermodal containers and export containers.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as being able to provide the seamless transportation and service that would otherwise not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments to additional destination markets in the US, Mexico, and to overseas destinations.
- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

DG Global West Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Mike Allaire
Director-Western Canada
DG Global West Inc.



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Directright Cartage is a Canadian based FL/LTL and 3PL solutions provider for a variety of customers from industrial to finished goods throughout North America. Directright offers solutions for conversion of road freight to intermodal.

Directright supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



Directright Cartage is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "John Farrugia", written in a cursive style.

John Farrugia- VP operations



Upton, april 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Distribution Upton inc. is warehouse for grain and by-product of grains for feed animal. We are currently doing business with CN since more then 15 years. We receive our product by railcar and it is a big advantage for us to have a partnership with the CN.

Distribution Upton inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

All our products arrive by trucks our by railcars. We need a competitive transport, trustworthy and a transport that keep in mind the security for our products. CN give us those point and it is for why we prefer the railroad. It is in our best advantage that the CN increase and have a larger territory to help us achieve our goals.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example, this transaction mean for us:

- Direct access to new markets, directly connecting the Canada-U.S.-Mexico integrated supply chain, improved service
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average
- This transaction would yield demonstrable benefits for the environment across the states and regions through which KCS's tracks traverse by diverting significant volumes of truck traffic onto rails, which deliver better fuel efficiency at lower cost.
- Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land
- CN can help our customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure

Distribution Upton inc is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Karine Lavalée

Vice-présidente, Distribution Upton inc.

Doyle's Transport Ltd.

6 Dennis Road

Port aux Basques, NL

A0M 1C0

PH # 709-695-2738.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Doyle's Transport Ltd, is company in Port aux Basques. We are a for hire trucking. We are here in an ideal location, 6 kms from the Marine Atlantic ferry. When CN is in need, we are right here on call to move containers across the Island of NL. Any extra volumes of freight, we are here to help keep things moving. We have working with CN, for the pass year.

Doyle's Transport Ltd, supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

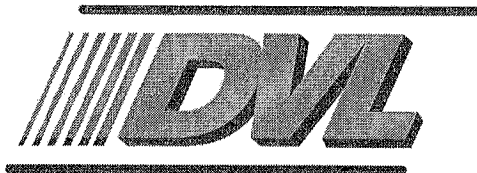
Doyle's Transport Ltd is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Leonard M Doyle
President/CEO

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

DV Logistics has been using CN for about 12 years to ship various types of Cargo, namely consumer goods (to big box store warehouses) and heavy equipment throughout Canada without incident. They have played an integral role in the growing of our business and being able to provide a high level of service to our customers.

DV Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

DV Logistics requires a multi-faceted rail partner to be able to offer more services to our customers, this will have a positive impact on cross border trade.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Heavy equipment from Canada into the USA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

DV Logistics is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Frank Ciavaglia', with a long horizontal stroke extending to the right.

Frank Ciavaglia - DV Logistics
Account executive

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Dyno Nobel, Inc is a customer of Canadian National Railway shipping from the from our facilities in the United States to several customer sites in Canada providing services for the mining industry in Canada.

Dyno Nobel supports CN's request that the Surface Transportation Board's current major merger rules be applied to this proposed transaction. Any merger involving KCS with another Class I carrier should not be subject to a different outdated and limited set of rules. That is why Dyno Nobel believes the STB should review this combination under the modern new rules, as opposed to having a combination with KCS reviewed under rules from four decades ago that have been opposed by multiple trade associations representing rail shipper interests.

Dyno Nobel is proud of our long-time relationship with CN and appreciate their outreach to us to discuss their plan for the combined CN-KCS network. Their request that the current major merger rules apply to any mergers involving KCS aligns with the customer-focused approach to business to which we have become accustomed. As the proposed merger develops, we hope that all parties show the same commitment to the current STB rules that CN has demonstrated.

Sincerely,



Paul Kohlhoff
General Manager Transportation

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Edmonton Global is pleased to offer our support for the above-mentioned proposal.

For context, Edmonton Global is the economic development corporation representing 15 municipalities in the Edmonton Metropolitan Region. Our vision is focused on the goal of making the Edmonton Metropolitan Region the choice location for global investment and our logistics infrastructure is an important part of our region's value proposition.

Edmonton Global views CN as a key partner in our efforts to attract foreign investment into the Edmonton Metropolitan Region. CN's strong connection to the Port of Prince Rupert in particular is a key asset to our region and offers those who choose to invest in the region a competitive advantage with regards to connecting Asian and North American markets. Edmonton Global supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. It is worth noting that the benefits of a CN-KCS line extend beyond our region to jurisdictions along the network - throughout Alberta, across the United States and into Mexico.

We believe that a combining CN and KCS rail networks will help attract more business to our region. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve the region's needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We believe that this transaction will provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For these reasons Edmonton Global is confident in, and strongly supports CN's proposed acquisition of KCS.

Sincerely, Malcolm Bruce



CEO Edmonton Global

cc: Parties of Record



Drummondville, April 23rd 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Entreposage Bourret Inc. moves around 2000 railcars per year for CN. We have been business partners for many years and they are a very important part of our success, as well as our customer's.

Entreposage Bourret Inc. supports CN's acquisition of KCS and believe that there are superior benefits of a CN-KCS transaction, that would offer faster, safer, cleaner and more direct service for the North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Entreposage Bourret Inc. depends on an efficient, fast and reliable railway to ensure regular service to many industrial customers in the province of Quebec. We firmly believe that this transaction would improve all these factors.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for our customers where they currently rely on trucks and provide shorter distances on many key routes, hence improving productivity. We are hopeful about this transaction as a CN-KCS rail will provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Entreposage Bourret Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Maxime Bourret

Executive VP

Entreposage Bourret Inc.



3240 Wharton Way
Mississauga, ON
L4X 2C1
905-624-3811
www.eriemeats.com

April 28, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Erie Meat Products Ltd has had a successful business relationship with TransX via CN Railway for some time. We provide various food products to the North American retail and foodservice markets.

Erie Meat Products Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Erie Meat Products utilizes various modes of transport and particularly relies on the rail method to service customers to Western Canada. We also import products from the USA and there is a potential opportunity to expand the rail option as a result of this possible relationship with CN and KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of raw materials from the southern United States to Ontario Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Yours truly,

A handwritten signature in black ink, appearing to read 'Jason Hinton', with a stylized, cursive script.

Jason Hinton

Senior Director of Supply Chain

Erie Meat Products Limited



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating
Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway
Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Essex Hybrid Seed Company owns and leases railcars in both Canada and the United States. We support a combined CN – KCS railroad. This initiative will streamline the interchange of rail traffic and add competitive options into major markets located in the US South West. Furthermore, we believe a single railroad operating between Canada, the United States and Mexico will expand market opportunities for our business.

Streamlining the interchange of rail traffic will have a major benefit reducing transit times which increases railcar utilization. We believe an added benefit of improving interchange fluidity is a reduction in diesel fuel consumption, a significant contribution to the goal of reducing greenhouse gases. The majority of Essex Hybrid controlled cars ship from Canada to the United States. These cars originate solely on CN Rail.

Essex Hybrid Seed Company has had a strategic partnership with CN Rail for several years. We are confident that CN has the track record that proves their ability to integrate KCS into their coast- to coast- to coast North American network.

We are confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Regards,

Tom Pogue
President & CEO



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Etimine USA has a strong relationship with Canadian Railway Company ["CN"] which it utilizes to facilitate the transportation, from the U.S. to Canada, of boron minerals that are essential to various industries. We have found our relationship with CN to be very helpful to the sustainability and profitability of our operations.

Etimine USA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Etimine USA utilizes all sea and land-based modes of transportation to manage the logistics of moving our products from A to B. We use rail a great deal to move our product across all regions of the U.S and Canada but especially in the East Coast and the Southwest. We work regularly with rail companies such as CSX and Norfolk Southern. We are able to benefit from CN's significant experience providing seamless intermodal service throughout their network and across borders.

We believe that the combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Additional Benefits

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Boron minerals from Savannah, Georgia to Saskatoon, Saskatchewan as well as providing us with new venues of opportunity to move our product in a greater number of U.S.-U.S. locations.
- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.
- This merger would allow us to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- On average, CN saves 24 to 40 hours transiting around congested Chicago on the EJ&E. Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges. This is a critical component of converting truck to rail and competing against other rail suppliers
- We believe that CN is committed to a better world through corporate citizenship initiatives and the merger would further help them be of service to the communities in which they serve as well as helping to reduce the carbon foot print on our frail environment. We are aware that CN has the best environment record in the rail industry. For example, CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average. Add that edge to the fact that compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land and the picture of an environmentally friendly business becomes abundantly clear.
- The merger would yield demonstrable benefits for the environment across the states and regions through which KCS's tracks traverse by diverting significant volumes of truck traffic onto rails, which deliver better fuel efficiency at lower cost.
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure

Etimine USA is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Haluk Gani
President and CEO, Etimine USA Inc.

cc: Parties of Record

European Deli Market & Produce
7133 11 ST SE
Calgary, AB
T2H 2S1



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001
Re: FD 36514, Canadian National Railway Company, Grand
Trunk Corporation, and CN's Rail
Operating Subsidiaries—Control—Kansas City Southern, the
Kansas City Southern Railway
Company, Gateway Eastern Railway Company, and the Texas
Mexican Railway Company

Dear Ms. Brown:

European Deli Market & Produce has been doing business with CN for the past 3+ years. We use CN to deliver LTL Fresh & Frozen products across Canada. We use CN for rail service and road service.

European Deli Market & Produce supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly

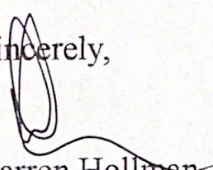
European Deli Market & Produce has been using CN for fast and reliable service with both rail and road service across Canada. The use of rail services gives us a very good competitive advantage in pricing our product to our customers.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of goods from Eastern Canada to Western Canada and vice versa. CN's significant experience providing seamless intermodal service throughout their network and across borders.

European Deli Market & Produce is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21 st century railway come to life.

Sincerely,



Darren Holliman
President & CEO



Express System Intermodal, Inc.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Express System Intermodal, Inc. currently sources intermodal rail services from CN in U.S. to West Canada lanes and East Canada to U.S., as well as KCS in the U.S.

Express System Intermodal, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

ESI needs an expanded network of service—it needs to be safe, reliable, and competitively priced in the transportation marketplace. ESI primary service mode is intermodal and this merger will not only increase the length of single-line rail linehaul but it will open new markets.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of various commodities from Texas to Western Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.



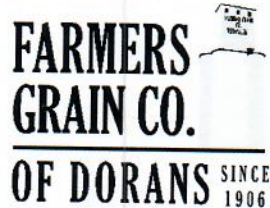
Express System Intermodal, Inc.

Express System Intermodal, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, reading "Mark D'Ascenzo", with a long, sweeping horizontal line extending to the right.

Mark D'Ascenzo
Managing Director
Express System Intermodal, Inc.



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Farmers Grain Co of Dorans is a current customer of the CN Railway shipping Corn and Soybeans into markets to the South.

Farmers grain Co of Dorans supports the CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering new markets to the West, as well as direct line haul access to existing KCS destinations.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We perceive this transaction as being able to provide seamless transportation and service that would otherwise not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn and soybeans from Illinois to additional destination markets in the US and Mexico.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

Farmers Grain Co of Dorans is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tony Ielase", with a long horizontal flourish extending to the right.

Tony Ielase
General Manager
Farmers Grain Co of Dorans

cc: Parties of Record



fccq | Fédération des chambres
de commerce du Québec



Montreal, April 27th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

The Quebec Federation of Chambers of Commerce (Fédération des chambres de commerce du Québec) supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The Quebec Federation of Chambers of Commerce is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the first 21st century railway come to life.

Sincerely,

Charles Milliard, MBA
CEO

FINCANTIERI

BAY SHIPBUILDING

April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Fincantieri Bay Shipbuilding (FBS) is a division of Fincantieri Marine Group, the US subsidiary of one of the world's largest shipbuilders. FBS specializes in the repair, conversion, and construction of vessels, not only for those U.S. customers on the Great Lakes, but also for our Canadian and ocean-going operators as well. FBS is proud to be a part of the commerce system both within and beyond the Great Lakes.

As part of our business, we have had a partnership with Canadian National Railway (CN) and its vessel operations that goes back many decades. CN is a vital supply chain provider, far beyond the boundaries of Canada, providing a multimodal network with its rail, transload, trucking, and Great Lakes docks and vessels. FBS is aware of CN's pursuit to acquire the Kansas City Southern Railway Company (KCS) and supports this acquisition.

CN has a successful track record of acquisitions over the past 25 years, helping to ensure an effective and seamless integration with KCS. The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets, offering market extension to current KCS customers that would now be seamlessly served. This acquisition would further enhance their customers' competitive position by securing inland transportation and access to both deep water ocean and Great lakes docks. These benefits could only be accomplished with a CN acquisition.

FBS supports CN in its endeavors to grow and expand its operations with the acquisition of KCS.

Sincerely,



Cheryl Arnott, PMP
Manager of Ship Repair Services

FINCANTIERI BAY SHIPBUILDING
605 North 3rd Avenue
Sturgeon Bay, Wisconsin 54235
T. 920-743-5524

a FINCANTIERI company



FINMAC LUMBER LIMITED

P.O. BOX 105, WINNIPEG, MB R3C 2G1 TEL: (204) 786-7694 FAX: (204) 775-1384 TOLL FREE 1-800-713-2804

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries – Control – Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown;

Finmac Lumber Ltd. is a wholesale distributor of lumber throughout Canada and the United States. We have been using CN's services satisfactorily for transport on a regular basis for many years.

Finmac Lumber Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this; as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Finmac Lumber Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Regards;

W.F. (Bill) McGregor
President



2525 Inkster Blvd
Winnipeg MB R2R 2Y4
204-632-8261

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Fort Garry Industries is a current supplier to CN of heavy truck and trailer components since 1998.

Fort Garry Industries supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

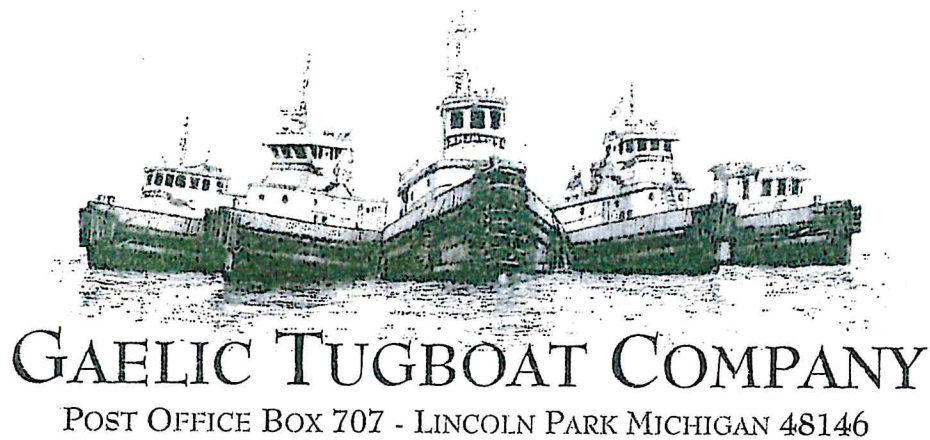
Fort Garry Industries is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

David G Cannon

Vice President- Aftermarket Sales

cc: Parties of Record



April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

With over 40 years in the marine transportation and towing business, Gaelic Tugboat Company, has the experience, personnel, and fleet of tugs and barges to meet every towing need and challenge. Our fleet of tugboats is suitable for any and every towing need – large or small. With 2000 – 3000 hp engines, longer, wider and heavier hulls providing increased stability pulling capability, and unobstructed visibility, our tugs are unsurpassed for ship handling and power on the lakes. Equipment and heavy lifts, salvage and stranding, and dead ship towing.

Gaelic Tugboat Company has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

Gaelic Tugboat Company supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

PHONE: 313-841-9440 - WWW.GAELICTUGBOAT.COM - FAX: 313-841-8738

(2.)

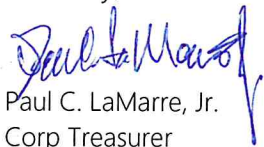
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.
- The CN acquisition of KCS will further enhance customers competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.
- CN's significant experience providing seamless service throughout their network and across borders.
- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

Gaelic Tugboat Company is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul C. LaMarre, Jr.", with a stylized flourish at the end.

Paul C. LaMarre, Jr.
Corp Treasurer
Gaelic Tugboat Company



Gateway Trailer Repairs Ltd.
14203 – 157 Ave NW
Edmonton, AB T6V 0K8
Phone (780) 451-3343



www.gatewaytrailer.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Gateway Trailer Repairs LTD. Has a Long-standing Partnership with Canadian National Railway and has been providing fleet maintenance repair services as their Partner for over 10 years.

Gateway Trailer Repairs supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Gateway Trailer Repairs is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Aaron Beaupre – President

Gateway Trailer Repairs Ltd.

14203 – 157 Avenue N.W.

Edmonton AB, T6V 0K8

www.gatewaytrailer.com

Main- 780 451 3343

Cell- 780-994-7301

CC: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street S.W.
Washington, DC 20423-0001

Dear Ms. Brown

Re: Acquisition of KCS Railway by Canadian National Railway Company

I am writing to you to let you know that we are not concerned about the CN purchase of KCS' intermodal assets. We believe it may even help streamline our intermodal shipping needs as well as improve service and access to intermodal capacity.

We have been a customer of H&R Transport for over 10 years, but have also used CP, other intermodal service providers, and other trucking companies to meet our refrigerated transportation needs.

As a general rule, we are able to switch relatively easily between road and intermodal service offerings based upon capacity, transit, reliability, and price. We believe that the combined intermodal offering of CN, H&R and KCA may provide us with improvements in these areas by way of increased capacity (more equipment readily available through a single source), quicker transit (as a result of CN's investment in track infrastructure), and improved reliability through efficiencies of scale for our refrigerated and dry goods.

In our view, we do not believe that this transaction will affect the competitive environment for transportation in Canada in a material way. CP, intermodal companies, over-the-road trucking companies, and logistics providers are viable alternatives depending on the capacity, transit, reliability, and price elements to their service offerings.. We use them already and are sure they will continue to market to us and offer us competitive services and prices to get our business, including for our intermodal refrigerated cargo business.

Sincerely,

Jake Benedict
Director of Capstone



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Great Lakes Electrical provides a wide range of specialized electrical work to commercial companies and freighter vessels on the Great Lakes, as well as shipyard and drydock facilities. We deliver excellence by performing the highest quality electrical services.

Great Lakes Electrical has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

Great Lakes Electrical supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.
- The CN acquisition of KCS will further enhance customers competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.
- CN's significant experience providing seamless service throughout their network and across borders.
- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

Great Lakes Electrical is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, reading "Richard D. Pompeani".

Richard D. Pompeani
Owner

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Grupo ZBC is Customs Broker of Frontier Cargo Services, CN's customer since 2019 from whom CN ships via intermodal in CNRU containers paper Rolls from Sherbrooke, PQ to Toluca, EM.

Grupo ZBC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We also believe this merger will increase the intermodal business, where we as Customs Brokers in Puerta Mexico (Toluca) will have more growth opportunities.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities. (also could point out CN has a larger footprint which generates more possibilities)
- The merger will provide seamless North South connectivity which help further integrate North American supply chains



Grupo ZBC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jorge Mario Zorrilla de la Concha

Customs Broker

jzorrilla@grupozbc.com.mx

Grupo ZBC

Agencia Aduanal y Operador Logístico

Tel. (55) 15600775 / 55955102

www.grupozbc.com.mx



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

H Hansen Industries provides a wide range of specialized industrial repair ranging from refineries to freighter vessels on the Great Lakes. We deliver excellence by performing the highest quality facility and vessels repair and maintenance.

H Hansen has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

H Hansen supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.
- The CN acquisition of KCS will further enhance customers competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.
- CN's significant experience providing seamless service throughout their network and across borders.
- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

H Hansen is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Antonio LaMantia
President

cc: Parties of Record

handheld

HHCS Handheld USA, Inc.
2121 NE Jack London Street
Suite 100
Corvallis, OR 97330

www.handheld-us.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

HHCS Handheld USA, Inc is a global manufacturer and supplier of rugged mobility product solutions, services and support. Handheld's Nautiz X6 rugged Android handheld is the sole device authorized for use in daily conductor specific applications with 7,000 units currently active across Canada.

HHCS Handheld USA, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

HHCS Handheld USA, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

DocuSigned by:

A1C22C943180480...

John Townsend
Northeast Regional Sales Manager
HHCS Handheld USA, Inc

cc: Parties of Record



April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

HJ Baker Sulphur, LLC is a marketing, logistics and distribution company with over 60 years of experience in the industry. Annually we move over 4.5 million tons of sulphur worldwide. Of this volume approx. 1 million is transported via rail within North America. CN has had the responsibility and pleasure of moving the vast majority of this product in HJ Baker railcars over the past 20 years.

HJ Baker Sulphur, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and a more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of sulphur from the Mid West, US Gulf and Canada into Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

HJ Baker Sulphur, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Mark Whittemore
President

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Hyster-Yale Group ("HYG"), a manufacturer of materials handling equipment has sold materials handling equipment to Canadian National Railway Company for almost three decades under the Hyster® brand. HYG's long standing relationship with CN Rail continues to grow to the benefit of both of our organizations.

Hyster-Yale Group supports CN's acquisition of KCS because of the superior benefits a combined CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, we believe this transaction will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be beneficial to HYG and to the overall economy.

HYG sees this transaction as beneficial, and we do not anticipate negative impacts to our company, the environment, or market competition.

Hyster-Yale Group supports CN's proposed acquisition of KCS for the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink that reads 'Charles Pascarelli'.

Chuck Pascarelli
President, Americas

Cc: Parties of Record





Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

IIRX LP (d/b/a Rail IQ) is a provider of back-office services and consulting for CN's mechanical department since 2016. Our company also provides these services for KCS, and we feel the synergies between the two organizations would only be beneficial for both organizations.

Rail IQ supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Rail IQ is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'AD Boyd', with a stylized flourish at the end.

Adam D. Boyd
Managing Partner

cc: Parties of Record



69, 4^e rue Ouest
St-Martin, (QC)
G0M 1B0

Tel: (418) 382-3244
Fax: (418) 382-5870
@: sales@pfindustries.net

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Industries P.F. Inc. has been a user of CN's Intermodal services in Canada, the USA and Mexico for more than a decade.

Industries P.F. Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Our capacity to offer door-to-door delivery to our customers through CN intermodal service has been a key factor in our growth. We would use that service with CN/KCS to expand our presence in the US from the Northeast and the Midwest to the Southwest and into Mexico.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of SPF wood packaging, fencing and bed frame components from Canada to the USA and even Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Industries P.F. Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Benoit Plante Pellerin
Sales Manager

cc: Parties of Record

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W. Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Infosat Communications LP is North American satellite connectivity provider that has been providing wireless services and hardware to CN since 1999.

Infosat Communications LP supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Infosat Communications LP is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Grahame Entwistle, Senior Account Executive

cc: Parties of Record



Surface Transportation Board
395 E Street SW
Washington, DC 20423

April 26, 2021

To: Surface Transportation Board

Irving Oil is an international refining and marketing company located in Saint John, New Brunswick, Canada. Our North American operations include Canada's largest refinery, along with more than 900 fueling locations and a network of distribution terminals spanning Eastern Canada and New England. We are pleased to offer our support in favour of the Canadian National Railway acquisition of Kansas City Southern.

Our company has a cooperative business relationship with Canadian National Railway, as Canadian National is a Class 1 railway providing rail transportation services to customers in the Saint John region, including Irving Oil.

A combined Canadian National-Kansas City Southern Railway would provide customers with an option for a single-line service over a broader geographic scope. This expanded reach will allow for more transportation options for customers, thereby increasing competitive options and market possibilities.

The Canadian National acquisition of Kansas City Southern will provide Irving Oil with additional service options and the opportunity to reach new markets.

For these reasons, Irving Oil supports the approval of the Canadian National Kansas City Southern combination and we encourage the Surface Transportation Board to approve this acquisition so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,

A handwritten signature in blue ink that reads "Kevin Scott".

Kevin Scott,
Chief Refining & Supply Officer

IRVING OIL

10 King Square South • Saint John, NB E2L 0G3 • irvingoil.com



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001
Date: 26.04.2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

IT Chapter, founded in 2003 and headquartered in Montreal, Quebec is a certified women-owned organization and is a supplier of Information and Technology (I&T) Training, Staffing, and IT Strategic Consulting services to CN in the domains of IT Service Management (ITSM /ITIL), InfoSec @ Cybersecurity, Business Relationship Management (BRMP), and ITAM (IT Asset Management).

As a diverse long-term partner of CN IT Chapter supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

IT Chapter is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Svetlana Sidenko, President

MSc (Admin), CGEIT®, PMP®, CBRM®,
PRINCE2® Practitioner, ITIL® Expert, ISO
20000 Practitioner, TIPA Lead Assessor,
Change Management Registered Practitioner®



Email : ssidenko@itchapter.com Tel: 1-514-582--4500



Olivier Abécassis
Vice-Président

ITIL® Management Professional, CBRM®, PMP®, Six Sigma Black
Belt, PRINCE2® Practitioner, ISO 20000 Management Consultant,
TIPA Assessor, ISO 27002, RESILIA® Practitioner

Email: oabecassis@itchapter.com Tel: 1-514-559-7003

204 Rue Saint-Sacrement, Bureau 300, Montréal, Québec, H2Y 1W8

[Découvrez IT Chapter](#) / [Discover IT Chapter](#)



Experts in Safety & Compliance Since 1953

3003 Breezewood Lane, P.O. Box 368 | Neenah, WI 54957-0368 | jjkeller.com

4/27/21

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

J. J. Keller & Associates, Inc. is a leader in safety and regulatory compliance products and services for the transportation industry. Transporters rely on J. J. Keller's expertise to reduce risk and improve regulatory compliance, safety management and operational efficiency. Since 2012, we have provided CN with Managed Services for their operations, such as permitting and a comprehensive safe management system. We also currently provide many similar services to KCS.

Like CN, J. J. Keller is committed continuous improvement in the safety of railway practices and, as a result, the safety of the public. This commitment extends from the U.S. to both Canada and Mexico.

CN's continuing relationship with J. J. Keller for Managed Services provides evidence of the organization's ongoing commitment to reach the highest levels of regulatory compliance and safety. We can assure you that if CN were to acquire KCS and form a 21st century railway, J. J. Keller is prepared to honor our contracts with the organizations and assist CN in applying the same rigor in compliance and safety that CN applies to its operations today.

Sincerely,

Dana Gilman
Chief Financial Officer
dgilman@jjkeller.com
920-967-7115

cc: Parties of Record



ESTABLISHED 1874

SERVING THE MARINE INDUSTRY

THE J.W. WESTCOTT CO.

12 24TH STREET

DETROIT, MICHIGAN 48222

(313) 496-0555 • FAX (313) 496-0628

M/V J.W. WESTCOTT II

M/V JOSEPH J. HOGAN

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

J. W. Westcott Company, established in 1874, serves the maritime industry in delivering goods and personnel to and from shore. While we are best known for our carrier contract with the United States Postal Service, which was awarded in 1948, we have diversified into many new areas. Recognizing a need for deliveries to vessels at docks the Westcott is now able to accommodate deliveries of anything from vital mechanical parts to sundries required by crew with our truck to many ports around Michigan, Ohio, Indiana and Illinois. We provide shore to ship deliveries of mail, crew, sundries and any type of equipment

J. W. Westcott Company has a partnership that goes back many years with CN, and they are a vital multimodal transportation supply chain provider.

J. W. Westcott Company supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. CN provides a network of multimodal networks through their rail, transload, trucking, Great Lakes docks and vessels.

We believe that a combination of CN and KCS would help the industry win in all markets. CN's strong track record of success with superior service, intermodal and safety gives the industry confidence that a combined CN-KCS would be best positioned to serve their needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the Great Lakes transload and vessel markets. Offering market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.
- The CN acquisition of KCS will further enhance customers competitive position by securing inland transportation and access to deep water ocean and Great Lakes docks. This is only accomplished with a CN acquisition.
- CN's significant experience providing seamless service throughout their network and across borders.
- CN's commitment to multimodal services and infrastructure investment and investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.

J. W. Westcott Company is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Jim Hogan

President

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

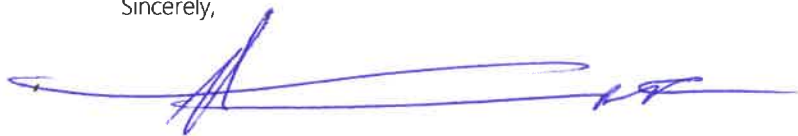
Jan K Overweel Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Jan K Overweel Ltd is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



John Teixeira
National Director, Distribution and Logistics
Direct Cell: 416.835.6504
Tel: 905.850.9010 xt.2379
Fax: 905.850.2874
jteixeira@jkoverweel.com
www.jkoverweel.com



Janssen Equipment Repair

13 Penner Road

Navin, MB

R5T 0H5

PH: 204-697-2290

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown

Janssen Equipment Repair is a long-standing vendor of CN. Though Janssen Equipment Repair supports CN predominately throughout Canada, we look to explore new gateways with our respective locations. The potential of these new reaches because of the proposed CN-KCS network could and would create new opportunities to further allow Janssen Equipment Repair to meet its expectations on growth projections to better serve CN's customers in other markets. Overall, the service with CN continues to exceed expectations, specifically to their temperature controlled Intermodal customers.

Janssen Equipment Repair supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our current markets and future markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to help Janssen Equipment Repair continue to gain market share in the temperature-controlled space. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

This merger will provide seamless North South connectivity which will help further integrate North American supply chains and allow Janssen Equipment Repair to service fleets in new points via rail that today would move OTR which aligns with our outlook on environmental sustainability.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for customers where they currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Janssen Equipment Repair is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
Tony Janssen
Owner

cc: Parties of Record



JCMB Technology Inc.

195 St-François Xavier
Delson, Qc
J5B 1X7
Canada

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JCMB Technology provides GIS data consolidation and GIS data certification services to Canadian National Railway Company since 2012 for the implementation and deployment of PTC.

JCMB Technology supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

JCMB Technology is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Yvan Chainé', with a long horizontal line extending to the right.

Yvan Chainé
President

JTML Transport Inc.

41 Torquay Place, Torbay, NL
A1K 1N9

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

JTML Transport Inc. is an Atlantic Canadian trucking company who been serving CN by assisting with their Intermodal moves since 2001. Serving CN throughout Ontario, Quebec and Atlantic Canada we pick up and deliver customer loads on containers brought into Brampton, ON, Montreal QC, Moncton, NB and Halifax, NS on CN trains.

JTML Transport Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

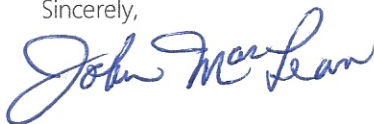
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

JTML transport Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



John MacLean, President



27 April 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Kébec Expert is providing maintenance and repair services on CN railway equipments, since 2016.

Kébec Expert supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be beneficial to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

We see the transaction as only beneficial, we do not anticipate immediate impact to our current business nor any negative impacts to the environment or market competition.

Kébec Expert is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Guy Bolduc
President, Kébec Expert
201 Joseph-Carrier
Vaudreuil-Dorion, Qc,
J7V 0K2, Canada
Website: www.kebecexpert.com

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Kleysen Group Ltd is a diverse transportation and Logistics company with 4 distinct business units. Each of these business units has a unique reliance on CN rail as a part of its business model make up. This diverse appartnership started with Kleysen developing track laying technology for CN in the early 1960's to today where we offer Intermodal North American solutions, Multi Commodity Transloading and Storage as well as hopper car distribution of Salt across Western Canada.

Kleysen Group Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Kleysen currently provides a dedicated solution to a major Pet Food Manufacturer from Canada into Mexico and relies heavily on the CN/KCS solution to facilitate this service. As trading partners with the United States and Mexico CN's acquisition of KCS would help improve service and expand trading among the three countries.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our region's competitiveness by:

- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Unlike other railroads, CN has a Chicago advantage when moving goods to Detroit or western Canada. It travels around Chicago not through the heart of the city, removing the risk of seasonal – sometimes crippling – rail bottlenecks and creating fewer interchanges.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- The greater use of combined transport helps lower transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited and also helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure

For these reasons Kleysen Group Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Jeff Kleysen
President
Kleysen Group Ltd.

cc: Parties of Record



Kruger Inc.
3285 chemin Bedford
Montréal QC H3S 1G5
Tel.: 514 343-3100

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Kruger Inc is a privately held, fourth generation family company that transforms renewal resources into sustainable high-quality essentials for everyday life. Our production facilities operate in the United States and Canada.

Kruger Inc. is proud of our multi-year relationship with CN and appreciate their outreach to us to discuss their plan for the combined CN-KCS network. Their request that the current major merger rules apply to any mergers involving KCS aligns with the customer-focused approach to business to which we have become accustomed. As the proposed merger develops, we hope that all parties show the same commitment to the current STB rules that CN has demonstrated.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. The combined company would create network with enhanced end-to-end single-owner, single-operator service that will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes.

Kruger Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Benoit Couturier', with a stylized, flowing script.

Benoit Couturier
General Manager and Head of Customer Excellence, Transportation and Logistics

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Kupar Enterprises Inc. provides dedicated recruiting services to CNTL. Leveraging decades of experience in recruiting for the North American transportation industry, Kupar's team of recruiting and compliance professionals, interact directly with drivers to ensure the best candidates are presented to CNTL recruiting staff. This allows CNTL staff to focus only on the drivers who meet the company's safety standards.

Kupar Enterprises Inc.. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Kupar Enterprises Inc.. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Kupar Enterprises Inc.
Dirk Kupar
CEO

cc: Parties of Record



L. N. REYNOLDS CO. LTD.

10160 HURONTARIO STREET, BRAMPTON, ON, CANADA L7A 0E4

TEL: (905) 840-3700 • FAX: (905) 840-3808; 3833

Poultry, Dairy & Packinghouse Products

Our Service Doesn't Cost - - - It Pays!®

Cynthia T. Brown, Chief, Section of Administration
Office of Proceedings, Surface Transportation Board
395 E. Street, S.W., Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

L.N. Reynolds Co. Ltd is a Canadian Importer/Exporter of fresh/frozen meat products with Canada and to and from the USA and other countries worldwide and have had a good longstanding relationship with TransX for over 30 years.

L.N. Reynolds Co. Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The majority of our business is frozen intermodal business with CN within Canada and for export abroad via TransX.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of meats from the U.S.A. to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

L.N. Reynolds is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Dana Peters, Export Sales
cc: Parties of Record



Lake State Railway Company

Michael A. Stickel

E.V.P. & C.O.O.

750 N Washington Ave • Saginaw, MI 48607
Phone 989.393.9804 • Fax 989.757.2134

April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and
CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas
City Southern Railway Company, Gateway Eastern Railway Company, and the
Texas Mexican Railway Company

Dear Ms. Brown:

Lake State Railway Company (LSRC) is a growing regional railroad operating almost 400 miles of track in lower Michigan. We interchange with the Canadian National (CN) at several locations. Like all smaller railroads, we are always looking to find ways to expand our shipper's markets. LSRC supports CN's acquisition of KCS because of the superior benefits a single-line CN-KCS railway would bring by offering faster, safer, cleaner and more direct service to KCS points and also to Mexico. CN has multiple interchange points with KCS, making the union a good fit. We hope this will open up new opportunities for our customers and us.

Thank you,

Mike Stickel
Executive Vice President &
Chief Operating Officer

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—
Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas
Mexican Railway Company

Dear Ms. Brown:

Layfield Canada Ltd. has been working with CN for well over 10 years, primarily as a service provider for moving railcars of resin pellets utilized in plastic film production. Layfield Canada Ltd. services the construction, medical, food, consumer, oil & gas, and PPE markets across North American and internationally. The majority of our resins are manufactured in Texas, as well as Louisiana, Calgary, Saskatchewan and Ontario.

Layfield Canada Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for South-North trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of resins from Texas to Richmond, BC
- CN's significant experience providing seamless intermodal service throughout their network and across borders (finished products sent across Canada and back to the US)
- The ability to provide seamless track and trace on railcars through the whole route.
- The cost and time efficiencies avoiding multiple line switches through the routing.

Layfield Canada Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Rudi Reiner
Procurement Manager



Sustaining Relationships with Exceptional Service

P.O. Box 350 Stonington, IL 62567 Ph. (217) 325-3211 Fax (217) 325-3723

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Legacy Grain Cooperative located in Stonington, Illinois with a location that ships on the CN via a short line railroad in Moweaqua, Illinois that connects to the mainline CN in Decatur, Illinois.

Legacy Grain Cooperative supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Legacy Grain Cooperative handles about 7 million bushels of grain at its Moweaqua facility that could easily flow into the CN market. Legacy Grain Cooperative is always looking for additional opportunities to move grain in to other markets. We would love the opportunity to send more grain into alternative markets in the future.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as being able to provide the seamless transportation and service that would otherwise not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn and soybeans to additional destination markets in the US and Mexico.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

Legacy Grain Cooperative is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Walker", with a stylized, cursive script.

Kevin Walker
General Manager

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Linear Grain Inc is a shipper with two locations on CN affiliated short-line railroads here in Canada. We currently ship bulk commodities such as grain and oilseeds across North America.

Linear Grain Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to access more markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The acquisitions of KCS by CN will allow us to directly ship to KCS served customers including Mexico in a timelier and price efficient manner. Involving more railroads and interchanging multiple railroads increases costs and transit times in our experience.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of grains and oilseeds from CN served customers such as our company to KCS served end users in the US and Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Allow more competitive access to CN served shippers to the large and important markets in Mexico.

Linear Grain Inc is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'RM', with a stylized flourish extending to the right.

Ryan McKnight
President and Merchandising Manager

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Lloydminster Chamber of Commerce is proud to be a partner of CN.

Our Chamber supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help our members to win in their markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs and those of our members. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

The combined company's single-owner, single-operator service would enhance our member's ability to be competitive in the markets in which they operate, benefiting shipments of goods and materials to and from Lloydminster.

CN's significant experience providing seamless intermodal service throughout their network and across borders.

The Lloydminster Chamber of Commerce is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Serena Sjodin
Executive Director



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

LOGISTICA PERLA NEGRA S.A. DE C.V. is making services of Transport, on Intermodal CN. We make de last mile service. We are suppliers on two KCS Terminals. San Luis Potosi and Toluca.

LOGISTICA PERLA NEGRA S.A D.E C.V. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- In Logistica Perla Negra S.A de C.V we think, with this new combination, CN will control better the Intermodal equipments. For example the tires of Intermodal Chasis 53 feet

LOGISTICA PERLA NEGRA S.A. DE C.V. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.



Sincerely,

A handwritten signature in dark ink, appearing to read "Alejandro Sparrowe". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

LOGISTICA PERLA NEGRA S.A.D E C.V.

Alejandro Sparrowe

CEO

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MC Commercial is one of the leading distributors of electric household appliances in the Canadian wholesale industry. A significant portion of our business depends on reliable northbound freight from Mexico into Canada and we have developed relationships with Class 1 carriers throughout North America, including both CN and KCS. We have partnered with CN for many years to ship our product via both intermodal and carload modes of transportation from Mexico into Canada.

MC Commercial supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service that will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Key benefits include:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, specifically benefiting our shipments between Canada and Mexico.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances

- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
- Additionally, CN has a record of superior service at the borders, as well as more experience and greater success with intermodal, reducing friction for customers across geographies and transportation modes, that it would leverage and apply to KCS's business.

MC Commercial is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Mike Guy | Traffic Controller

Long and McQuade / Yorkville Sound

590 Granite Court, Pickering, Ontario

Work: **1-905-839-4433 ext 4 | Cell: 416-702-6505**



Box 155, Ludlow, IL 60949
217.396.4111

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ludlow Cooperative Elevator Company is a grain elevator that ships 105 car unit trains of corn and soybeans on the CN railroad. Our grain gets shipped to the Gulf for export or to the southeast poultry markets. Access to the CN gives us an alternative to the local truck markets that we are tributary to. We have relied on the CN to provide us with rail service for a very long time and it has worked out well for us.

Ludlow Coop supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Because of the volume of grain that we handle, being able to ship 105 car units on the CN is very important to us. Many times, the local processors that we truck grain to get backed up and we cannot get the volume moved that we need to. This is where being able to ship on the CN rail becomes critical. With the addition of the KCS, this will also give us access to additional markets for the times when the export market is not very competitive. Being able to send grain somewhere other than south to the Gulf will make our company more competitive in our local market.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as being able to provide the seamless transportation and service that would otherwise not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn and soybeans from Illinois to additional destination markets in the US and Mexico.
 - A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
 - CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.
- 1.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

Ludlow Coop is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

A handwritten signature in black ink that reads "Paul Seaman". The signature is written in a cursive, flowing style.

Paul Seaman

General Manager

Ludlow Coop

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Magotteaux is one of the leading producer and distributor of grinding media in North America and we work in close partnership with CN in getting our products from Quebec to Western Canada, US and Mexico.

Magotteaux supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Key Benefits include:

- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada - more than any other Class I railroad - with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Grinding Balls from Magog, PQ to Salinas Victoria, NL.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average. This transaction would yield demonstrable benefits for the environment across the states and regions through which KCS's tracks traverse by diverting significant volumes of truck traffic onto rails, which deliver better fuel efficiency at lower cost.
- The merger will create new market reach and expand market options for both sourcing of inbound and outbound opportunities. This seamless North South connectivity will help further integrate North American supply chains.
- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

Magotteaux is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Nathalie Labranche
Supply chain specialist North America
MAGOTTEAUX

cc: Parties of Record

April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

On behalf of the Manitoba Chambers of Commerce (MCC), please accept this letter of support for CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

Since 1931, the Manitoba Chambers of Commerce (MCC) has served as the umbrella association for Manitoba's vibrant chamber movement. Today, our network comprises 68 local Chambers of Commerce across all regions of the province, as well as hundreds of direct corporate/organizational members.

We represent almost 10,000 businesses of all sizes and across all sectors with a mission to champion sustainable economic development and foster a business-friendly climate. As the "Voice of Business in Manitoba," we advocate for entrepreneurial success, prosperous communities, and a strong future for our province.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes.

We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The Manitoba Chamber of Commerce is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Chuck Davidson', with a stylized, flowing script.

Chuck Davidson
President and CEO
Manitoba Chambers of Commerce



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Manitoulin Transport Inc is a Canadian based FL/LTL and 3PL solutions provider for a variety of customers from industrial to finished goods throughout North America. Manitoulin offers solutions for conversion of road freight to intermodal.

Manitoulin supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



Manitoulin Transport is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Sal Brunetti", written in a cursive style.

Sal Brunetti – Director of Pricing

Montréal, le 27 avril 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

For several years now, Quebec Manufacturers & Exporters (MEQ) has been pleased to count CN among its partners. CN is a long-time collaborator who supports our Quebec and Canadian manufacturing and exporting companies, thereby contributing to our economic vitality. MEQ is a member-driven association that directly represents more than 1,100 leading companies across Quebec.

MEQ supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

In recent months, CN has strongly demonstrated its essential role in the efficiency and productivity of the supply chain, despite several particular challenges related to the pandemic. CN is a key player in ensuring that manufacturing companies throughout Quebec reliably transport their goods safely.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

MEQ is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

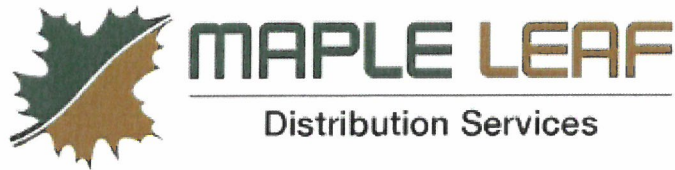
Sincerely,



Véronique Proulx

CEO

Manufacturers & Exporters (MEQ)



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

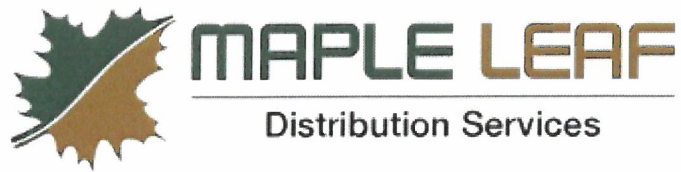
MapleLeaf Distribution Services, Inc. is a Third-Party Logistics provider located in Massachusetts. The facility is served by the New England Central Railroad a Genesee & Wyoming company. Our rail sided location has been a strategic end point for distribution of dense products such as Paper, Pulp, Metals being shipped via boxcar originating throughout Canada via the CN since 1990. Maple Leaf Distribution has been recently awarded additional business of distribution of a specialty paper which is shipping via boxcar originating in Mexico on the KCS.

Maple Leaf Distribution Service, Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

MapleLeaf Distribution Services, Inc. has been the final mile distribution facility for Forest Products (specifically paper & pulp), Metals and Beverages shipped via rail. Based on our location we are able to service the needs of our customers throughout Northeast & Mid-Atlantic states within 1-2 business days after receipt of goods. The utilization of rail is instrumental to the continued success of our business model. The strategy will only strengthen with the synergies of a CN/KCS merger.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of paper, metals & beverages from Mexico to New England.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

MapleLeaf Distribution Services, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Timothy J. Amalfa".

Timothy J Amalfa
Vice President

cc: Benoit Lachance, Todd Goodrich



Tel: 506-384-1600
Toll Free: 1-877-384-1644

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Maritime Shunting Services Inc. is currently supplying outside carrier assistance, specifically trucks and drivers to CN since 2015 to assist CN with delivering their loads .

Maritime Shunting Services Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Maritime Shunting Services Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, reading "Betty Lou Rudderham". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Betty Lou Rudderham
President

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Mark-It Services has worked with CN / KCS for many years providing inspections, fuel and monitoring of refrigerated containers and trailers moving on rail.

Mark-It Services supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade

We believe that a combination of CN-KCS would help us continue providing the exceptional service our mutual customers have to expect. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our / our customer's needs.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN's commitment to work with other class 1s to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition.
- KCS and CN have very little overlap (approximately 1 percent of our combined network) and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help customers reach new desirable markets directly and economically – we win when our customers win.

- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway
- Additionally, CN has a record of superior service at the borders, as well as more experience and greater success with intermodal, reducing friction for customers across geographies and transportation modes, that it would leverage and apply to KCS's business.

Mark-It Services is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Michael Knoll
General Manager
Mark-It Services
668 Route 70 West
Lakehurst NJ 08733
732-657-7200
michaelknoll@mark-itservices.com

cc. Parties of Record



26 April 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Sheldon Kaufman
Senior Vice President

Marsh Canada Limited
1981 McGill College Ave., Suite 820
Montreal, Quebec H3A 3T4
+1 514 285 5931
Fax +1 514 285 6626
sheldon.s.kaufman@marsh.com
www.marsh.ca www.marsh.com

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

Marsh has been a trusted business partner of CN for over 40 years.

We work closely with CN to help them better anticipate, quantify, more fully understand and manage the range of risks they face.

Marsh supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster and more direct service for North-South trade.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Marsh is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

Sheldon Kaufman
Senior Vice President

This document and any recommendations, analysis, or advice provided by Marsh (collectively, the "Marsh Analysis") are intended solely for the entity identified as the recipient herein ("you"). This document contains proprietary, confidential information of Marsh and may not be shared with any third party, including other insurance producers, without Marsh's prior written consent. Any statements concerning actuarial, tax, accounting, or legal matters are based solely on our experience as insurance brokers and risk consultants and are not to be relied upon as actuarial, accounting, tax, or legal advice, for which you should consult your own professional advisors. Any modeling, analytics, or projections are subject to inherent uncertainty, and the Marsh Analysis could be materially affected if any underlying assumptions, conditions, information, or factors are inaccurate or incomplete or should change. The information contained herein is based on sources we believe reliable, but we make no representation or warranty as to its accuracy. Except as may be set forth in an agreement between you and Marsh, Marsh shall have no obligation to update the Marsh Analysis and shall have no liability to you or any other party with regard to the Marsh Analysis or to any services provided by a third party to you or Marsh. Marsh makes no representation or warranty concerning the application of policy wordings or the financial condition or solvency of insurers or reinsurers. Marsh makes no assurances regarding the availability, cost, or terms of insurance coverage.

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MasonLift Ltd. is a materials handling supplier and service provider in the Province of British Columbia. We have been supplying CN Rail with material handling equipment and services of this equipment over 20 years. We are proud of our working relationship with CN and believe that our association with CN assists them in keeping the movement of the supply chain throughout our Province and Canada-wide.

MasonLift Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

MasonLift is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
MASONLIFT Ltd.



MEGAN LARSEN
Vice President, Product Support

cc: Parties of Record

VICTORIA	NANAIMO	PRINCE GEORGE	DAWSON CREEK	KELOWNA	VERNON	KAMLOOPS
6765 Kirkpatrick Crescent Victoria, BC V8M 1Z8 Phone: (250) 544-4836 Fax: (250) 544-4835 Toll Free: 1-877-644-4233	2231 McCullough Road Nanaimo, BC V9S 4M7 Phone: (250) 756-2724 Fax: (250) 751-2725	1062 Eastern Street Prince George, BC V2N 5R8 Phone: (250) 562-2200 Fax: (250) 562-8488 Toll Free: 1-877-644-4234	601 - 106 Avenue Dawson Creek, BC V1G 2N1 Phone: (250) 782-5886 Fax: (250) 782-5833	282A Campion Road Kelowna, BC V1X 7S8 Phone: (250) 765-6575 Fax: (250) 765-6598 Toll Free: 1-877-644-4277	102 - 2450 14th Avenue Vernon, BC V1T 8C1 Phone: (250) 549-4525 Fax: (250) 549-4528	755 Sarcee Street Kamloops, BC V2H 1E6 Phone: (250) 374-0911 Fax: (250) 374-1916 Toll Free: 1-866-374-0911



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

At McDonald Companies, we supply products and services to the industrial base in Northeastern Wisconsin.

McDonald Companies supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal, and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also assures that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a real estate and supply chain company, McDonald Companies provides local trucking and warehousing services to the industry in Northeastern Wisconsin. The Company also utilizes Canadian National for inbound rail shipment and is working with CN on several projects to expand both the inbound and outbound rail business at Green Bay. The CN-KCS merger would add a strategic, international freight rail route connecting Northeastern Wisconsin to Mexico through the mid-south and Texas Region. Paper, forest products, and agricultural businesses located here will benefit from this new rail connection.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Paper and agricultural products from Northeastern Wisconsin to Texas and Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- CN excels in operating efficiency for the first mile, last-mile rail transportation, and this combined with a single line corridor to Mexico will be very positive for Northeastern Wisconsin businesses and industry.

McDonald Companies' is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above. We hope to see the premier 21st-century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Chip McDonald". The signature is fluid and cursive, with the first name "Chip" and last name "McDonald" clearly distinguishable.

Chip McDonald
President
McDonald Companies

cc: Parties of Record

MCW Transport (2000) inc.
mwilbur@mcwtransport.ca

106 Neville St., Moncton, NB E1A-5J7
Ph: (506) 856-0905
Fax: 866-587-1609

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514

Dear Ms. Brown

MCW Transport has enjoyed excellent service from CN during the past 20 years as we have been partnering together on the east coast of Canada. In addition to working with them directly they have also allowed our company to service some of America's finest Intermodal Marketing Companies such as Hub Group, Alliance Shippers and others.

MCW Transport supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We are a regional carrier in Easter Canada and rely on CN to connect us with companies across North America which we would otherwise be unable to do.

We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternate combination.

This will give our customers a faster, safer and more economical rail option that would benefit our company and region.

In conclusion MCW Transport is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above.

We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mike Wilbur', with a stylized, flowing script.

Mike Wilbur

President

M.C.W. Transport (2000) inc.

mwilbur@mcwtransport.ca

(506) 856-0905

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Menard, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a major retailer, Menard, Inc. purchases goods from all over the world using all means including Intermodal, Rail and Trucking. Menard, Inc. works with all Class 1 railroads to efficiently move these goods, including the CN. Menard, Inc.'s largest business dealing with the CN surrounds the Intermodal service from Prince Rupert to the Chippewa Falls, WI container ramp located 10 miles from Menard, Inc.'s Eau Claire, WI distribution services. The movement of goods from Mexico to Chippewa Falls via the CN would be beneficial due to the proximity to the Eau Claire facilities. Since 2012, Menard, Inc. has worked closely with the CN to increase volume at Chippewa Falls as the service provided by the CN has been exceptional and this opportunity would only further that goal.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs helping us win in our markets.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments from Mexico to Chippewa Falls, WI.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Menard, Inc. is confident in and supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Charlie Menard
Executive Vice President – Manufacturing and Distribution
Menard, Inc.





Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MERCADO DE ARENAS SILICAS SA DE CV is currently working with CN & KCSM we have a long relationship of doing business in USA & Mexico.-

MERCADO DE ARENAS SILICAS SA DE CV supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

MERCADO DE ARENAS SILICAS SA DE CV will be using CN & KCS current rail system also will benefit from using Intermodal services that both companies may provide.-

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Sililca sand from Wisconsin to Mexico
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Pricing benefits from our origins as less exchange in railroads will occur.-

MERCADO DE ARENAS SILICAS SA DE CV is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink that reads "Carlos". The signature is stylized with a large, looped 'C' and a trailing flourish.

CARLOS DE LA GARZA GOSSLER
GENERAL MANAGER
MERCADO DE ARENAS SILICAS SA DE CV

cc: Parties of Record



MID-WEST TRUCK & TRAILER SERVICES

6970 Kenderry Gate, Mississauga, Ontario L5T 2S7

Tel.: (905) 564-4977 Fax: (905) 564-8739

After Hours Mobile Service: 1-888-262-4422

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Midwest Truck & Trailer Services has provided servicing/repairing for CN units, specifically containers and chassis, for the past 44 years.

Midwest Truck & Trailer Services supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Midwest Truck & Trailer Services is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

LORENZO ZANGRILLI
Director



cc: Parties of Record



Re:

FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

To : Danny Martinez ,

Mile End Logistics supports CN's acquisition of the KCS Railway in fact we are excited to see the improved service this will create with all our freight going to or from Mexico. Based on my experience with CN over the last 20 + years and how incredible your service is to our company and to all of our Intermodal clients this is an exciting time for CN customers and KCS customers alike. I envision all KCS customers shipping to all of CN's gateways ie; Memphis, Chicago, New Orleans to name a few in addition to all the Canadian destinations will see a drastic improvement of service and transit times. Most importantly because CN's website is so user friendly and very accurate adding the KCS network to this platform can only be of added value.

Our loyalty lies with CN as it always has , we are very happy that CN's infrastructure is continuously growing allowing us to grow our business as well. CN's growth is also a potential for ours.

Many congratulations on this acquisition, I am sure this was very tedious but the rewards will be well worth the effort.

Best Regards,

Jamie Mihalik

Vice President



MobilEx Terminal Box 3192 Stn Main
Regina, SK S4P 3G7

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

MobilEx Terminal is a bulk ship loading facility, located in Thunder Bay, Ontario. We handle all types of Agricultural commodities for export, including Potash, Lentils, Durum Wheat, Milling Wheat, Peas and Canola. Our facility is a direct hit terminal, outfitted with a loop track for continuous train to vessel loading. CN Rail is our class 1 interchange partner, with which we communicate and coordinate all inbound and outbound unit train traffic. We have owned and operated this terminal since 2013 and appreciate the collaborative approach CN has taken with us, a customer, which in turn has opened new opportunities for significant increased volumes in 2021 and beyond.

MobilEx Terminal supports CN's acquisition of KCS. We feel a CN-KCS railway would offer a faster, safer, cleaner, and more cost-effective end to end option for North-South trade. From our experience with CN and their supply chain, we are confident they will be able to provide a seamless and competitive transportation corridor, that will provide new market opportunities, not available today, or through an alternative combination.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

MobilEx Terminal is confident in and strongly supports CN's proposed acquisition of KCS. We look forward to pursuing new opportunities with them, as this CN - KCS deal comes together.

Sincerely,

A blue ink signature of Kent Affleck, consisting of several overlapping loops and strokes.

Kent Affleck
Division Head, Mobil Group of Companies

A blue ink signature of Trevor Pennell, featuring a large, stylized 'T' and 'P'.

Trevor Pennell
Terminal Manager, MobilEx Terminal



cc: MobilGrain

Moore Sales Co., Ltd

Suite 403 – 39 Sixth Street
New Westminster, BC, V3L 0B3
Tel: 604-254-7765

April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Moore Sales Co., Ltd is a regular customer of Canadian National utilizing their rail network to ship steel products across North America.

Moore Sales Co., Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Moore Sales Co., Ltd sees many new sales growth opportunities on the North-South corridor, which would benefit from a CN-KCS railway. Global logistics are currently under great pressure and a CN-KCS railway would assist in providing new delivery options while minimizing delays.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail options. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Moore Sales Co., Ltd is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

Derek Spibey
CEO



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Morgan's Transport Refrigeration Services Ltd has been involved with CN, in repairing there motorized fleet for 6 years now

Morgan's Transport Refrigeration Services supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Morgan's Transport refrigeration Services is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Clive Morgan President

cc: Parties of Record



January, 06, 2020

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

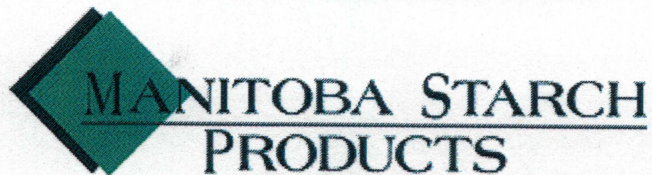
MSP Starch Products Inc. (Manitoba Starch) has had a business relationship with Canadian National Railway (CN) and its subsidiaries using both truck-trailer units and intermodal services for 19 + years. These services have been supplied in both the Canadian and US markets.

MSP Starch Products Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

MSP Starch Products Inc. utilizes both Truck Trailer and Intermodal services. With an eye to increase import and exports we feel this acquisition would open up new markets in the Southern States we could purchase from.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Food Ingredient, Nutraceuticals and Animal Health products from Canada to the USA and visa versa.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

MSP Starch Products Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

MSP Starch Products Inc.
OA Manitoba Starch

A handwritten signature in blue ink, appearing to read "Earl McLaren".

Earl McLaren
President/ CEO

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown

National Cold Chain is a long-standing customer of CN dating back to the roughly 2013. Though National Cold Chain ships predominately throughout Canada while utilizing the CN network today; we look to explore new gateways with our respective locations. The potential of these new reaches because of the proposed CN-KCS network could and would create new opportunities to further allow National Cold Chain to meet its expectations on growth projections to better serve our customers. Overall, the service with CN continues to exceed our expectations.

National Cold Chain supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.


We believe that a combination of CN and KCS would help us to win in our current markets and future markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

This merger will provide seamless North South connectivity which help further integrate North American supply chains and allow National Cold Chain to reach new points via rail that today would move OTR which aligns with our outlook on environmental sustainability.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

National Cold Chain is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Robert J. Donaghey
C.E.O. - National Cold Chain

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

April 26th, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company.

Dear Ms. Brown:

NEE has provided support, design and implementation services for CN's North American locomotive fuelling systems including both fixed and mobile since 2011. More recently we provide the same services for CN's waste-water plants.

Under our service level agreement (SLA), NEE provides support to CN by any and all means possible. NEE maintains a 24/7 1-888 emergency phone number, listed at all locations, for CN personnel to report issues with the fueling system. NEE, through CN IT, has remote internet access to all the CN fuel facilities which allow remote troubleshooting and resolution of most problems. All reported issues (by phone or otherwise) are logged in a database maintained by NEE and shared fully with CN. Additionally, a periodic conference call is held between NEE and CN to review the issues to keep all parties up to date as well as devise work plans where needed.

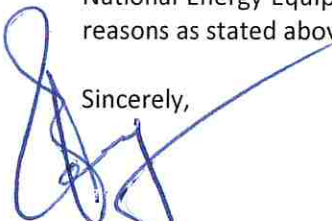
In the event that a problem cannot be resolved remotely, NEE, under the SLA, is obligated whether by means of local branch personnel, local contractors or direct transit to site (depending on severity) to attempt resolution. It is also under the SLA that annual calibrations & critical equipment inspections are performed & managed.

National Energy Equipment supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA & Canada and the growth of investment in rail network, which will be both beneficial to us and also to the overall economy. We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years, also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS. We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

National Energy Equipment is confident in, and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Nama Namasivayam,
Executive VP and COO

cc: Parties of Record

1850 Derry Road East, Mississauga, ON L5S 1Y6 | www.nee.ca
Tel.: (905) 564-2422 | Fax: (905) 564-9490 | E-mail: info@nee.ca



NGS Logistics Mexico, LLC
433 North Loop W. Fwy
77008 Houston, TX
USA
(832)5576286
nathanguzman@icloud.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

NGS LOGISTICS MEXICO, LLC. as part of The NGS Group with its HQ at Houston, TX and rep office in Mexico City is a Rail logistics supplier that serves the US and Mexico Rail market by providing the best logistic solution to its customers for the import or export of their products through Canada, US and Mexico. NGS also represents one of the largest railcar leasing and manufacturing companies in NA.

NGS supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

NGS Logistics will be able to offer a seamless rail offer for products being offer by rail from Canada all the way to Mexico.

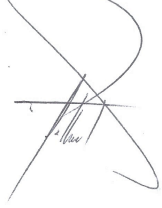
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

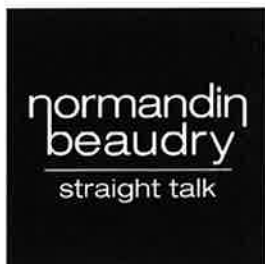
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of propane from Canada to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

NGS Logistics Mexico, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nathan Guzman', is written over a horizontal line. The signature is stylized with a large, sweeping loop at the top and a crossbar.

Nathan Guzman
President and CEO



April 28, 2021

Ms. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

**Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation,
and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the
Kansas City Southern Railway Company, Gateway Eastern Railway
Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Normandin Beaudry, Consulting Actuaries Inc. is an advisor in total rewards and actuarial consulting. Normandin Beaudry has been providing consulting services to CN on compensation, pension and group benefits programs for many years. Normandin Beaudry also assists CN in the communication of group benefits programs to its Canadian and American employees.

Normandin Beaudry supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Normandin Beaudry, Consulting Actuaries Inc. Montreal

normandin-beaudry.ca

630 René-Lévesque Blvd. West, 30th floor
Montreal, QC H3B 1S6
514-285-1122

Toronto

180 Dundas Street West, Suite 1900
Toronto, ON M5G 1Z6
416-285-0251

Quebec City

1751 du Marais Street, Suite 300
Quebec City, QC G1M 0A2
418-634-1122

Normandin Beaudry is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



René Beaudry
Founder and Senior Partner

CC: Parties of Record

North West Agri Logistics Inc.

Office: 1-204-472-3684

Mobile: 1-204-737-8355

Fax: 1-204-472-3220

Box 160

Cranberry Portage

MB R0B 0H0

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

North West Agri Logistics Inc. is a grain handling company providing trans-loading agricultural products (road to rail) and shipping services to agricultural producers in the Prairies North Central region in Manitoba and North Central Saskatchewan. L.A.G. Holdings Ltd. is a farming/grain producing entity in the region.

The grain catchment area that North West Agri Logistics serves produces 200,000 M.T. of grain, canola and pulses annually. The region is the furthest from Canadian coastal grain ports. Being located at the northern end of the CN Rail Line shipping by CN to the south since our establishment several years ago has been timely and satisfactory from all aspects. As cordial business relationships have matured it has contributed to growth in business as a result in increasing confidence from producers.

North West Agri Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. Currently, options for shipping to Mexico are cumbersome, slow and multi-mode, i.e. rail transport to ports at either the lakehead of Lake Superior, followed by Laker and transfer to ocean vessel, or pacific ports in British Columbia for transfer to ocean vessel.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The advent of a CN/KCS merger would enhance our ability to dramatically increase our volumes of sales with existing market contacts in Mexico and central/southern US due the direct transportation accessibility this link will provide. Furthermore, with these expanded market opportunities would greatly increase the reach of the market area hence increase the volumes of product movement. Conversely, a merger of KCS and CP would leave our region totally excluded from these opportunities as well excluding US and Mexican markets from the advantages of access to our products.

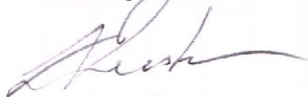
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- CN's combination with KCS would add new a single-owner, single-operator service from the Canadian Prairies, Alberta, Saskatchewan and Manitoba, creating a faster, safer and more economical rail option for us and our customers who currently rely on trucks. This combination would open up a more efficient service to new markets of Texas, Arkansas and Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders provides the only option for us and our customers to gain direct access to new markets in Southern USA (Arkansas, Texas, Kansas City) and Mexico and is valuable to us as a grain producers and shippers (LAG Holdings) and as a logistics service provider for the Prairies North Central region (under NW Agri Logistics).
- The combination would be a continuation of CN's successful track record of acquisitions over the past 25+ years, building on their unparalleled network to provide even more value to our customers.
- The CN and KCS networks are highly complementary, and we expect that together, we will drive value and expand our reach to help our customers win in our markets.
- By contributing to increased connectivity between Canada, the U.S. and Mexico, the transaction would result in growth and trade for all three countries, reinforcing the benefits of the renegotiated CUSMA/USMCA for customers.
- In addition, an all rail shipping option to Mexico through the Midwest provides an option that is highly efficient low emissions and faster option than through ports in the east or west.

North West Agri Logistics is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Leonard Gluska
President

cc: Parties of Record

Lumber Division (641) 710-2188
Toeterville, IA (641) 713-4598
Adams, MN (507) 582-3641
Brownsdale, MN (507) 567-2234
Alden, MN (507) 874-3421
Conger, MN (507) 265-3231



Emmons, MN (507) 297-5412
Lansing, MN (507) 437-4696
LeRoy, MN (507) 324-5242
Lyle, MN (507) 325-4668
Oakland, MN (507) 437-3219
Rose Creek, MN (507) 437-8244

P.O. Box 217, Stacyville, IA 50476-0217
(641) 710-2348

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Northern Country Cooperative is a 12 locations grain, fertilizer, and feed cooperative. We have two location on CN, Stacyville, IA and Toeterville, IA. We load out corn and soybeans at both locations as well as receive dry fertilizer at Stacyville and liquid fertilizer at Toeterville. The CN has provider us timely, reliable and safe service over many years. The CN is always looking into new area where we can ship our grains to and provide competitive rates.

Northern Country Coop supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Northern Country Coop is always looking for the destinations to ship our corn and soybeans as we believe the more we can ship out of rail is far better than by trucks. We believe rail transportation greatly reduces the greenhouse gasses and lessen the carbon foot print. We believe the CN/KCS would allow us to ship in Mexico and other ports in the south west.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of corn & soybeans from Stacyville, IA & Toeterville, IA to the southwest feeders & Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN's proven safety record.

Northern Country Coop is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Shawn Mauer", with a long, sweeping horizontal line extending to the right.

Shawn Mauer
Grain Department Manager



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Oceanex Inc partners with CN to ship our goods to/from Central and Eastern Canada and has for several years relied on their strong service levels. They have consistently provided a reliable, cost effective solution with the capacity that we need to move our cargo uninterrupted, which allows us to remain competitive with our own business.

Oceanex supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We serve a wide variety of clients across Eastern Canada, all of whom have different needs...the common denominator, however, is their need for our/their goods to arrive safely and on time - CN is a vital piece of that supply chain. In logistics and moving their goods from A to B, customers look to meet three criteria when partnering with a transportation provider...moving product cost effectively, delivering on time, and doing so in a safe manner. We can say with confidence that CN checks all three boxes for Oceanex Inc.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of various commodities servicing industries across Central and Eastern Canada.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The larger, combined entity would give us more with our own network and customer base, allowing us to extend our commercial reach more confidently to a broader geographic audience. Servicing Eastern Canada is not always easy, so the prospect of continuing to partner with an even deeper, more robust intermodal network is exciting for us and the future of our business.

Oceanex Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink that reads "Matthew Hynes." The signature is written in a cursive, flowing style.

Matthew Hynes
Executive Vice President
Oceanex Inc.

cc: Parties of Record



26 April 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Oleet Processing Ltd. (*dba* O&T Farms) is a specialty animal feed ingredient manufacturing company. Our patented product is shipped throughout the United States in railcars. We have shipped using the CN rail system for nearly 10 years and have been very satisfied with the rail service, as well as the professional customer service. There have been times where we have encountered issues and CN routinely steps in to assist us.

Oleet Processing supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Oleet continues to grow its business in all states that have animal agriculture; these states are serviced by CN and CN-KCS today. We have just begun new business in Mexico and immediately see that the CN-KCS system would be very beneficial to us. In addition to traditional railcar shipments, we also ship a growing number of containers to ports for export. The other logistic service we routinely use is bulk and van freight within North America.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service that will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

P.O. Box 26011
Regina, SK
S4R 8R7

TEL: 306.543.4777
FAX: 306.545.0661
EMAIL: otfarms@otfarms.ca

www.otfarms.ca

For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of specialty animal feed ingredients from Saskatchewan to states such as Missouri, Kansas, Arkansas, Oklahoma, Mississippi, Tennessee, Texas and into Mexico.

CN's significant experience provides seamless intermodal service throughout their network and across borders. This would be useful for us when shipping containers into the Southern USA and Mexico.

Oleet Processing is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Elan Ange' with a stylized flourish at the end.

Elan Ange, MBA
Chief Executive Officer

cc: Parties of Record

Les Sables

OLIMAG Inc.

725, boul. Caouette Ouest, C.P. 276

Thetford Mines (Québec) CANADA

G6G 5T1

Tél.: 418-338-3562

TélecFax : 418-338-9100

Courriel/email : info@olimag.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Olimag Sands Inc is a long time regular customer on the Canadian National Railway Company with high satisfaction with the level of service that is provided.

Olimag Sands Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

With all of Olimag's need in regards to transportation, ranging from intermodal, rail transport to shipment handling, Olimag Sands Inc sees the combined company as a even better business partner.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Les Sables

OLIMAG Inc.

725, boul. Caouette Ouest, C.P. 276

Thetford Mines (Québec) CANADA

G6G 5T1

Tél.: 418-338-3562

TélecFax : 418-338-9100

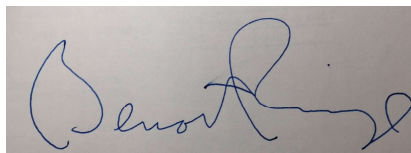
Courriel/email : info@olimag.com

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of High quality Sands from Quebec, Canada to the United States, Mexico and other south American destination.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Olimag Sands Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Benoit Piuze", on a light-colored background.

Benoit Piuze
Business development director



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Orbis Waste Management Inc has been suing Trans X for hauling services for over 10 years and has consistently found them an extremely well organized operation in regards to both dispatch, customer service and billing.

Orbis supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Orbis ships large volumes of plastic and cardboard scrap around Western Canada and increasingly to Washington and California. We use both road and rail as available.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of plastic form Winnipeg to California

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

A coordinated single inter modal vendor to help us move recyclable commodities for producers to end users across North America would be of significant value.

Sincerely,



Niall Bisset

President - Waste Management Inc.

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company
Dear Ms. Brown:

Orviande Inc has been working with TransX on Canada/US Cross Border Business.

Orviande Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Orviande Inc always looks for OTR or Rail suppliers that could supply its Canada/US/MX business. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Orviande Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Patrick Filice
President
Orviande
11151 Mirabeau, Anjou, QC
514-353-1143 x 224
Skype: trick456

cc Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

April 27, 2021

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Over the Road Group of Companies has been dealing with CNTL, monthly, for approximately a dozen years. We provide to them both advertising and training information. The training provider that we are partnered with is a Texas based company.

Over the Road and its staff supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Over the Road is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Peter Charboneau
President, Over the Road Group of Companies
18 Parkglan Drive, Ottawa, On. K2G 3G9
www.overtheroad.ca
613-371-6644

cc: Parties of Record

Mark.Lerner@cn.ca

kathryn.gainey@cn.ca

salesforce@cn.ca

With the following on CC

Thomas.Hennig@cn.ca

Mario.Descheneaux@cn.ca

Panasonic

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Panasonic Canada Inc. supplies CN with ruggedized mobile computers for various use cases within CN's operations.

Panasonic Canada Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Panasonic Canada Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Ashley Evans
Director of Marketing Operations
Panasonic Canada Inc.

cc: Parties of Record



April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Dear Ms Brown:

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Peak Renewables Ltd. is a British Columbia-based bioenergy company. Through meaningful partnerships with First Nations and local communities, we are working on projects to produce sustainably sourced white wood pellets, Biochar, Bio-Coal and other related products. Our first project is a 600,000 tonne per year wood pellet plant located in Fort Nelson, British Columbia, Canada, which is the northern terminus of the Fort Nelson subdivision of the former BCR network which CN acquired in 2004. As a bioenergy producer we are poised to support the global demand for renewable energy with sustainably managed clean energy. The products we produce are typically shipped using the rail network and therefore, our relationship with the rail operating entities becomes critical to our business.

We anticipate substantial growth and expect our operations will be located in diverse locations throughout British Columbia, and indeed throughout North America. CN has a strong track record of superior service, intermodal and safety. CN's significant experience providing seamless intermodal service throughout their network and across borders is important to us.

Peak Renewables Ltd. supports CN's acquisition of KCS. We believe a combined CN-KCS would be well-positioned to serve our needs and would bring faster, safer, and more direct service for the movement of goods throughout North America via a common, trans-border carrier with strong intermodal connectivity that can provide seamless transportation solutions for shippers. The combined company would create network with enhanced end-to-end single-owner, single-operator service which we expect will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes.

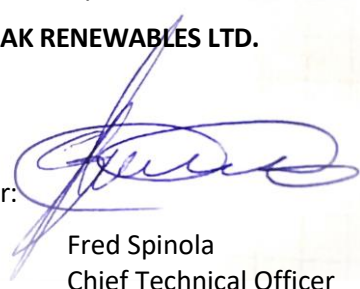
We expect the CN-KCS combination will require refinement and adjustments at the regional and local level to enhance appropriate levels of service and pricing for shippers such as Peak Renewables. We will continue our ongoing discussions with CN regarding the creation of a short line operation of the Fort Nelson subdivision, as well as the onward movement of our products via the CN network to tidewater ports and other customer destinations within North America and look forward to reaching a mutually satisfactory resolution with CN.

Peak Renewables Ltd. is confident in and supports CN's proposed acquisition of KCS for the reasons stated above. We hope to see the premier 21st century North American railway emerge. We are fully engaged with the CN team and appreciative of CN's responsiveness to our needs.

Yours truly,

PEAK RENEWABLES LTD.

Per:



Fred Spinola
Chief Technical Officer

c.c. Parties of Record





25 ch. Gaspésie Rd. | Box 39
Hearst ON P0L 1N0
844 362-4523 ☎
705 362-7360 📠
www.pepco.ca 🌐

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pepco has been a supplier to CN for over 35 years. We are proud to serve CN in the provinces of Ontario and Quebec with fuels, lubricants, industrial supplies, road transportation services and rail car transloading services.

Pepco supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

CN is an outstanding corporate citizen in all the communities it serves. Pepco strongly supports CN's acquisition of KCS because we are certain that in addition to the economic, trade and environmental benefits, CN will bring tremendous social support and benefits to the communities served as part of the KCS addition to its network.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Pepco is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read 'L. Pepin', is positioned above the printed name and title.

Luc Pepin
President & CEO

cc: Parties of Record

Scott F. Brown
President

Pickands Mather

Pickands Mather Coal Company
Pickands Mather Lake Services Company, Inc.
9717 Chillicothe Road
Kirtland, OHIO 44094
Telephone 440-256-7623
Facsimile 440-256-1998
Email SFB@PMCOAL.com



April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The primary function of our company, Pickands Mather Group, is to manage supply chains for clients who move large quantities of bulk materials as a necessity of their business models. Additionally, we collect data on each of those movements that we manage in addition to collecting data on other, related movements. In this role, we work with a number of predominately eastern US and Canadian rail carriers, as well as trucking carriers, barge lines and vessel companies operating on the Great Lakes. We work closely with the CN on the delivery and inventory management of material controlled by a major integrated steel producer.

With regard to the acquisition of the KCS, we support CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

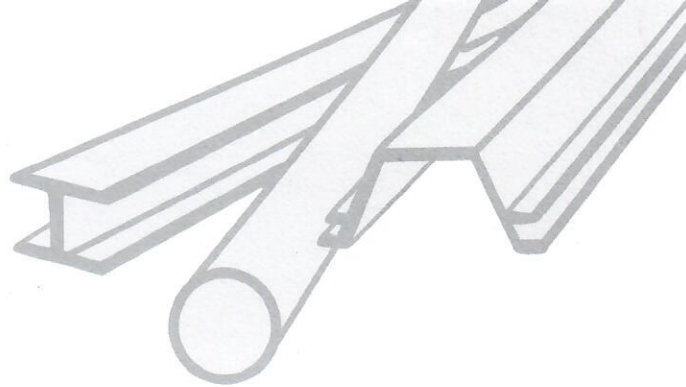
CN's strong track record of success coupled with a successful track record of acquisitions over the past 25+ years provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

This combined company can create a network with enhanced end-to-end single-owner, single-operator service which could result in a faster, safer and more economical rail option for us. We believe that this can benefit certain supply chains with which we are involved.

Yours very truly,

TUYAUX ET MATÉRIEL DE FONDATION LTÉE.

PIPE and PILING SUPPLIES LTD.



April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

**POUTRES ET PALPLANCHES
BEAMS AND SHEET PILING**

5025 Ramsay
St. Hubert, P.Q. J3Y 2S3
(450) 445-0050, (514) 879-9008
Fax: (450) 445-4828

**Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail
Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway
Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

Pipe and Piling supplies Ltd. is steel distributor and manufacturer doing business with CN for over 60 years. With offices throughout Canada and the US servicing the North America Construction Market, we have historically relied on CN to provide rail, intermodal and container services. We have come to rely on CN as a major partner in our- logistic program in both delivery to our customers, intercompany stock distribution, as was material arriving from suppliers around the globe.

Pipe and Piling Supplies Ltd. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a group., maintain two large distribution points, one in Montreal and the other in Vancouver, where imports arrive and are stored. Both bulk and container traffic are filtered through these two key distribution points, as they move through our distribution channels in North America, using truck, rail and Intermodal services.

The combined company would create network with enhanced end-to-end single-owner, single-perator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.



1958-2018

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of steel products from Vancouver and Montreal, not just to points East and West, but South as well.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Pipe and Piling Supplies Ltd. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Steven Kert
Logistics Manager

cc: Parties of Record



6750 Léger
Montréal (Québec)
H1G 1L5

T: (514) 328-4222 F: (514) 328-7930

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

PNEUS METRO INC. is and has been, for over 25 years, the supplier of product and service for all of Canadian National Railway tire needs.

Over the years, we are proud to call Canadian National Railway our business partner. We have seen our companies grow alongside each other over the last few decades. Not just in size, but also in safety and security of our employees. The implementation of the safety standards proposed by Canadian National Railway is now a standard in our company.

Pneus Metro Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Pneus Metro Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A blue ink handwritten signature, appearing to read "Robert Marvento", is written over the word "Sincerely,".

Mr. Robert Marvento
President, Pneus Metro Inc.

3500 Galt
Sherbrooke, Québec
J1H 5G9
T: (819) 564-7638
F: (819) 564-9436

6205 Wilfrid-Hamel suite B
l'Ancienne-Lorette, Québec
G2E 5G8
T: (418) 907-9702
F: (418) 914-6180

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Poppulo Inc is a supplier to Canadian National Railroad of an Internal Communications Platform that allows CN to efficiently communicate with their employees and measure the engagement of those employees. We are used to ensure such key strategic decisions as the acquisition of KCS and why it is important for the company.

Poppulo Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Poppulo is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

David MacKenzie
VP Sales Americas

cc: Parties of Record



Administration portuaire du Saguenay
6600, chemin du Quai-Marcel-Dionne
La Baie (Québec)
G7B 3N9
Tél. : 418 697-0250
Télec. : 418 697-0243
Courriel : info@portsaguenay.ca
Site Web : www.portsaguenay.ca

Saguenay Port Authority
6600 Quai-Marcel-Dionne Road
La Baie (Québec)
G7B 3N9
Tel. : 418 697-0250
Fax. : 418 697-0243
E-mail : info@portsaguenay.ca
Website : www.portsaguenay.ca

Saguenay, April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

My name is Carl Laberge, President & CEO of the Saguenay Port Authority (Port of Saguenay). Port of Saguenay operates the Grande-Anse Marine Terminal, which is located in the municipality of La Baie in the City of Saguenay, province of Quebec, Canada. This terminal is used primarily for the transshipment of general cargoes, dry bulk and bulk liquids. Adjacent to the terminal, the Port of Saguenay also has a port industrial complex of more than 3000 acres dedicated to logistics activities and heavy industry. Located in the heart of Saguenay-Lac-St-Jean industrial region, the Port of Saguenay is a natural gateway to Northern Quebec and its extensive natural resources. Accessible all year round, its deep water marine facilities are capable of accommodating some of the world's largest ships. The Port is also renowned for the quality and availability of its infrastructure; with our terminals connecting with the CN network through a shortline, it allows industrial shippers to optimize their supply chains, reduce costs, increase production and concentrate on what they do best – running their business.

Port of Saguenay supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.



Canada

Port of Saguenay's partnership with CN brings tangible benefits for our customers and we believe CN's acquisition of KCS will allow our partnership to offer an enhanced service to our customers. While KCS and CN work together to provide joint routes, which remain among the transportation options for our industrial shippers, as separate companies they have not been able to offer the kind of seamless service we seek to offer our customers.

While CN's unique three coast network and our partnership with CN has provided significant benefits to Port of Saguenay and our ability to offer our services, the KCS-CN merger will further enhance this reach and in turn our product offering. We believe that CN-KCS merger will provide shorter distances on many key routes and create new innovative transportation solutions and competitive lanes.

We have been impressed with CN's commitment to innovation in the rail industry and have demonstrated they are industry leader in fuel consumptions, sustainability and safety. CN's consistent track record in innovative solutions such as the automated track inspection technology and car inspections portals will enhance the safety, speed, and reliability of the KCS network.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us and provide shorter distances on many key routes.

For the reasons stated above, Port of Saguenay is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more, faster transportation lanes through the heartland into Canada, US and Mexico. A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway with the most efficient lanes through the heartland of the US.

Port of Saguenay is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,



Carl Laberge, P.Eng., M.Sc.A., MBA
President & Chief Executive Officer
Saguenay Port Authority

cc: Parties of Record





Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Monday 26 April 2021

Dear Ms. Brown,

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Price Forbes and Partners Limited are proud to have been CN's Property and Casualty Insurance brokers since 2001

Price Forbes and Partners Limited supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Price Forbes and Partners Limited strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,
DocuSigned by:

Richard Peers

2D36BB70FCBD40D...

Richard Peers
Chief Executive Officer

Price Forbes & Partners Limited - Lloyd's Broker
2 Minster Court, Mincing Lane, London EC3R 7PD

Tel +44 (0)20 7204 8400 | Fax +44 (0)20 7204 8404 | www.priceforbes.com

Registered Office: As above. Registered Number 5734247 England. Price Forbes & Partners Limited is authorised and regulated by the Financial Conduct Authority

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Propane Depot has been doing business shipping and receiving propane with CN for the past six years. We have been extremely satisfied with the service CN provides and the business relationship we have with CN.

Propane Depot supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination. Also see more benefits below.

Better Service

- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

Safer

- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.
- CN currently has the densest track detector network in the U.S., enabling it to detect faults in its trackage and respond to them quickly; and monitoring technology for box cars to provide in-the-moment notification of issues needing attention.

Propane Depot is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Andy Burgess
Owner, Propane Depot

Cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Pro-Tech Group, LLC is a partner with CN and KCS where specifically we designed a container and Bi-Directional loader for use on auto racks. Auto racks are not designed to transport anything other than finished vehicles and are often "deadheaded" on the return trip costing customers cost savings annually, by teaming with CN and KCS we provide a whole new option for supply chain logistics, utilizing empty auto racks to help meet sustainability goals and help reduce shipping costs and there is a twice-fold environmental benefit.

Pro-Tech Group, LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Pro-Tech Group, LLC, has successfully demonstrated an industry-first mobile container system that utilizes empty auto racks on return trips to carry freight in a cost-saving and more sustainable manner than other modes of transportation in supply chain management, by partnering with CN/KCS will help maximize the utilization of auto racks.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of the Pro-Tech Group Container system would achieve corporate sustainable environmental impact and productivity goals, more effectively and efficiently, by repositioning and deploying "empty auto racks to reduce "empty miles" thus creating a greener global environment.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Pro-Tech Group, LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Earle B. Higgins, Sr.

Earle B. Higgins, Sr.
Founder/Chairman



21555 Melrose Avenue
Suite 24
Southfield, Michigan 48075
(888) 221-1505 Ext. 101
<https://www.protechgroup.us>

cc: Parties of Record
Mr. Wayne Chan, CFO



April 24th, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Protos Shipping Ltd., have had an ongoing working relationship with CN Rail for over 30 years for the transportation of our intermodal containers, as well as over-dimensional project cargo, throughout Canada and the United States.

We, Protos Shipping Ltd., believe that a that a combination of CN and KCS would not only help us to expand our markets but that it would enable our clients to increase their trade volumes both in the CUSMA corridor as well as internationally. CN's has a long history of excellent service and safety and this history indicates to us that this combination can only result in substantial benefits to U.S. and Canadian companies.

When we review the potential intermodal network that this combination of KCS/CN would create, we strongly believe that this seamless, efficient, one point of contact network will bring additional prosperity to the economies of our two countries.

We would urge all parties to evaluate the considerable gains that this transaction would bring to the market. At the same time, the combination KCS/CN would contribute to our stated environmental objectives through lessening our dependence on short-haul trucking.

Sincerely,

Andre Neuendorff
President,
Protos Shipping Ltd.
www.protos.ca

cc: All Parties of Record

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Providence Grain Group Inc. has a 19 year relationship shipping grain products with CN from our locations in Alberta, Saskatchewan & Manitoba. Most business is within Canada with destinations to Vancouver & Prince Rupert, BC, Thunder Bay, ON, Quebec City, QC and Churchill, MN. Unit trains are seldom shipped to the US.

Providence Grain Group Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of grain commodities from Alberta, Saskatchewan and Manitoba, Canada to destinations within Canada and the US.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

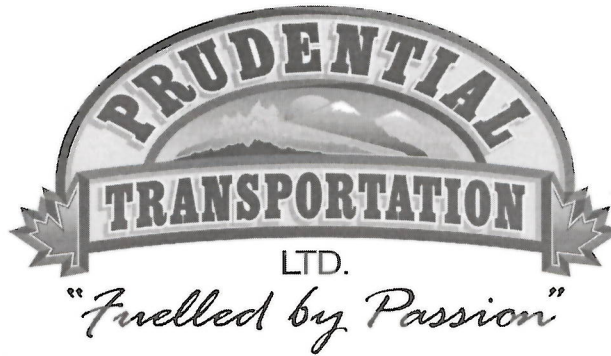
Providence Grain Group Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Milt Miller

Milt Miller
CEO
Providence Grain Group Inc.

cc Parties of Record



April 28th 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Prudential Transportation Ltd we have been providing trucking services to and from the Port of Vancouver since 2002.

Prudential Transportation Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Prudential Transportation is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Rex D'Souza
President

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD [36514], CN—Control—KCS

Dear Ms. Brown:

Purely Canada Foods is currently shipping all across Canada to both ports as we as around 15 to 20 rail cars per month into Mexico which route onto KCS. We have a long standing relationship with CN rail and currently have 2 facility in Saskatchewan (St. Gregor and Kindersley) on the CN lines as well as 4 loading location in Alberta on a short line serviced by CN rail. We have had wonderful relationship and service from CN rail over the years and expect this relationship to only grow.

Purely Canada Foods supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We believe this acquisition will strengthen our ability continue shipping into the US and Mexico directly from all our CN served facilities. It will give us the competitive advantage we have been seeking.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Canary seed and lentils from Saskatchewan into Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Purely Canada Foods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to be 'R Hassan', with a stylized flourish at the end.

Ray Hassan
Purely Canada Foods
Logistics and Merchandising

cc: Parties of Record



102 Mary Alice Park Road
Suite 502
Cumming, GA 30040
(800) 619-3625
www.railroadsoftware.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Railroad Software provides Software to track HOS. We've been a vendor of theirs since 2017. Railroad Software supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We're also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Railroad Software is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'JB', with a stylized flourish at the end.

Jeff Birmingham
CEO



April 21, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Remcan Projects LP is a supplier of maintenance of way and construction services to the rail industry. CN is one of our customers.

The rail industry, like all industries, must continue to adapt and invest for the future. Consolidation, combined with investment, is necessary to meet the demands of the future and continue to strengthen this key backbone to the North American (United States, Canada, Mexico) economy. This will be beneficial to all stakeholders.

The proposed merger will bring growth, efficiencies, and synergies through more strategic capital deployment. This will be beneficial to the overall economy and have a positive impact on the environment as more goods transition from truck to rail. All stakeholders including customers, employees, the public and suppliers will be the beneficiaries.

We see the combination of CN with KCS as beneficial without any negative impact to competition, the public or the environment.

Yours Truly

A handwritten signature in black ink, appearing to read "Jason Thomas", is written over a horizontal line.

Jason Thomas

President



A Kuehne+Nagel Company

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Re-Transportation supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Re-Transportation is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Brian Johnson

VP Multimodal

cc: Parties of Record



RIDLEY TERMINALS INC.

April 23, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

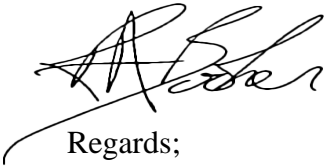
Dear Ms. Brown:

Ridley Terminals Ltd., located on Ridley Island in the Port of Prince Rupert, in Northwest British Columbia exported record volumes of coal and liquid propane gas in 2020, in excess of 13.5 million metric tonnes which required a record performance by CN. An outstanding performance at any time but even more so in the face of the COVID 19 pandemic. The thirty-six-year relationship between Ridley Terminals and CN is one of continuous improvement and success for Canadian exporters of bulk solids and liquids.

Ridley Terminals supports CN's request that the Surface Transportation Board's current major merger rules be applied to this proposed transaction. Ridley Terminals believes any merger involving KCS with another Class I carrier should not be subject to a different outdated and limited set of rules. The STB should review this combination under the modern new rules, as opposed to having a combination with KCS reviewed under rules from four decades ago that have been opposed by multiple trade associations representing rail shipper interests.

Ridley Terminals is proud of our thirty-six-year relationship with CN and appreciate their outreach to us to discuss their plan for the combined CN-KCS network. Their request that the current major merger rules apply to any mergers involving KCS aligns with the customer-focused approach to business to which we have become accustomed. As the proposed merger develops, we hope that all parties show the same commitment to the current STB rules that CN has demonstrated.

Sincerely,



Regards;

ROBERT A. BOOKER
Chief Executive Officer

RIDLEY TERMINALS INC.

PO Bag 8000, Prince Rupert, BC Canada V8J 4H3
Tel: 250.627.3511 Cell: 250.600.0656 Fax: 250.624.2389
rbooker@rti.ca www.rti.ca

CC: Parties of Record





Noel Fagan
Rizing EAM
300 First Stamford Place
Stamford CT 06902

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rizing LLC is an SAP Consulting Services Provider for CN since 2015. We have worked with their Engineering and Mechanical teams in the areas of Enterprise Asset Management and Business Transformation.

Rizing LLC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

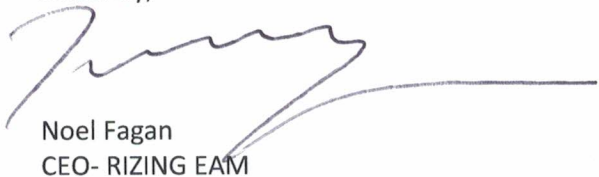
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Rizing LLC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Noel Fagan", followed by a long horizontal line.

Noel Fagan
CEO- RIZING EAM

cc: Parties of Record



1501 Ligonier Street. Latrobe, PA 15650. 724-686-3200

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Robindale Energy's initial focus was in waste coal reclamation, but through various affiliates the Robindale ownership team has expanded operations to include power generation, metallurgical coal and limestone mining, bulk material logistics, and brokerage/trading.

Robindale Energy supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Robindale Energy uses many modes of transportation including rail with other Class I Railroads as well as short line railroads, trucking, barges, and Lake Vessels. CN is a valued supply chain partner in the movements of the materials that we ship.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Iron Ore from Minnesota to New Orleans as well as coke shipments into Gary, IN.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The combined company would help us move products to new markets through possible new export ports in Mexico.

Robindale Energy is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read 'D. Scott Kroh', with a long horizontal flourish extending to the right.

D. Scott Kroh
Chairmen & CEO

cc: Parties of Record

Roland J. Robert Distributor, INC.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Roland J. Robert Distributor, INC has been a Fuel Supplier to CN Rail Road for over 20 years. We supply on site fueling of their locomotives and supply fuel to their depot sites in Southern Louisiana. CN's commitment to safety, environmental quality and advancement in rail road technologies is what sets them apart from many customers we supply and other railroads we have served.

Roland J. Robert Distributor, INC supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Roland J. Robert Distributor, INC is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Pete Graffagnino
Comptroller

CLOTH WIPERS
INDUSTRIAL SUPPLIES
JANITORIAL SUPPLIES
DISPOSABLE CATERING PRODUCTS



ROTEX

ROTEX SUPPLY INC.

EST'D 1969

780

465.0637 TEL

468.0044 FAX

14360 - 123 AVENUE, EDMONTON, AB T5L 2Y3

TOLL FREE 1.866.310.7888

April 27, 2021

To Whom It May Concern,

We, as a regular customer of CN Rail, support their potential acquisition KCS Rail in the USA. This addition to their company will give us the ability to get further access to USA and Mexico markets – greatly enhancing their value as a transportation supplier.

CNR has a great track record for safety, customer service and efficiency and could bring this to the broadened network.

Kind Regards,

ALAN DITSCHUN

President

ROTEX SUPPLY INC.



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Rydex Freight Systems is a new customer of CN. We ship predominately throughout Canada; however, we continually look to explore new gateways with our respective customers.

Rydex Freight Systems supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Rydex Freight Systems is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Mike McCallum, CCLP

President

Rydex Freight Systems, a div. of 709128 Ontario Inc

6 Vata Court, Unit 3, Aurora, ON L4G 4B6
P.O. Box 101, Gormley, ON L0H 1G0
Tel: 416-961-7933 > Fax: 416-961-7930



**SADOFF IRON &
METAL COMPANY**

THE PREFERRED CHOICE IN RECYCLING

April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Wisconsin

Berlin: 920.361.1450
Fond du Lac: 920.921.2070
Green Bay: 920.434.0137
Manitowoc: 920.684.3388
Oshkosh: 920.651.9398
Sheboygan: 920.457.2431

Nebraska

Lincoln: 402.470.2510
Omaha: 402.345.6624

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's
Rail Operating Subsidiaries -Control- Kansas City Southern, the Kansas City
Southern Railway Company, Gateway Eastern Railway Company, and the Texas
Mexican Railway Company

Dear Ms. Brown,

Sadoff Iron and Metal Company is a 3rd generation family-owned, 75-year-old scrap metal and e-scrap recycling company based in Fond du lac, Wisconsin. Sadoff has nine physical locations throughout Wisconsin and Nebraska. We utilize CN rail services at our Fond du Lac and Manitowoc, Wisconsin locations. This relationship goes back to when the CN purchased the Wisconsin Central in 2001. We have found the CN to be a valued business partner over the course of our relationship.

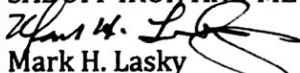
Sadoff Iron and Metal Company supports the CN's acquisition of the KCS due to the CN's proven track record of seamless acquisitions over the past 25+ years. The CN's safety and environmental record are best in class.

At Sadoff, we own a captive trucking company with over 45 power units on the road daily. We also utilize common carriers and export shipping freight forwarders. In addition to our business with the CN, we are on the BNSF at our Lincoln, Nebraska facility, and the UP in Sheboygan, Wisconsin.

The combined company created by the CN's acquisition of the KCS would create an enhanced route network with single-owner, single-operator service resulting in faster and more efficient rail options for us.

For these stated reasons, in addition to the investments the CN has, and continues to make in rail operations technology, Sadoff Iron and Metal Company strongly supports the CN's proposed acquisition of the KCS.

Sincerely,
SADOFF IRON AND METAL COMPANY


Mark H. Lasky
Chief Executive Officer

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sanimax Ltd is a manufacturer of Agricultural products, shipping across North America with both CN and KCS. Both railroads provide consistent, on time service to our industry.

Sanimax Ltd supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a global shipper, Sanimax utilizes all modes of transportation, including Truck, Ocean, and Rail. As a company, we have established relationships with all Class 1 Railroads in both the USA and Canada. As a shipper, Sanimax does not have any locations where our cargo originates with the KSC but utilize them under current Rule 11 regulations. In our opinion the proposed merger would lead to lower freight costs and stream line operations by allowing us to work directly with one carrier, eliminating hand offs.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are

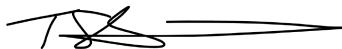
hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Animal Fat:
 - From Green Bay, WI to Norco, LA.
 - From Joffre, QC to Norco, LA
 - Hamilton, ON to Norco, LA
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Sanimax Ltd is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



Todd Strickler, CCLP
Manager, Logistics

cc: Parties of Record



Proud to transform it all

5068 Whitelaw Road RR#6
Guelph, ON N1H 6J3 Canada
519 824-2381 | 1 888 726-4629
sanimax.com



April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown,

The Saskatchewan Chamber of Commerce is proud to be a partner of CN and has been for many decades.

Our Chamber supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

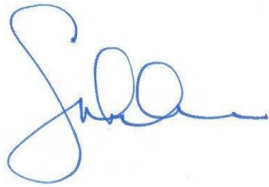
We believe that a combination of CN and KCS would help our members prosper in their markets. CN's strong track record of success with superior service, particularly in intermodal and safety, gives us confidence that a combined CN-KCS would be best positioned to serve our needs and those of our members. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternate combination.

We applaud the commitment CN has made to the communities with which they work, to the safety of all concerned and the jurisdictions in which they operate.

The Saskatchewan Chamber of Commerce is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see this premier 21st century railway come to life.

Sincerely,



Steve McLellan
Chief Executive Officer



**To: Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001**

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sobeys has a long-standing partnership with CN Rail for many years in order to provide transportation services. Their service has benefited all Canadians that shop at our grocery stores Nationwide by delivering food in a safe and timely manor throughout our Supply Chain.

Sobeys supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

With the potential acquisition would help Sobeys Supply Chain be as competitive with other grocery chains with Canada.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Produce & General Grocery items from the United States to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Sobeys is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Chris Brodeur

Director of Strategic Sourcing - Supply Chain
4980 Tahoe Blvd, Mississauga, ON, L4W 0C7 Canada
Mobile: 647-234 6709



cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Mrs Brown,

Since 2019, Solugaz Inc is partner with CN for propane gas transportation across the Canada and the USA for delivery at Saint-Augustin-de-Desmaures plant in Québec province. This agreement is based on winning relationship for both parts.

Solugaz Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track records of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be better positioned to serve our needs. Additionally, CN's successful track records of acquisitions over the past 25+ years also provide insurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Solugaz Inc needs a lot of propane gas supply in Quebec province because there's only one refinery (Valero) that offer supply by trucks and it's not enough for us during rush period of winter. The rail supply furnished by CN is very important for the development of our own business.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our abilities to be competitive in the markets in which we operate, benefiting our shipments of propane gas from all US territory ;
- CN's significant experience providing seamless intermodal service throughout their network and across borders ;

- We are probably able to have a new supplier with a the better price with a larger range of possibilities ;

Solugaz Inc is confident in a strongly support CN's proposed acquisition of KCS for all the reasons stated above. We hope to see the first 21st century railway come to life.

Sincerely,



Sébastien Gauthier
CFO of Solugaz Inc

cc: Parties of Record



SOUSA

TRUCK TRAILER REPAIR LTD.

1900 GAGE COURT
MISSISSAUGA, ONTARIO L5S 1S1
(905) 677-9861 FAX: (905) 677-6919
www.sousatrucktrailer.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Sousa Truck Trailer LTD, has been in a working relationship with CN by repairing their trailer's, containers and MTT's for the past 15 years. Providing mobile and onsite repairs as well.

Sousa Truck Trailer LTD. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Sousa Truck Trailer LTD. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

John C. Sousa
President

cc: Parties of Record



Southern Rails Co-operative Ltd.

518 Caribou St. E
Moose Jaw, Sk
(306)693-4436

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Southern Rails Cooperative Ltd. is a shortline operator in southern Saskatchewan. SRCL works closely with CN to develop markets and ship rail traffic to/from the Saskatchewan Canada region. The commodities handled by SRCL include agricultural products, asphalt, and asphalt bi-products.

SRCL supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our customers' markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be well positioned to serve our customers' needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for our customers. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to offer new markets to our customers with faster transit times not having to transit via Chicago.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade. Reducing our customer's equipment costs.

SRCL is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dallas Luebke".

Dallas Luebke – General Manager
srcl.shortline@sasktel.net

cc: Parties of Record



The Honourable Cynthia T. Brown
Chief, Section of Administration, Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The St. Lawrence Economic Development Council (SODES) represents the maritime industry and is mandated to protect and promote the economic interests of the St. Lawrence maritime community from a sustainable development perspective.

Through our mission, we bring together private and public stakeholders whose activities have a direct or indirect impact on the economy of the St. Lawrence River in all regions of Quebec.

Because of its geographic position and infrastructures, Quebec is well-placed in relation to the rest of Canada, offering:

- A road network connected directly to the Ontario and US highway systems (Interstate);
- Five border crossings through which the majority of trucking traffic enters the United States;
- Several rail networks;
- Three international airports, including one dedicated exclusively to freight;
- A commercial port network comprising 20 ports located throughout Quebec and considered of strategic importance for maintaining and developing international trade via maritime transport.

Maritime transportation on the St. Lawrence is vital to trade between Canada and the rest of the world and plays a crucial role in Quebec's and Canada's economic development.

With global competition and ever-changing trade routes, it is essential that we be able to benefit from modern port, rail and road infrastructures tailored to our industry's needs.

CN's proposed acquisition of KCS is aligned with this. SODES has confidence in CN and supports this initiative. We hope to see the premiere 21st-century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mathieu St-Pierre", with a stylized flourish at the end.

Mathieu St-Pierre
SODES President and Chief Executive Officer

cc: Parties of Record



3119 Hill Ave – Superior WI 54880

715-398-2964 – Fax 715-398-2967

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Stack Bros Mechanical Contractors, Inc is a General Contractor that provides electrical, civil, track maintenance, plumbing and construction work to CN.

Stack Bros Mechanical Contractors, Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

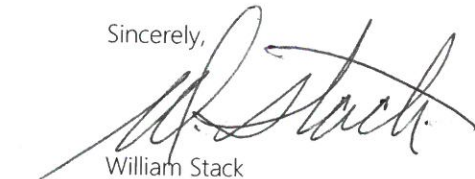
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Stack Bros Mechanical contractors, Inc is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



William Stack
President

cc: Parties of Record



SUMINISTROS INDUSTRIALES POTOSINOS, S.A. DE C.V.
TERMINAL INTERIOR DE CARGA

San Luis Potosí, S.L.P. April 26th, 2021.

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Suministros Industriales Potosinos, S.A. de C.V. (**SIPSA**) is a Company that owns and operates rail transloads, cross dock and warehousing Terminals in Central México.

SIPSA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

SIPSA is a logistics service provider that is focused on converting over the road traffics to rail. We participate in several markets, such as commodities, auto parts, energy products, plastic resins, and chemical products among others. Our customers are large companies that send and receive products mainly to and from North America using multimodal Terminals (inland ports), under the current USMCA treaty CN has been a trustworthy, honest and efficient business partner in the more than 15 years we have been servicing mutual customers both in the US, México and Canada.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

EJE 120 #500, C.P. 78090 ZONA INDUSTRIAL. TELS. 01(444)8240393, 8701501 SAN LUIS POTOSI, S.L.P.

www.terminalsip.com



SUMINISTROS INDUSTRIALES POTOSINOS, S.A. DE C.V.
TERMINAL INTERIOR DE CARGA

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of boxcars containing autoparts from San Luis Potosí, México to Ingersoll Ontario, in Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders, which our customers are already using in many routes, but would be improved by concreting this transaction.
- Steel traffics coming from the north would be more cost efficient, by eliminating current switching charges on both sides of the border, creating commercial opportunities that currently are not economically feasible

SIPSA is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Suministros Industriales Potosinos, S.A. de C.V.
Francisco Xavier Zermeño Urquiza.
Principal.



SunCoke Energy

SunCoke Energy, Inc.

Mike Hardesty
Sr. VP, BD, Commercial Ops, Terminals
1011 Warrenville Rd.
Lisle IL 60532
Phone: 630 824 1955

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

SunCoke Energy is the parent company of Raven Energy a/k/a Convent Marine Terminal "CMT" in Convent, Louisiana. CMT has a long and successful relationship with Canadian National Railroad. CN has been and continues to be a commercially reasonable, innovative and key partner of CMT.

SunCoke Energy supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade. While it is yet to be determined if the CN/KCS merger will have a direct benefit to SunCoke and CMT, I am confident the team at CN will remain a strong partner.

We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

SunCoke is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

D. Michael Hardesty
Sr. Vice President—Commercial, Logistics and International Operations

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Synergie Canada is currently shipping on domestic lanes on a weekly basis as well as lanes into the USA. We are extremely proud to have a solid relationship with CN and mostly due to the emphasis CN puts on safety. Although there are certain challenges with shipments, we are confident that with our extended communications we overcome these and continue to enjoy a healthy growth.

Synergie Canada supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

With a wider network we can experience benefits into the American and Mexican markets that otherwise would be utilizing OTR and ocean means. We cover all modes of transportation but with this merger we can enhance our strengths with the opportunities in the USA.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Here are some of the benefits:

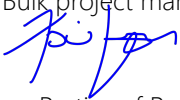
- CN and KCS would provide shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago, Detroit, Toronto and Montreal, effectively creating a Greenway to compete with trucks from Mexico, through the US heartland to Canada.

- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

Synergie Canada is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Synergie Canada
Katerina Hulis
Bulk project manager



cc: Parties of Record



120 Randall Drive
Waterloo, ON N2V 1C6
Canada
+1(800) 419-8495
www.descartes.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Descartes Systems Group Inc. ("Descartes") is a Canadian-based public company trading on Canada's Toronto Stock Exchange and the United States' Nasdaq stock exchange. Descartes is a leading logistics technology provider who operates the Global Logistics Network ("GLN"). The GLN is a secure network that enables transportation carriers, logistics intermediaries, customs authorities and shippers to exchange information about shipments that are moving across the world. In addition, Descartes provides technology solutions in the following areas:

- Private truck fleet management, routing, scheduling and mobile solutions;
- Multi-modal transportation management and third-party shipment tracking;
- Customs and regulatory filings relating to cross-border shipments;
- E-commerce solutions relating to warehousing and fulfillment of on-line purchases;
- Global trade intelligence solutions that help customers research and apply appropriate tariff and duty codes for cross-border shipments and scan shipments against sanctioned party lists; and
- Freight forwarder and customs broker solutions to help logistics intermediaries run their businesses.

Descartes' customers include most of the world's largest transportation providers around the world, including Canadian National Railway ("CN"). Descartes serves multiple transportation modes, including truck, air, ocean and rail.

Descartes has provided technology solutions to CN for several years. Descartes provides truck and chassis asset tracking to CN through Descartes' Pinpoint solutions, which leverage Skybitz trailer tracking solutions. Descartes also provides CN with customs brokerage solutions that assist CN in expediting cross-border transactions.

Descartes has been advised of CN's proposal to acquire Kansas City Southern and related railway companies ("KCS"). We've been advised that CN believes that a CN-KCS railway would (a) offer faster, safer, cleaner and more direct service for North-South trade; (b) support the growth of trade between Mexico, USA and Canada; and (c) support the growth of investment in rail network.

Descartes has had a very collaborative and positive relationship in providing technology services to CN. Descartes anticipates that its technology can be further leveraged by CN as CN's business expands, including through any proposed combination with KCS. Descartes' solutions can drive operating efficiencies with effective asset utilization and by expediting cross-border transportation moves.

120 Randall Drive
Waterloo, ON N2V 1C6
Canada
+1(800) 419-8495
www.descartes.com



We look forward to continuing our relationship with CN and supporting them as they integrate their larger business should they complete the acquisition of KCS.

We'd be pleased to answer any questions you have at the information below.

Sincerely,
The Descartes Systems Group Inc.

Robert Parker

Robert Parker, EVP Customer Support and Client Services



OFF HIGHWAY

**The Gear Centre
Off Highway Division**
14605 – 116 Avenue
Edmonton, AB T5M 3E8
Phone: (780) 451-4040
Fax: (780) 447-5666
www.gearcentre-offhwy.com



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Gear Centre is Canada's largest powertrain parts and service provider. We have locations across Canada and have been a supplier to Canadian National Railway for 30 years supporting their transmission, axle and related powertrain component requirements.

The Gear Centre supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

The Gear Centre is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jason Hoefling
General Manager
The Gear Centre - Off Highway Division
14605-116th Avenue, Edmonton, AB T5M 3E8
Tel: (780)451-4040 Fax:(780)447-5666
Email: j.t.hoefling@gearcentregroup.com
Website: www.gearcentre-offhwy.com

cc: Parties of Record

WWW.GEARCENTREGROUP.COM

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street S.W.
Washington DC 20423-0001
USA

Dear Ms. Brown:

RE: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Canadian National Railway Company (CN) has brought forth a significant bid for the Kansas City Southern Railway. As a long-time partner, The Winnipeg Chamber of Commerce wishes to submit, as part of the consideration, the value we hold for CN and its visionary support of and pivotal impact on the economic, environmental, and social fabric of our community.

Founded in 1873, The Winnipeg Chamber of Commerce has been an instrumental force in the establishment and growth of our city and its prosperity. For 102 of those years, CN has been more than a member of our Chamber, it has been a dynamic leader in our progression and evolution.

When our Chamber initiated a new Chamber Champion partnership program six (6) years ago – a Chamber selected group of 10 corporate pillars in our community – CN was our first signatory. Yet, within this esteemed group, CN's contributions set it apart as it has actively sought out opportunities to deepen our relationship for the benefit of our greater than 2,000 members and the business community at large. I can say with certainty that our Chamber's value offerings have been enhanced, contributing to our members' success, in large part due to the vision and support of CN.

It has been our privilege to have hosted membership luncheons featuring CN's CEO and leadership team on various occasions, in each case generating sold out attendance reflecting the valued connection between CN and our business community.

CN's contributions to the economic, environmental, and social well-being of our community have been exemplary. In addition to being one of Winnipeg's largest employers, CN's decision to locate its national training centre in Winnipeg, generating 500 person visits every six (6) weeks, has generated significant positive economic impacts to our tourism, hospitality, and retail sectors. CN's vanguard support of Winnipeg's One Million Tree Challenge, investments in Winnipeg's pre-eminent tourist attraction – The Forks, along with countless charitable supports represent a fraction of its involvement in the quality of life we enjoy.

The relationship our Chamber, and our city, enjoys with CN is indeed a shining example of how partnerships and collaboration, done right, can leverage exponential benefits now and over the long term.

Thank you for your consideration.

Regards,

THE WINNIPEG CHAMBER OF COMMERCE



Loren Remillard
President & CEO



Suite 900, 222 – 3rd Ave. S.W.
Calgary AB, T2P 0B4
Tel 587-475-0210
Confidential Fax 587-475-0211
www.tidewatermidstream.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Tidewater Midstream and Infrastructure Ltd supports CN's request that the Surface Transportation Board's current major merger rules be applied to this proposed transaction. Any merger involving KCS with another Class I carrier should not be subject to a different outdated and limited set of rules. That is why Tidewater Midstream and Infrastructure Ltd believes the STB should review this combination under the modern new rules, as opposed to having a combination with KCS reviewed under rules from four decades ago that have been opposed by multiple trade associations representing rail shipper interests.

Tidewater Midstream and Infrastructure Ltd is proud of our 6 plus year relationship with CN and appreciate their outreach to us to discuss their plan for the combined CN-KCS network. Their request that the current major merger rules apply to any mergers involving KCS aligns with the customer-focused approach to business to which we have become accustomed. As the proposed merger develops, we hope that all parties show the same commitment to the current STB rules that CN has demonstrated.

Sincerely,

Joel Macleod
CEO



cc: Parties of Record



Cynthia T. Brown

Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

I have been in the surface freight transportation industry for over forty years. Almost all that time has been spent in the intermodal sector. I have worked for railroads, been a railroad customer, and served as a technology provider to the railroads. Over seven years ago, I co-founded Tiger Cool Express LLC, which provides temperature controlled intermodal solutions.

In 2006 and 2007 I was the Vice President of Intermodal and International for the Kansas City Southern. One of my primary tasks was executing on possibilities for growing our Mexican traffic base. At that time, the primary route between Chicago and Laredo was the Union Pacific; however, the route publicly preferred by KCS leadership was the CN interchange in Jackson, MS.

Although this route distance is over 10% longer (1610 vs. 1438 rail miles) -- and several days longer transit -- it would provide KCS a US length of haul of 876 miles. The CN portion between Chicago and Memphis (and Jackson) was an established, premium intermodal corridor with critical mass.

The proposed CPR-KCS route between Chicago and Laredo is both circuitous (1724 miles) and the essential link (between Chicago and Kansas City) is yet unproven as a premium intermodal corridor. What is CPR's plan to make Chicago-Kansas City a true transcontinental mainline? And, how much have they budgeted in terms of time and money?

CN and CPR should also clarify where they think they will – and will not – offer service. Both networks have “holes” (e.g., Memphis, Detroit, Twin Cities, etc.) I think our nation's shippers would like to understand where these proposed mergers are going to offer specific advantages. Such clarity would supersede the qualitative boasting about envisioned merger benefits from both CN and CPR. I suggest that as part of the STB review, both CN and CPR publicly declare what they envision their new schedules and service standards would be.

For intermodal lanes that would be *specific* cutoff; availability; frequency – and intended % achievement within 1 hour. Let's see what the comparison is for lanes such as Toronto - San Luis Potosí and Calgary-Monterrey. Unit train and loose carload origins/destinations should be similarly described.

I would also request clarity as to what happens if all the expected synergies and traffic growth fail to occur? After spending tens of billions in acquiring KCS, what will be left to invest in new business? In the 1990s, we saw several mergers consume cash to the point that capital improvements were cut back for years. How are we to know that this will not happen here?

Respectively, as an intermodal customer, I am very interested what is the strategy to expand terminal capacity? Some mainstay hubs are already experiencing capacity challenges. More business will only increase the challenges. Is there a plan – and will there be sufficient capital – to stay ahead of the curve?

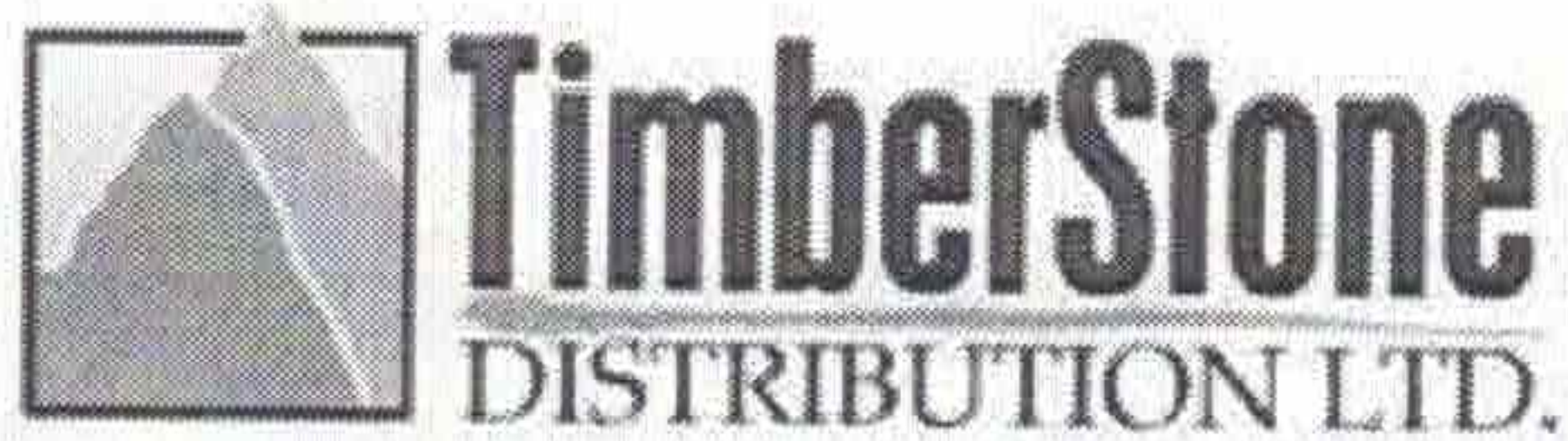
Finally, I would like a definitive statement from both about their view of a post-merger world. CN was the birthplace of Precision Scheduled Railroading (PSR) and CPR followed suit. In my experience, by definition, PSR is incompatible with intermodal. The former seeks to eliminate all traffic peaks and valleys – while the latter encourages them so that the present peaks become the future base. What is the corporate vision? Furthermore, will the overarching focus on operating ration overwhelm the opportunity this merger presents to grow the top line?

Very truly yours,

A handwritten signature in black ink that reads "Theodore Prince". The signature is fluid and cursive, with a large initial "T" and a stylized "P".

Theodore Prince
Co-founder and Chief Strategy Officer

Tiger Cool Express, LLC
5750 West 95th Street
Suite 250
Overland Park, KS 66207



Cynthia T. Brown
Chief, Section of Administration Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Timberstone has had the benefit of using CN services over the last several years with shipments mainly originating from the Ontario Region into the Western Provinces.

Timberstone supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of masonry products from Southern US manufacturers into Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Timberstone is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Errol Blatz". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Errol Blatz
GM
Winnipeg



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

TLS Truck Load Services Inc. is one of the leading intermodal providers, specializing in the transportation of goods across North America. As established logistics providers, we have developed relationships with both CN and the KCS for our shipments to and from Mexico.

TLS supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service that will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Key benefits include:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, specifically benefiting our shipments between Canada and Mexico.
- Together, CN and KCS would have a robust network of end-to-end single-owner, single-operator services from Mexico to Canada – more than any other Class I railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway. Compared to other transportation modes, rail is the most fuel-efficient method of moving freight over land. CN can help customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances
- CN invests in technology and is prepared to extend their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

TLS is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Don McIntosh', written over a horizontal line.

Don McIntosh
Director of Sales

cc: Dan Robinson

April 26, 2021

Surface Transportation Board
395 E Street, SW
Washington, DC
20423

Dear Surface Transportation Board,

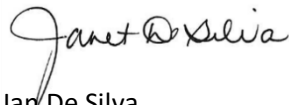
The Toronto Region Board of Trade and our 13,500 members are excited by the announcement of Canadian National Railway's proposed acquisition of Kansas City Southern Railway, and the potential this presents for the North American economy.

Canadian National has an important history as an innovative North American transportation company and the company's success in implementing new practices to strengthen supply chains has long benefitted North American businesses. The past year has demonstrated the importance of reliable goods movement and North America's freight railways continue to be critical economic enablers, enhancing the access of businesses to markets and the reliability of our supply chains. Railways also play an important environmental role, reducing greenhouse gas emissions and road congestion.

Canadian National's proposed acquisition of Kansas City Southern Railway will support further integration of the three CUSMA partner economies and businesses will benefit from access to seamless rail networks that connect the continent. Eliminating the need for cumbersome interchange between railways on multiple key corridors improves the competitiveness of businesses and will serve to further strengthen the efficiency and resilience of North American supply chains.

The Board applauds this strategic investment, which will benefit the Toronto region and North American businesses.

Sincerely,



Jan De Silva
President & CEO



A12-1250 Eglinton Avenue W., Suite 133, Mississauga, ON L5V 1N3
Tel: (416) 886-5450
Fax: 1-866-247-0160
Email: ED@torontotransportationclub.com
Website: www.torontotransportationclub.com

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings, Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Toronto Transportation Club] is one of the oldest transportation clubs in Canada with over 1200 members in a wide cross-section from the transportation sector.

The Toronto Transportation Club supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.



The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance their ability to be competitive in the markets in which they operate, benefiting shippers that utilize their services across North America
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A single line service will help a significant number of customers reach existing and new markets more efficiently and more environmentally.

The Toronto Transportation Club is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



John Foss
President



Trans Globe Logistics Inc.
41 Parr Blvd
Bolton, ON L7E 4E3

Tel: 905-533-0678



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Trans Globe Logistics Inc is a drayage company with terminals across Canada servicing CN terminals cross country. We provide cartage support to the CN in Brampton as well as we are a preferred drayage provider with multiple IMC's (Intermodal Marketing companies). We have been servicing the CN terminal in Brampton since 2011 and in the past year we have been on boarded by CN as a cartage company providing power only support daily.

Trans Globe Logistics Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Trans Globe Logistics is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Daljeet Randhawa
President

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Transbordement St-Hyacinthe has forged an enviable reputation over the years regarding all the logistics activities meeting its clients' needs. Whether in storage, transshipment, bagging, milling or containerization, we offer superior quality service at all times, meeting HACCP criteria, a program for which we have been accredited since 2009. Our 225-car private railway capacity and our accreditation to receive or ship 100 cars make Transbordement St-Hyacinthe a major player in rail transportation in Canada.

Transbordement St-Hyacinthe supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The project from CN would increase our potential 100 cars unit business coming from the US and will put Transbordement St-Hyacinthe even more competitive for the transshipment market in Quebec.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Transbordement St-Hyacinthe
7650 Avenue Pion
Saint-Hyacinthe, QC, J2R 1R9



Transbordement St-Hyacinthe is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Jonathan Aubut
Corporate Development Manager

cc: Parties of Record

A handwritten signature in black ink, appearing to read 'JAUBUT', is written over a light blue grid background.

Transbordement St-Hyacinthe
7650 Avenue Pion
Saint-Hyacinthe, QC, J2R 1R9



Recruit Fast. Manage with Confidence

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Truck-Right Data Management Inc. provides CNTL a mobile-friendly application and Applicant Tracking System tailored to the transportation industry and the company's specific needs. TruckRight has been providing these services to CNTL since 2015. By using the TruckRight software, CNTL is making use of cutting edge technology to recruit drivers.

Truck-Right Data Management Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Truck-Right Data Management Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Truck-Right Data Management Inc.
Lisa Kupa
CFO

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Ultra Depot is an empty container depot that assist CN's customers in facilitating the storage and repositioning of empty container.

Ultra Depot supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Ultra Depot is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.



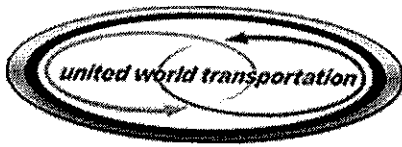
Ultra Depot Inc.

www.ultradepot.com

Sincerely,

Tyler Rappel
VP of Sales and Marketing

4500 RUE HICKMORE	•	MONTREAL, QC H4T 1K2	•	PH : 514-486-7770	•	FAX : 514-340-9205
51 MANSTOR ROAD	•	TORONTO, ON M9C 1B1	•	PH : 647-933-9063	•	FAX : 647-933-2940



DELIVERING PEACE OF MIND

April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, SW
Washington, DC 20423-001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating subsidiaries - Control - Kansas City southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms Brown,

United World Transportation has been working with CN for a number of years with CN handling our perishable intermodal shipments into the Northeast US seaboard markets and we rely exclusively on CN for providing this service.

United World Transportation supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North South trade.

Such a combination of CN and KCS would allow us to further penetrate markets to the south of our current service area on the Northeast US. CN's strong track record of success that we have experienced for a number of years with superior service, intermodal capacity and safety gives us the confidence that CN-KCS would be best positioned to best serve our needs. Additionally, CN's successful track record of acquisitions over the past 25 + years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

United World Transportation provides perishable truck and intermodal transportation services throughout Canada, USA and Mexico and the combination of CN/KCS will allow us to access via intermodal additional markets in the southern US and potentially Mexico.

The combined company would create a network with enhanced end-to-end single-owner, single operator service which will result in a faster, safer, and more economical rail operation for us where we currently rely on trucking. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

Corporate Head Office
United World Cargo Limited
dba United World Transportation
201-221 West Esplanade Ave.
North Vancouver, BC Canada V7M 3J3
www.unitedworldtransportation.com

Toll Free: 877.273.7470
Toll Free Fax: 866.986.7401



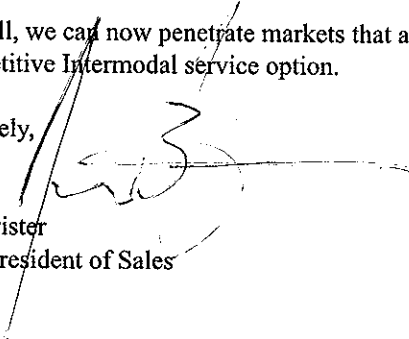
DELIVERING PEACE OF MIND

For example:

The combined company's single-owner, single-operator service would enhance our ability to more competitive in markets we could not previously access with this combined Intermodal service.

As well, we can now penetrate markets that are currently serviced by "over the road" trucking with the more cost competitive Intermodal service option.

Sincerely,


Jim Brister
Vice President of Sales

Corporate Head Office
United World Cargo Limited
dba United World Transportation
201-221 West Esplanade Ave.
North Vancouver, BC Canada V7M 3J3
www.unitedworldtransportation.com

Toll Free: 877.273.7470
Toll Free Fax: 866.986.7401

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

UpperEdge, LLC is a third-party advisory company that assists large enterprises establish and negotiate relationships with key information technology providers to ensure they are getting the most value from those relationships. UpperEdge commenced its relationship with CN in December of 2020 and is currently advising CN in the negotiation of its next generation SAP relationship and the corresponding systems implementation agreement.

UpperEdge supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

UpperEdge is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,



David Blake
CEO
UpperEdge, LLC

cc: Parties of Record

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Urbanmine Inc is a regular customer of Transx for almost 10 years. Transx has hauled our scrap metal and recycled batteries into the US with ease, and able to manage our fluctuating load levels.

Urbanmine Inc supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Urbanmine ships FTL of scrap metal, and scrap batteries. Transx has been an excellent partner in moving our loads

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of batteries and scrap metal from Winnipeg to various US destination.

-
- CN's significant experience providing seamless intermodal service throughout their network and across borders. Urbanmine is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Suzann Rudyk-Munroe
Logistics Manager

cc: Parties of Record



Vézina assurances inc. | Vézina & associés inc.
Financial Services Firm
A Marsh & McLennan Agency LLC Company
4374 Pierre-De Coubertin Avenue
Montreal (Quebec) H1V 1A6
+1 514 253-5221 | + 877 253-5221
Vezinalnc.com

April 26, 2021

Mrs. Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Vézina assurances Inc. has been partnering with CN since 1999. We ensure CN's insurance programs meet risk management objectives and risk tolerance, from risk assessments and exposure review to integration.

Vézina supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Vézina is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Please accept our best regards,

Pierre Vézina, C.I.B., CIP, CRM
Damage Insurance Broker
Chairman of the Board
T: +1 514 257-5156 | C: +1 514 238-5138
Pierre.Vezina@MarshMMA.com



Gina Trombley

Senior Vice President Sales, Marketing &
Chief Commercial Officer
30 Isabella Street
Pittsburgh, PA 15212
www.wabteccorp.com

Canadian National
Attn: Paul Harridine
935 de La Gauchetière Street West
12th Floor
Montreal, Quebec, Canada
H3B 2M9

April 26, 2021

REF: CN and KCS Merger

Paul,

As a leading global provider of equipment, systems, digital solutions and value-added services, Wabtec Corporation supports regulatory approval of the proposed combination of Canadian National and Kansas City Southern.

Wabtec strongly supports investment in technology, growth and efficiency for the North America freight rail network. In order to meet broad North American carbon emissions reductions, stimulating increased capacity in the network through technology is critical. Our unique position in the industry gives us a perspective on trends impacting our customers including climate change, automation and digitization. The new transportation services that the combined CN+KCS will bring to customers should stimulate growth in rail transportation. Further, we believe this union can shift freight from trucks on the highways to the rail system—no small benefit as we all are committed to building a more sustainable freight system.

Wabtec enjoys a strategic partnership with both Canadian National and Kansas City Southern. We believe the new CN+KCS rail system will ultimately bring both economic and employment growth across Canada, the United States and Mexico.

Best Regards,

A handwritten signature in blue ink, appearing to read "Gina Trombley".

Gina Trombley
Senior Vice President Sales, Marketing & Chief Commercial Officer
Wabtec Corporation



315 W 3rd St.
Pittsburg, KS 66762
Phone: 620.231.2230
Fax: 620.231.5192

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: *FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company*

Dear Ms. Brown:

Watco operates 41 Class III short line railroads and one Class II regional railroad across the United States. Seventeen of those railroads connect with either CN or KCS. As the board is aware, Watco has a pending transaction with CN for the purchase of certain branch lines of the Wisconsin Central in northern Wisconsin, Michigan and Ontario in Canada. We would characterize our relationship with CN as strong.

We support the proposed combination of CN and KCS and urge the Surface Transportation Board to approve this transaction. This opportunity promises to provide competitive services to the customers served by Watco's railroads and expand their market reach throughout North America. These two Class I's are both good partners to the railroads with which they connect, providing reliable and efficient service and supporting the needs of our customers.

The Watco railroads that connect with KCS and CN serve a wide array of customers, commodities and regions. Listed below are the eight railroads with connections with KCS and not CN:

1. Alabama Southern Railroad (ABS) connects at Artesia, MS
2. Arkansas Southern Railroad (ARS) connects at Heavener, OK and Ashdown, AR
3. Baton Rouge Southern Railroad (BRS) connects at Brooklawn, LA
4. Louisiana Southern Railroad (LAS) connects at Gibsland, Pineville and Sibley in Louisiana
5. Mississippi Southern Railroad (MSR) connects at Newton, MS
6. South Kansas & Oklahoma Railroad (SKOL) connects at Pittsburg, KS
7. Timber Rock Railroad (TIBR) connects at DeRidder, LA
8. Vicksburg Southern Railroad (VSOR) connects at Vicksburg, MS

The following Watco railroads connect with CN and not KCS.

1. Bogalusa Bayou Railroad (BBAY) connects in Bogalusa, LA.
2. Geaux Geaux Railroad (GOGR) connect in Baton Rouge, LA.
3. Cicero Central Railroad (CERR) connects in Stickney, IL.
4. Decatur and Eastern Illinois Railroad (DREI) connects in Decatur and Neoga in Illinois.
5. Elwood Joliet & Southern Railroad (EJSR) connects in Crest Hill, IL.
6. Wisconsin & Southern Railroad (WSOR) connects in Slinger, WI and Chicago, IL.
7. Grand Elk Railroad (GDLK) connects in Kalamazoo, MI.
8. Dutchtown Southern Railroad (DUSR) connect in Geismar, LA.
9. Ann Arbor Railroad (AA) connects in Toledo, OH.

Watco and its undersigned railroads looks forward to CN and KCS being allowed to deliver the benefits their combination promises, and we encourage the Board to approve the transaction.

Sincerely,

Alabama Southern Railroad (ABS)
Alabama Warrior Railway (ABWR)
Ann Arbor Railroad (AA)
Arkansas Southern Railroad (ARS)
Austin Western Railroad (AWRR)
Autauga Northern Railroad (AUT)
Baton Rouge Southern Railroad (BRS)
Birmingham Terminal Railway (BHRR)
Blue Ridge Southern Railroad (BLU)
Bogalusa Bayou Railroad (BBAY)
Boise Valley Railroad (BVRR)
Cicero Central Railroad (CERR)
Colorado Pacific Railroad (COPR)
Decatur & Eastern Illinois Railroad (DREI)
Dutchtown Southern Railroad (DUSR)
Eastern Idaho Railroad (EIRR)
Elwood Joliet & Southern Railroad (EJSR)
Geaux Geaux Railroad (GOGR)
Grand Elk Railroad (GDLK)
Great Northwest Railroad (GRNW)
Ithaca Central Railroad (ITHR)
Jacksonville Port Terminal Railroad (JXPT)
Kanawha River Railroad (KNWA)
Kansas & Oklahoma Railroad (KO)
Kaw River Railroad (KAW)
Louisiana Southern Railroad (LAS)
Lubbock & Western Railway (LBWR)
Mission Mountain Railroad (MMT)
Mississippi Southern Railroad (MSR)
Palouse River & Coulee City Railroad (PCC)
Pecos Valley Southern Railway (PVS)
Pennsylvania Southwestern Railroad (PSWR)

San Antonio Central Railroad (SAC)
Savannah & Old Fort Railroad (SVHO)
South Kansas & Oklahoma Railroad (SKOL)
Stillwater Central Railroad (SLWC)
Swan Ranch Railroad (SRRR)
Texas & New Mexico Railway (TXN)
Timber Rock Railroad (TIBR)
Vicksburg Southern Railroad (VSOR)
Wisconsin & Southern Railroad (WSOR)
Yellowstone Valley Railroad (YSVR)

Cc: All parties of record.



Waterloo Central Railway

50 Isabella Street, Post Office Box 546
St. Jacobs, Ontario N0B 2N0

Ontario Shortline License No. 0013, Shortlines Railway Act

April 27, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC
USA
20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

The Waterloo Central Railway is a shortline railway that operates in the Province of Ontario, in Canada directly partnering with CN on the same trackage. Our relationship with CN is exemplary and we value them as a partner in our operation but more importantly we are intimately aware of many customers served by CN who will directly benefit from this proposal between CN and Kansas City Southern. The primate customers served by CN in our area directly transport rail goods to the US Gulf of Mexico area.

The Waterloo Central Railway supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

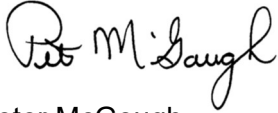
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The customers served by CN in our immediate area rely solely on rail transport to the US Gulf of Mexico region and this service cannot be duplicated by truck transport. A future involvement with and the use of the proposed CN/KCS rail network would expedite current rail shipments and provide a framework for increasing rail traffic in our area to the US.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

The Waterloo Central Railway is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see and are excited by the prospect of this premier 21st century railway coming to life.

Sincerely,



Peter McGough,
General Manager,
Waterloo Central Railway.

Mobile: 1.519.572.8140
Email: gm@waterloocentralrailway.com

cc: Tim Louis, MP, Kitchener-Conestoga
Hon. Bardish Chagger, MP, Waterloo, Minister of Diversity and Inclusion and Youth
Mike Harris, MPP, Kitchener-Conestoga
Hon. Caroline Mulroney, MPP York Simcoe, Ontario Minister of Transportation
Ian McLean, President & CEO, Greater Kitchener-Waterloo Chamber of Commerce



10004 109 Street
Westlock, Alberta T7P 1P1

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Westlock Terminals is a grain handling facility on CN's track. We have had a business relationship with CN since our inception in 2002. Throughout a variety of circumstances CN has always been able to meet or surpass our needs for our rail shipping.

Westlock Terminals supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Westlock Terminals uses our CN rail capacity to move grain to export positions at the coast and domestic end users. We also use CN's intermodal cans for the same purpose. Finding new markets and end users is only half the battle for our business growth, the other half is logistics required to execute the sale. CN's acquisition of KCS will provide us the opportunity more efficiently access this growth potential.

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of grain from Westlock to new markets serviced by currently KCS.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Westlock Terminals is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "John Montgomery".

John Montgomery, Assistant Manager
Westlock Terminals

cc: Parties of Record



April 25, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Westmoreland Mining LLC (WML) and our predecessors have been long time customers of Canadian National Railway (CN), mainly as part of our coal business in Alberta. CN has always supported our business and provided reliable service to the ports on the west coast of Canada.

With that in mind, WML supports CN's acquisition of Kansas City Southern (KSC) railway believing they would bring by faster, safer, cleaner and more direct service for North-South trade. While this merger will not immediately impact our current business, we have confidence that the combined company will be able to improve the service to the customers that do use those lines and would certainly be a partner we would be willing to work with in the future, should the need arise.

Sincerely,

Scott Sturm, *Chief Commerical Officer*
Westmoreland Mining LLC
9540 South Maroon Circle, Suite 300 | Englewood, CO 80112-5730
Direct: 720.354.4494 | Mobile: 307.871.7006
Employee Email: sturm@westmoreland.com | Website: www.westmoreland.com

cc: Parties of Record



W.F. Whelan Co.
Steven Capser
41425 Joy Road
Canton, MI 48187

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

WF Whelan Logistics supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service through North America. WF Whelan is a family owned, globally connected, full service third-party logistics provider supporting multiple commodities around the world. Headquartered in Canton MI, we specialize in transportation facilities accessing rail, truck and barge. We work with the CN today supporting global automotive raw materials and vehicle assembly parts. A combined CN/KCS will allow greater competition and more single line customer access opening up more Canadian, MI/OH to Middle America, Texas, Gulf and Mexico markets. Furthermore, a CN-KCS combined network allows us to further expand our current New Orleans International Metal and Storage distribution operation.

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with safety and customer service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

WF Whelan is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

Steven Capser
Chief Operating Officer

cc: Parties of Record



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Willow Glen Terminal, located in St. Gabriel, Louisiana is investing infrastructure development capital into the lower Mississippi River market. The proposed merger between the CN and KCS railroads would be a benefit to this market providing key interchange opportunities while eliminating punitive multi-line rates. I have many years' experience working with both the CN and the KCS to move products from Canada into the US and from the US into Mexico. The union of these two railroads would make those service requirements more cost-effective and seamless.

Willow Glen Terminal supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that a combination of CN and KCS would be beneficial not only to Willow Glen, but to our regional shippers and their end-user customers as well. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company will create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for our region where we currently rely on barging from the upper-Mississippi River which requires shorter hauls and far less efficiency, not to mention higher emissions and double or triple handling. We are hopeful this transaction will be able to provide the seamless transportation and service not currently available in our region.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of liquid bulk petroleum products from Canadian origins to the lower-Mississippi River market.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Willow Glen Terminal is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Stephen Senter
Vice President

cc: Parties of Record

1011 EAST MAIN STREET
CECILIA, KY 42724
WWW.WILSONMDI.COM



PHONE (270) 862-3265
FAX# (270) 862-3269
EMAIL:
RAYMOND@WILSONMDI.COM

April 26, 2021

Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Wilson Manufacturing and Design, Inc. is a bulk material equipment manufacturer located in Cecilia, KY. We manufacture many unique and innovative products related to the rail industry and rail transloading service sector. We produce portable conveyors for transloading many different bulk materials directly from railcar to truck. We also manufacture portable auto ramps to load and unload automobiles from railcar. We have provided many of this products to CN Railroad over the last 20 years.

Wilson Manufacturing and Design, Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment. The transition of materials from truck to rail and then back from rail to truck is the area where our equipment is most commonly employed.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

Wilson Manufacturing and Design, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Raymond J. Miller, Jr.
President
Wilson Manufacturing and Design, Inc.



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating
Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway
Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Windsor Transload Limited operates a transload facility in Windsor, Ontario across the border from Detroit. Our business is primarily focused on facilitating the movement of product between Canada and the United States. Today, this generally means unloading railcars originating on CN Rail and trucking to American customers in the US Mid West.

We believe the combined CN – KCS railroad will open intermodal markets for products moving between Canada, the United States and Mexico. We are excited about this opportunity and are prepared to make investments to provide services to facilitate these shipments.

Windsor Transload Ltd has had a strategic partnership with CN Rail for several years. We are confident that CN has the track record that proves their ability to integrate KCS into their coast- to coast- to coast North American rail and intermodal network.

We are confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above. We hope to see the premier 21st century railway come to life.

Regards,

Tom Pogue
President & CEO



Cynthia T. Brown
Chief, Section of Administration
Office of Proceedings
Surface Transportation Board
395 E. Street, S.W.
Washington, DC 20423-0001

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Zebra Technologies is CN Rail's mobility solution and barcode printing supplier since 2007. We are working with them on improving their constant connectivity, proactive management, regulatory compliance, and peerless customer service - so they can deliver on time, every time.

Zebra Technologies supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and to the overall economy.

We are also very supportive of the positive impact of converting truck freight to rail on our environment.

CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

We see the transaction as only beneficial; we do not anticipate any negative impacts to our company, the environment or market competition.

Zebra Technologies is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21st century railway come to life.

Sincerely,

Xavier Villarreal
Sr Director, North America

A handwritten signature in dark ink, appearing to read "X. Villarreal", with a large, stylized loop at the end.

cc: Parties of Record