

DANNY K. DAVIS

7TH DISTRICT, ILLINOIS

☐ WASHINGTON OFFICE:  
2159 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-5006  
(202) 225-5641 (fax)

☐ CHICAGO OFFICE:  
2813-15 W 5TH AVENUE  
CHICAGO, IL 60612  
(773) 533-7520  
(773) 533-7530 (fax)



**Congress of the United States**  
**House of Representatives**

COMMITTEE ON  
WAYS AND MEANS

CHAIRMAN:  
WORKER AND FAMILY SUPPORT

SUBCOMMITTEE:  
TRADE

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:

For many years, CN Railway has been an integral part of the transportation system in Chicago. Their freight railroad safely and reliably connects Chicago 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 solution – the more products we move by rail instead of truck, the more we can help reduce greenhouse gas emissions and free up capacity on Chicago roads.

Recently, CN announced its proposal to acquire the Kansas City Southern, another great railroad. I believe that this acquisition would serve Chicago well, expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to Chicago and the Midwest.

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. I strongly support CN's proposed acquisition of the KCS and urge you and the Board to give the proposal every consideration.

Sincerely,



Rep. Danny Davis  
Member of Congress

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:**

4Refuel is a company founded in 1995 and is the leader in mobile on-site refuelling in North America, serving industry segments including the rail industry across Canada and Texas.

We are writing to you today in support of CN's acquisition of KCS. CN has been a valued customer of 4Refuel since 2007. Today, 4Refuel continues to provide direct to locomotive refuelling services for their fleet.

We believe if this expansion were to achieve the required regulatory approval, there are notable economic and social benefits in new rail capacity that benefit shippers, the public, and suppliers like us alike.

We are happy to provide further context and details of our working relationship with CN as well as answer any additional questions you may have at any time. Please reach out to me through Shawn McGuire, our Manager, Marketing & Communications. He can be reached at [shmcguire@4Refuel.com](mailto:shmcguire@4Refuel.com) or 365-777-6887.

Thank you for your time and attention.



Larry Rodo  
President & CEO  
4Refuel





# ABCCORK

YOUR ONE STOP SHOPPING SOURCE SINCE 1972

[www.abccork.com](http://www.abccork.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:

ABC Cork Co. is a Wholesaler that distributes product from East to West in Canada and South to the United States. Our connection with CN and TransX has been a long lasting relationship, over 10 years, and we have been very satisfied with their service.

ABC Cork Co. 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.

ABC Cork Co. has a wide customer base that spans from East Coast to the West Coast of Canada, and into the Southern States of the United States. We ship all year long so we need reliable transportation that can travel through any type of weather conditions. When using CN and TransX we are able to offer our customers security in knowing their shipments are safe, secure and will be delivered on time.



# ABCCORK

YOUR ONE STOP SHOPPING SOURCE SINCE 1972

[www.abccork.com](http://www.abccork.com)

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 Beer and Wine Equipment from London, Ontario to Various locations across Canada and the United States.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

ABC Cork Co. 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<sup>st</sup> century railway come to life.

Sincerely,

Fatima Simoes  
Office Manager

cc: Parties of Record



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:

ABC Recycling Ltd is customer of Canadian National Railway Company. We currently use CN to move our railcar, intermodal, and transportation needs within North America. Our experience working with CN has been very successful and we look forward to continuing the business relationship.

ABC Recycling 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.

ABC Recycling is partnering with CN to move our railcar, intermodal, and transportation needs within North America.

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 Scrap Metals from Canada to United States.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.



ABC Recycling Ltd 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 21<sup>st</sup> century railway come to life.

Sincerely,

Tanya Grega

Sr Logistics Coordinator

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:

Acculogix Distribution Services is a longtime customer of TransX. TransX has been doing FTL, LTL & Rail shipments between Alberta, Manitoba and Ontario since early 2000 for our business.

Acculogix Distribution 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 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:

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

Acculogix Distribution 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 21<sup>st</sup> century railway come to life.

Sincerely,



Kyle Wright  
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:**

Accurstix is a customer of CN/TransX services.

Accurstix 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.

Accurstix 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<sup>st</sup> century railway come to life.

Sincerely,

*Shawn Stead*

Shawn Stead  
Sr. Manager, Transportation

Canadian National Railway Company  
935 de La Gauchetière Street West  
Montreal, Quebec H3B 2M9

**RE: Support for Proposed Acquisition of Kansas City Southern Railway**

To whom it may concern:

On behalf of Acklands-Grainger Inc. ("Grainger Canada"), this letter addresses the Surface Transportation Board's review of the acquisition of Kansas City Southern Railway. We urge favorable consideration of the proposed acquisition.

Grainger Canada provides safety, facility maintenance, and industrial supplies and solutions to industrial and commercial companies and government agencies in Canada. Our core objective is to keep our customers' people safe and their operations running smoothly. As one of Canada's largest industrial suppliers, we offer a large selection of private-label and brand-name products from many of the world's top manufacturers.

We work alongside many companies across Canada in a range of industries. Rail transportation is critical and we rely on rail partners such as CN so the right product is provided to our customers where and when it is needed. The Canadian rail carriers are well-run businesses with the operational experience, management expertise, and financial capital to provide outstanding service.

We view consolidation of cross-border rail participants to be a positive contribution to the continued growth of the rail industry in North America. The safe and efficient flow of goods across our continent will be a significant factor in the economic recovery and growth we are all seeking to achieve. We believe the proposed acquisition will contribute meaningfully to improving efficiencies and benefiting consumers across North America.

Respectfully,



David Lagoner  
General Manager  
Acklands-Grainger Inc.  
[david.lagoner@grainger.ca](mailto:david.lagoner@grainger.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:**

Actelis Networks enables operators of telecom, traffic, campus, and industrial networks to build their networks more efficiently, getting reliable broadband to the many places it is needed using the right mix of copper, fiber and CWDM technologies. Cost optimizing the network and transforming the business case for new services and applications, Actelis gives network operators the competitive edge they need to succeed in an increasingly competitive market.

Actelis Networks 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.

Actelis Networks 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "P. Casey Hurley", written over a large, stylized circular flourish.

P. Casey Hurley  
Actelis Networks  
VP Strategic Accounts

cc: Parties of Record





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:**

Active Warehousing Inc. operates a transload business in Edmonton, Alberta, Canada. We have worked with CN rail providing forestry transloading for our mutual clients since early 2000. Our client base is dependent on Active Warehousing and CN Rail to move their commodities both overseas on export shipments but as importantly into the US and Mexico to fill both on time shipments and stock replenishment.

Many times we've had to look at the option to truck product from our facility which proves very costly, the ability to now have CN rail move our client products to destination seamlessly would certainly impact our business model and our clients in a positive manner.

Active Warehousing 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.

We believe the relationship of CN-KCS would accentuate our business and allow us to provide our clients a much more streamlined mode of transportation, having a railway that we have become accustomed to providing exceptional service levels now being able to extend their footprint for a number of destinations will we believe increase our supply chain arm in the market. By having direct access to new markets, direct movement between Canada-US-Mexico we see the opportunity for job creation, increased spend and increased revenues from our company to keep the supply chain moving.



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 pulp, lumber and OSB from Canada to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- As one of the largest trans loaders in Alberta, Canada of forestry related products, I certainly believe this relationship between CN-KCS will allow my company to obtain a new level of opportunities that would not have been possible.

A handwritten signature in blue ink, appearing to read 'Kelly Godziuk', is positioned above the printed name.

Kelly Godziuk  
President  
Active Warehousing Inc.

## **ADVANTAGE SOLUTIONS**

**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 Solutions has an industry leading portfolio of retail services and help retailer drive growth through their marketing expertise. We have a strong relationship with TransX/ CN and use their services to move our products to western Canada. As a growing company we have been very pleased with the support from TransX/ CN to get our products to our customers in a safe and timely manner.

Advantage Solutions 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.

Advantage Solutions. 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<sup>st</sup> century railway come to life.

Sincerely,

Khaled Souhani

*Khaled Souhani*

Supply Chain Manager

**Advantage Solutions**

O: +1 905-752-2876 |

[khaled.souhani@advantagesolutions.net](mailto:khaled.souhani@advantagesolutions.net)

cc: Parties of Record



340 Michigan St SE  
P.O. Box 609  
Hutchinson, MN 55350



320-587-2133  
800-328-5189  
Fax 320-587-5816

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:**

Agri Trading Corp is shipper of various grade, nonhazardous animal fats and vegetable oils that go into animal feed or to produce renewable fuels. Agri Trading has been in business for 44 years and ships on all major railroads across the United States, Canada, and Mexico. We currently utilize a network of over 30 transload sites in an attempt to move product as efficiently as possible. A large portion of our shipments are originated in the Midwest and being transported to the gulf.

Agri Trading 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 Corn Oil, Tallow, & Choice White Grease from the Midwest to the Gulf.
  - CN's significant experience providing seamless intermodal service throughout their network and across borders.
  - A single line haul will minimize our freight cost and allow us to be more competitive on purchasing product in the Midwest, ultimately bring more value to products produced in the Midwest.
- 1.
- A CN-KCS rail transaction would also allow us to minimize our truck miles in the Midwest as well.

Agri Trading 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<sup>st</sup> century railway come to life.

Sincerely,



Jon DeRock, CFO  
Agri Trading

cc: Parties of Record



VIANDES AGRO INC.  
3100, Côte-Vertu, Suite 210  
St-Laurent (Québec) H4R 2J8

Tél. : 514 335-6606  
Fax : 514 335-6621

## VIANDES AGRO 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:

Agro Meat Inc has been doing business with TransX 15 years plus. They handle our LTL and Rail shipments across Canada. This is a huge part of our business and we would not trust any another carrier. Over the years we have developed and understanding and a business partnership that works best for both parties.

Agro Meat 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.

TransX handles all LTL and Rail shipments EAST to WEST and WEST to EAST. Through 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 Frozen Pork from Mexico to Canada.



VIANDES AGRO INC.  
3100, Côte-Vertu, Suite 210  
St-Laurent (Québec) H4R 2J8

Tél. : 514 335-6606  
Fax : 514 335-6621

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

Agro Meat 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 21<sup>st</sup> century railway come to life.

Sincerely,

Kim Bartlett  
Logistic 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:

Agrocorp Processing Limited (APL), primarily a pulses processing and trading company, operates five processing Plants across Alberta and Saskatchewan provinces, Canada. APL has had a long relationship with CN for over the years, with CN handling goods from our Plants in Moose Jaw and Falher, taking them onwards to the ports/ destinations. CN customer-oriented service is an industry benchmark and we greatly appreciate the close working relationships we have with CN and the excellent services and support provided by Team CN.

APL 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.

From APL's perspective, 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 from trades between Canada, USA and into USA/ Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders. APL would get access to a single-line and with CN get access to superior service in USA as well.

Moose Jaw, Saskatchewan  
teammj@agrocorp.ca  
Phone: (306) 693 8887

Cut Knife, Saskatchewan  
cutknife@agrocorp.ca  
Phone: (306) 398 2908

Vancouver, British Columbia  
team@agrocorp.ca  
Phone: (604) 681 8675

Innisfail, Alberta  
innisfail@agrocorp.ca  
Phone: (403) 227 1316

Falher, Alberta  
falher@agrocorp.ca  
Phone: (780) 837-8450

- In our opinion, this proposed combination would provide a stimulus and opportunities to explore more business trade flows and better economic activities and perhaps create more jobs.

APL 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<sup>st</sup> century railway come to life.

Sincerely,



Navin Kumar Askaran  
Acting CEO  
Agrocorp Processing Limited

cc: Parties of Record

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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:

On behalf of Alberta's Industrial Heartland Association (AIHA), I am writing to provide support for the proposed merger of Canadian National Railway and Kansas City Southern Lines.

Alberta's Industrial Heartland is a 582 square kilometre heavy industrial zoned value-add energy cluster and employment centre located in northeast Edmonton. With land holdings in Strathcona County, Sturgeon County, Lamont County, and the cities of Edmonton and Fort Saskatchewan, Alberta's Industrial Heartland is a major employment centre and economic engine for the province. More than 40 manufacturing and service companies in the area rely on rail transportation to ship a variety of goods to market, including petrochemical and agriculture products. Given that Alberta is the top origination province for products exported to Mexico by rail, the proposed merger will help support the critical infrastructure required for Alberta's exports and promote investment and development in the region.

The combined CN-KCS rail company would create a rail network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for companies operating in AIH and provide shorter distances on many key routes.

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

- Allowing companies in our region to maintain cost and competitive advantage, improve cycle times and reduce fleet requirements. Direct rail service is more competitive than interline rail service;
- Improving the North American Transportation Network and creating a true USMCA railway;
- Creating new market reach for our region;
- Providing seamless North/South connectivity which helps further integrate North American supply chains;
- Removing the risk of seasonal rail bottlenecks by routing around Chicago;
- Enhancing the network of end-to-end single-owner, single-operator services from Mexico to Canada, with a greater ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

- 
- Lowering transportation costs by allowing each mode to be used for the portion of the trip to which it is best suited, which helps reduce emissions, traffic congestion, accidents and the burden on overstressed transportation infrastructure; and
  - Investing in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

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

Sincerely,



Mark Plamondon  
Executive Director  
Alberta Industrial Heartland Association

cc: Parties of Record



260 Edgeley Blvd., Unit 29  
Concord, Ontario L4K 3Y43  
Tel: 416-633-1141  
Tel: 905-532-0138  
Fax: 905-532-0140

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:

AIR TRANS FORWARDING deals with the CN Rail for our transportation needs and is very dependent and extremely satisfied with the timely movement of freight. AIR TRANS FORWARDING 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 are a Freight broker and can certainly find more opportunity for our clients if the CN acquisition of the KCS rail goes through.

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 client commodities from Mexico to Canada.

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

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.

The combination with Brooklyn would add another line to the [Manhattan network] between Detroit and Kansas City, a speedway creating a faster, safer and more economical rail option for shippers who currently rely on trucks.

Manhattan and Brooklyn would form an organization that is stronger than the standalone Brooklyn and one that has an uncompromising commitment to safety.

Manhattan 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 boxcars to provide in-the-moment notification of issues needing attention.

Manhattan's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

AIR TRANS FORWARDING 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,



Henry Kastelyanets, President



## ALABAMA EXPORT RAILROAD

701 Dekle Street / Mobile, AL 36602 / 251.355.3887 / [www.alerr.com](http://www.alerr.com)

April 25, 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:

My name is Kate Luce, and I serve as President & CEO of Alabama Export Railroad, Inc. (ALE), a wholly owned subsidiary of Mississippi Export Railroad Company. ALE is a 1 1/2-year-old short line railroad headquartered in Mobile, AL. Our independent freight railroad and rail services management company offers freight shipment, transloading, railcar storage and repair, and industrial development services. Canadian National (CN) interchanges with our rail in Mobile, AL. The strong partnership between ALE's operations and CN's network allows industrial shippers to grow their businesses into the US Gulf Coast.

We believe that a combination of CN and KCS would help us capture more wins in our markets. CN's strong track record of success with great service and safety gives us confidence that a combined CN-KCS would be well positioned to serve both our needs and those of our customers. Additionally, CN's successful track record of acquisitions over the past 25+ years assures us that CN will effectively integrate with KCS.

Our partnership with CN has driven tangible benefits for our customers. CN's acquisition of KCS will allow our partnership to offer an enhanced service to existing and future customers.

**Kate C. Luce • President & Chief Executive Officer • T: (228) 474-6383 • F: (228) 474-8643  
E-mail: [kluce@mserr.com](mailto:kluce@mserr.com)**

Ms. Cynthia T. Brown  
April 25, 2021  
Page Two

CN's unique three coast network and our strong working partnership has provided meaningful benefits to our business and our customers; the KCS-CN merger will further enhance this reach and our product offering. While limited overlap in the networks exist, the additional connection points will facilitate the combined railway's creation of competitive lanes and broader transportation solutions.

We continue to be impressed with CN's commitment to innovation in the rail industry; they are an industry leader in fuel consumptions, sustainability, and safety. CN's consistent track record in innovative solutions like automated track inspection technology and car inspections portals will further enhance the safety, speed, and reliability of the KCS network.

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 shippers that currently rely on trucks and provide shorter distances on key routes.

ALE supports CN's proposed acquisition of KCS and hopes to see this USMCA railway endeavor come to life.

Sincerely,

Kate C. Luce

cc: Parties of Record





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:

Alberta Midland Railway Terminal Ltd. (AMRT) is a rail logistics terminal located in Alberta's Industrial Heartland, Canada's largest petrochemical processing region. Our Lamont Yard is served by Canadian National Railway Company (CN), and our Beaverhill Yard served by Canadian Pacific Railway.

AMRT would like to acknowledge CN's service, safety record, and demonstrated efforts in improving and enhancing the overall supply chain – which we believe has provided consistent improvement to all involved in the north American rail supply chain. While we are not ourselves a shipper, we believe that any rail transaction featuring improved competitive access, operates safely and also reduces the cost to the overall supply chain should be supported. We would therefore respectfully urge the Board to consider the merits of same in your deliberations.

Sincerely,

**ALBERTA MIDLAND RAILWAY TERMINAL LTD.**

A handwritten signature in black ink, appearing to read "R. Darcy Heggie", is written over a horizontal line.

R. Darcy Heggie  
Chairman of the Board, Strategic Advisor

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Box 124 Lamont  
Alberta Canada  
T0B 2R0



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 Tai Tran and my business address is 421-7 Avenue SW, 30<sup>th</sup> floor, Calgary, AB. I work at Alerio Marketing Inc. as Vice President, Marketing and Strategy. In my role, I am responsible for sourcing Propane to supply the Mexican market.

Alerio Marketing is a shipper of propane from Edmonton to our markets in northeast and north central Mexico. Currently, the cars would interchange at Kansas City and Laredo before reaching the final destination. At each interchange, shipper such as Alerio need to switch from one railway system to another system to track the same railcar. This lacks the integrated flow and seamless transfer from origin to final destination. I would expect the combination will facilitate tighter integration, better communication, improve the flow of railcars, and better service. I am optimistic that both railways will do their best to manage the integration of the two railways, mitigate any issues and once completed, to reap the benefits of a combined railway connecting Canada/US/Mexico.

Prior to the announcement by CN to acquire KCS, I had submitted a similar letter of support for the CP/KCS merger. My position is that the regulator and the market will ultimately decide the best path forward. Alerio, however, is a supportive stakeholder of the combined entity as the new combined railway will provide significant benefits that Alerio is eager to capture as soon as possible.

With the vast network and reach of the combined CN/KC, this combination will strengthen Alerio Marketing current markets and will allow Alerio Marketing to access future new markets while maintaining strong focus on safety and operational excellence.

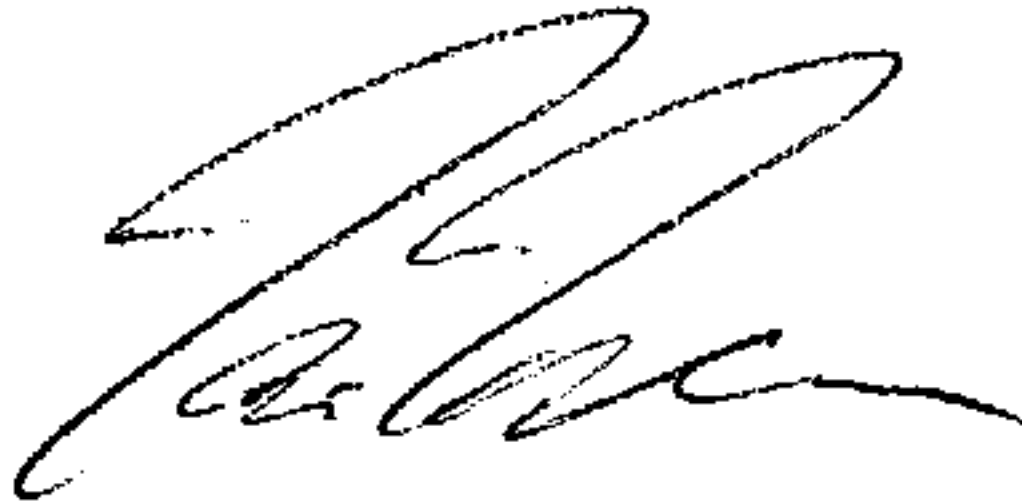
CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively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

The benefits of the CN proposal are as follow:

- The CN proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.
- CN's commitment to work with other class I to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition
- 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).
- 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.

Alerio Marketing 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 'Tai Tran', with a stylized, cursive script.

Tai Tran  
VP, Marketing and Strategy

cc: Parties of Record



RED TRANSPORTADORA ALFER SA DE CV  
RTA0009125J2  
EJE 100 #400 INTERIOR "G"  
COL. FLORES MAGON  
SAN LUIS POTOSI, SLP  
CP 78398

**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:

**ALFER GROUP** was established on the September 12th, 2000 from ever since we provide Intermodal Transportation drayage Services moving south and Northbound out of the most important intermodal ramps located in Mexico (Monterrey, San Luis Potosi, Silao and Toluca) our costumers are most representative Intermodal Companies in the market, with over more than 20 years on the business, and seeing how the intermodal business in Mexico has growth, we 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 carrier, our interaction with KCS's Facilities is a common thing on our daily operations at Salinas Victoria, San Luis Potosi and Puerta Mexico Toluca, we have seen from the very beginning of the intermodal ops the changes across the time and by knowing that CN's might merge with KCS we believe will provide a strong support for the operation in Mexico and creating a more robust model that support logistics ops and make them easier for the end user. 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. **ALFER GROUP** 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<sup>st</sup> century railway come to life.

Sincerely

**L. Benito Gonzalez B**  
**Operations Director**  
**ALFER GROUP**

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:**

Aliments LucyPorc is a vertically integrated Pork processor in Quebec with around 1 2 000 heads/weeks volume and exclusively selling in the high end market of Japan.

Aliments LucyPorc 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 ( LucyPorc ) mainly uses CN services from Montreal to Vancouver. Approx 17-20 reefers ( chilled ) per weeks in order to reach Japan Market. From our understanding we could benefit from combination of CN and KCS activities as it would improve reefer equipment's flow and improve availability for our future growth.

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.

Aliments Lucyporc 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Carl Robitaille", with a stylized, cursive script.

Carl Robitaille  
General Manager  
Aliments Lucyporc

cc: Parties of Record



**City of Allen Park  
State of Michigan**

**Mark A. Kibby**  
**City Administrator**  
[mkibby@cityofallenpark.org](mailto:mkibby@cityofallenpark.org)

**15915 Southfield Road**  
**Allen Park, MI 48101**  
**(P) 313-928-1400**

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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 21<sup>st</sup> century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in the State of Michigan. I believe that this combination would serve the southeast Michigan area well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the metropolitan Detroit area.

For many years, CN has been an integral part of the transportation system in the metropolitan Detroit area. Their freight railroad safely and reliably connects Michigan 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 the last nine (9) years (the City of Woodhaven for 3 years and the City of Allen Park for 6 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.

If you should have any questions, please do not hesitate to contact my office at (313) 928-1883, or by email at [mkibby@cityofallenpark.org](mailto:mkibby@cityofallenpark.org).

Sincerely,

Mark A. Kibby  
City Administrator  
City of Allen Park



Alliance Wheel Services L.L.C.  
302 W. Holland St.  
Washington, IL 61571

April 22, 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:

Alliance Wheel Services LLC has been supplying reconditioned wheel sets to CN to various location in the USA and Canada since early 2014.

Alliance Wheel 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.

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.

Alliance Wheel 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 21<sup>st</sup> century railway come to life.

Sincerely,

Robert Coup  
President  
Alliance Wheel Services, L.L.C.





360 rue Saint Jacques, suite 1000,  
Montréal, Québec, H2Y 1R2

April 25th, 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:**

Allied Maritime Services Inc. has been working with CN over the past 2 years, providing intermodal services out of Montreal, QC and Milton, ON. We have been shipping dried pasta from Montreal out to the Maritimes (NS, NB, & NF). As well, we have shipped drinks (water, juice, etc.) and candy to Calgary and Vancouver from both Montreal and Milton. Allied has been very satisfied with the services provided and we are looking to continue growing our relationship with CN in the future.

Allied Maritime 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.

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 provide over-the-road services for our clients throughout North America and strongly believe CN-KCS would help acquire and grow our customer base. We are currently only using CN rails throughout Canada but are very interested in expanding. Expanding to Kansas could facilitate more business development within the United States.

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 Beef from Montreal, QC to Laredo Tx.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The cost efficiency and environmental benefits of providing intermodal services for our clients allows Allied to differentiate from our competitors and deliver reliable transportation.

Allied Maritime 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Scott Pichette', with a stylized flourish at the end.

Scott Pichette  
Director of Allied Trucking

cc: Parties of Record

# LOGIENT

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:**

Alogient Inc. is a long term supplier for IT professional services pertaining to software and application development services.

Alogient 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.

Alogient 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 21<sup>st</sup> century railway come to life.

Sincerely,  
  
\_\_\_\_\_  
Vincent Godcharles, CEO

cc: Parties of Record



**USA**  
**SIGNALING**

700 S Babcock Street  
Melbourne, Florida 32901  
Phone: +1 321 961 2121  
[www.alstom.com](http://www.alstom.com)

CN Headquarters  
935 De La Gauchetiere Street West  
12<sup>th</sup> Floor  
Montreal, Quebec H3B 2M9

April 21, 2020

Dear Madam/Sir,

Alstom is a supplier of Railway Signaling and Rolling Stock products and services to the rail industry. CN is one of our customers. KCS is also a customer.

Alstom has no objection to the approval of the proposed combination of CN and KCS.

Alstom provides CN with train control and crossing equipment under a multi-year purchasing agreement. Alstom has been a supplier to CN for over 20 years and has partnered with CN on signaling technology innovation initiatives, with the objective to improve safety, reliability and capacity to serve customers.

We do not expect the merger of these railways to cause harm to Alstom as a supplier to CN and KCS.

A handwritten signature in black ink, appearing to read "D.L. McKay".

David L. McKay  
Vice President, Freight and Mining



Altex Energy Ltd.  
1100, 700 – 9<sup>th</sup> Avenue S.W.  
Calgary, AB Canada T2P 3V4  
Phone: 403-508-7525  
[www.altex-energy.com](http://www.altex-energy.com)

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 ("CN"), Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company ("KCS"), Gateway Eastern Railway Company, and the Texas Mexican Railway Company

Dear Ms. Brown:

Altex Energy Ltd. ("Altex") has been a strategic partner of CN and KCS since 2012. With the help of CN and KCS, Altex has been able transport non-hazardous, heavy undiluted bitumen to refineries requiring supply stock across the United States and as a result Altex has become one of Canada's premier crude-by-rail companies, transloading over 90% of all heavy undiluted oil that moves by rail in Canada today.

Altex Energy Ltd. supports CN's acquisition of KCS because a CN-KCS merger would greatly enhance Altex's ability to transport non-hazardous, undiluted bitumen to new markets and enhance the delivery to existing markets by offering faster, safer, cleaner, and more direct service for trade across North America.

Due to CN's successful track record of acquisitions over the past 25 years, we are confident that CN will effectively and seamlessly be able to integrate and partner with KCS without any impact to existing operations and customer relationships. This merger would provide Altex with the confidence and security that all trade opportunities will continue as they do today or greatly improve. We strongly believe that a combined CN-KCS railway system would be a best fit for our organization helping us to provide better, safer, more reliable, and economic solutions for us and our customers for years to come.

As an organization, our goal, is to provide our customers with the best possible service and reliability. A combined CN-KCS company would significantly improve the customer experience by creating a railway network with enhanced end-to-end single owner, single-operator service which would result in a faster, safer, more economic, and more environmentally friendly option. Today, customers currently rely on trucks, barges, and large shipping vessels to get supply stock to refineries at significantly higher environmental impacts than rail. Rail is often uneconomic compared to with alternate sources of crude because of the lack of direct access to refineries. Each time railways need to interchange with one another, the ability to provide an economic supply chain to the refiner becomes harder to achieve compared to taking supply off the water. Eliminating the uneconomic switching and alternate forms of transportation will help minimize environmental impacts and improve efficiencies and economics for all parties.

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 non-hazardous, undiluted bitumen from the Canadian provinces of Saskatchewan and Alberta to many refineries in Alabama, 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.
- Having access to refiners on both sides of the Mississippi enables a North American supply chain to operate extremely efficiently.
- More efficient and environmentally friendly rail movements would occur by helping to remove the rail congestion in Chicago by transiting around Chicago on the CN's Elgin, Joliet and Eastern ("EJ&E") Railway.
- With a combined network, customers will benefit from more reliable operation as the railway will be able to provide more accurate arrivals and departures with fewer interchange points allowing for better planning.
- CN's significant experience will provide seamless intermodal service throughout their network and across borders.

Altex Energy Ltd. is confident that a combined rail network provided by CN and KCS will ultimately benefit customers, suppliers, and the environment, and we strongly support CN's proposed acquisition of KCS for all of the reasons stated above.

Sincerely,



---

Curtis Layton  
VP, Business Development & Transportation

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:

For the past ten (10) plus years American Refining Group (ARG) has supplied the Canadian National Railway (CNRR) with their zinc free diesel engine lubricating oil requirements into their USA owned affiliate railroads. More recently ARG has commenced supplying a portion of their Canadian railroad using locations totaling approximately 2 million gallons of product to CNRR annually.

As a supplier to the railway industry, the CNRR's acquisition transaction of the Kansas City Southern Railway (KCS) 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 see the transaction as only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

ARG supports CN's proposed acquisition of KCS. Should you have any questions or require additional information please do not hesitate to contact us.

Sincerely,



Jon Giberson, President & COO

cc: Parties of Record

April 24, 2021

Angelo's Garden Centre  
1801 Highway 7  
Concord, Ontario  
Canada  
L4K 1V4

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:

Angelo's Garden Centre is a long time customer with the TransX - H&R team. We ship Nursery Product along CN rail and have always profited because of the efficiency the railroad network has above single truck shipping. We also receive goods from the US. We would explore using rail for those shipments if there was a single owner operator that we could deal with.

Angelo's garden 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.

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 have used over the road for shipments from the Chicago and New Jersey area but we could explore using rail in there is a single owner operator for us to use. We would also look at other products from Mexico or anywhere along the rail route that may benefit 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.



## 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 decorative items from Mexico to Toronto.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Angelo's Garden 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 21<sup>st</sup> century railway come to life.

Sincerely,

*Carlo Ammendolia*

Carlo Ammendolia  
Owner



## APC ENGINEERING SA DE CV

Mutualismo 691 Nte. Col. Veteranos, Cadereyta Jiménez.  
Nuevo León Mex. CP 67483

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:**

APC Engineering SA de CV is distributor of Petro Canada Lubricants in the northern part of Mexico since 2012. In 2016 it started having business relationship with CN and this helped the cost and waiting time of the product related to the shipping time from Canada to Mexico. It has been a great service during this time.

APC Engineering 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.

By this union between CN and KCS it will help a lot our business because we see a more efficient transportation by less waiting time and a more efficient cost of shipping. We see this as a positive union that will make our costs and time work even better than it has worked during the past years.

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 Lubricants from Mississauga, Ontario Canada to Monterrey Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Make our waiting time less, unifying the road with the same company.
- Less costs of changes and more direct rout of our product.
- Less process during the routs

APC Engineering 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read 'RS', is positioned above the printed name of the signatory.

Rosendo de Jesus Garcia Sada  
CEO

cc: All Parties of Record



April 22, 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 and Surface Transportation Board Members,

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

My name is Lance Norman and I am the Executive Vice President of APPS Transport Group. APPS is a major national transportation company in Canada. We have both road and intermodal operations - both intra Canada and cross border between Canada and the USA. The CNR is a major supplier of intermodal services to our company.

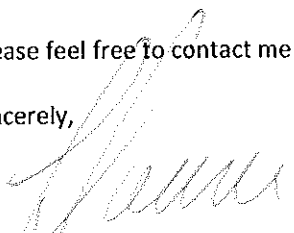
We understand that the CNR announced that it has made a competing proposal to combine with Kansas City Southern.

We support this application, as we do all proposed network extensions of our rail partners, as the enhanced network will create new opportunities for service improvements and efficiencies.

We urge the Surface Transportation Board to judge all proposals on their merits and we look forward to a positive outcome for railroad customers in all three countries.

Please feel free to contact me if you require more information.

Sincerely,

  
Lance Norman  
Executive Vice President  
APPS Transport Group

6495 TOMKEN ROAD, MISSISSAUGA, ON L5T 2X7  
T 905 451 2720 TF 1 800 465 2513 F 905 451 2778  
[www.appsexpress.com](http://www.appsexpress.com)

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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:**

ArcelorMittal Tubular Products USA LLC is a manufacturer of tubular product utilized for hydraulic cylinders as well as automotive applications. Our main product shipping into Mexico is dedicated to the automotive industry. CN has provided service for the past 7 years and has not only provide a high level of service and has also provided continuous improvement opportunities for weather protection and improved routes.

ArcelorMittal Tubular Products USA 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 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.

ArcelorMittal ships long length tubular products from its Canadian and United States facilities into Mexico for automotive application. The use of rail allows protection from weather elements that are detrimental to this product as well as controlled shipments to our customer. In special or emergency situations truck deliveries are used but are cost prohibitive to 100% of our product 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

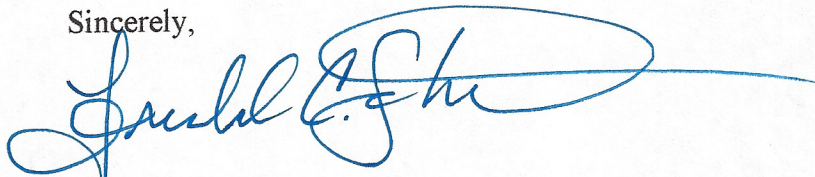


provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

- 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 both our Canadian Woodstock, ON plant as well from our Shelby, OH facility.
- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition—there is no ambiguity in where we stand on this issue, which is 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 ArcelorMittal Tubular Products USA LLC Steel reach new desirable markets directly and economically.

ArcelorMittal Tubular Products USA LLC Steel 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 21<sup>st</sup> century railway come to life.

Sincerely,



**Frederick C. Schuster** | Director of Purchasing  
**ArcelorMittal Tubular**

Mechanical Tubular Products, North America  
132 west Main Street  
Shelby, ohio 44875-1471 US  
[fred.schuster@arcelormittal.com](mailto:fred.schuster@arcelormittal.com)

**T** +1 419 342 1214 | **M** +1 740 341 2772 | **F** +1 419 342 1283  
[Corporate.arcelormittal.com](http://Corporate.arcelormittal.com) | [tubulartnorthamerica.arcelormittal.com](http://tubulartnorthamerica.arcelormittal.com)

cc: Parties of Record



ARRIMAGE

IDÉAL

883 Charles-Guimond  
Boucherville, Qc J4B 3Z4

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:

Arrimage Ideal is a Greater Montreal based rail transloader whom have been working with and for CN for more than 35 years.

Specializing in long steel products transload, Arrimage not only have had the privilege of working closely with CN Executives but with their help, was able to develop new routes of steel transiting by rail which were previously travelling by trucks. Because of the CN's continuing enhancement in transit time, their more than reliable web-based platform allowing real-time follow of traffic and their team of consumer service, Arrimage was able to plan, organize and increase efficiency. Thus, Arrimage have seen its yearly number of railcars constantly increasing.

The main steel product transloaded at Arrimage are beams. Since Canada does not produce structural steel beams, they all originate from different mills in the United States where most come from either Texas, Arkansas or Tennessee where KCS is a key transporter. In addition, many of those beams are being processed by structural companies which then reship to the United States for numbers of major projects. Whether they are Federal-financed, State-financed or strictly private. These include such projects as stadiums, bridges, hotels, research centers and so on.

Although our part is rather small, we are very proud in being part of the chain-supply allowing the shape of landscape of tomorrow's North America.



On a final note, for a transloader like us, the biggest challenge are overseas steel coming from Asia or Europe and steel transiting by trucks instead of rail. We strongly believe that a combined CN and KCS would be of outstanding benefit for cleaner transportation, faster transit and a definite asset to keep such product we transload within our lands.

Thank you for allowing us to voice our view

Kind regards,

---

Julie Deschamps-Cadieux  
CEO, Arrimage Ideal



**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:**

Asignet is providing CN telecommunications, mobility & IT lifecycle and expense management solutions leveraging our patented technology in combination with managed services.

Asignet 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.

Asignet 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Jason Koenigsberg". The signature is fluid and cursive, with a long, sweeping underline.

[Signatory name & title]

*Jason Koenigsberg*  
*Managing Director*

cc: Parties of Record



## **Assumption Cooperative Grain Company**

**104 West North Street    Assumption, Illinois 62510**

**217-226-3213**

**4.23.21**

**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:**

Assumption Cooperative Grain Company is a farmer owned grain cooperative. We have about 1100 farmer owners. We handle corn, soybean, and wheat for our farmers. We ship the grain via truck and rail. Our primary markets are Decatur, IL processors, Saint Louis export markets and rail customers on the CN and UP rail lines. We ship grain on the Decatur Junction Railroad. This shortline connects to the CN for our access to CN rail customers.

Assumption Cooperative Grain 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

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.

. We believe this would give us access to markets beyond what are currently available to our cooperative and its farmer/owners. The prospect of sending grain into markets other than Decatur, IL and St. Louis is exciting. It would give us better utilization of our Shortline Railroad. Assumption Cooperative Grain Company and Legacy Grain Cooperative are co owners of Central Illinois Shippers, Inc.. Central Illinois Shippers owns the real estate and rail that comprise 17.5 miles of the 21 miles in the Decatur Junction Railroad.

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.
- 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.

Assumption Cooperative Grain Company is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,



Randall L. Sexton,  
General Manager  
Assumption Cooperative Grain Company

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:**

Atlas Oil Company is fuel/renewables supplier since 2010 to CN.

Atlas Oil 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.

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.

Atlas Oil 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 21<sup>st</sup> century railway come to life.

Sincerely,



**Clint Werth**  
**Vice President of Supply and Logistics**  
**cc: Parties of Record**





**Aurora**  
**WOOD PELLETS**

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:

Aurora Wood Pellets Ltd is working partner with Canadian Rail with that we currently have a 4,000-meter rail siding that is tied to their northern railway to the Northwest Territories, Canada. We are developing more track from establishing new logistic hauling and Canadian National Railways has been active in assisting our expansion.

Aurora Wood Pellets 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 Aurora Wood Pellet Rail siding is looking at hauling a variety of commodities from throughout the North American. It would be of great value to our siding to expand our business opportunities to have Canadian National Rail have access to as much of the working rail lines throughout North America.

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:

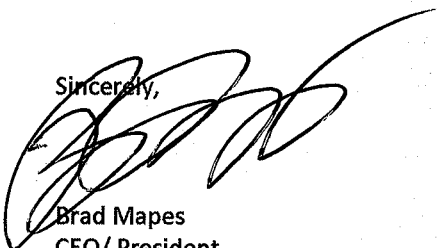
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of variety of commodities such as Ammonia Nitrate and Wood pellets from / to our siding to export ports in North America.
- CN and KCS 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 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.

Aurora Wood Pellets 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 21<sup>st</sup> century railway come to life.

Sincerely,



Brad Mapes  
CEO/ President  
Aurora Wood Pellets Ltd



TRANSPORTES

General Escobedo, Nuevo León, April 22nd, 2021

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

Cc: All Parties of Record,

Dear Ms. Brown,

My name is [OCTAVIO ALCALÁ] and my business address is [Carretera a Colombia 3200, Sin Colonia, 66054 Cd Gral Escobedo, N.L.]. I am [Intermodal Divisional Manager] of [Auto Líneas América S.A. de C.V.]. In my role, I am responsible for [Overall National Intermodal Management].

[Auto Líneas América S.A. de C.V] is [been an excellent business partner of KC and, undoubtedly will be same service with our new partner CN regarding transportation railroad demand opportunities ].

[Auto Líneas América S.A. de C.V] supports approval of the CN/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CN-KCS network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CN-KCS will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. [Auto Líneas América S.A. de C.V] has always spoken favorably about railroad consolidation and see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.]

**We ship share good mutual benefits with our partner KCS and now we will the same with CN.**

**CN has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CN must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).**

**AUTO LÍNEAS AMÉRICA, S.A. DE C.V.**

Carretera a Colombia 3200  
Gral. Escobedo, N.L. 66050 México  
Tel. (81) 8154 5000  
[www.alasa.com](http://www.alasa.com)



GRUPO TRANSPORTES  
MONTERREY



**And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.]**

We are very excited about the transaction because it will allow a combined **CN-KCS** to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- **CNKCS's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of nowadays.**
- **We are particularly enthusiastic about the role new CN-KCS single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada that under the USMCA trade agreement. It is important that there be a true USMCA railroad option.**
- **CNKCS's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. [Expanding business opportunities as well as more capacity to improve transit times and security on daily basis following up]**
- **[As well as more and better Communication with this new logistics partners]**

**[The information will flow more effectively as stated before with brand-new channels]**

**KCS and CN have had a cooperative relationship in the past, and CN-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This Transaction will improve our transportation options.**

**At the same time, the entirely complementary nature of CN's and KCS's networks – connecting only at Kansas City and not overlapping anywhere – means that the transaction will not have any adverse effects on competition. It will only make these carriers a better alternative relative to the other options that already exist, since CN-KCS will continue to interchange with all of their other existing interline partners.**

**We have been struck by the attention of CN and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CN and KCS, and the fact that CN and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. [Agreeably]**

**AUTO LÍNEAS AMÉRICA, S.A. DE C.V.**

Carretera a Colombia 3200  
Gral. Escobedo, N.L. 66050 México  
Tel. (81) 8154 5000  
[www.alasa.com](http://www.alasa.com)





TRANSPORTES

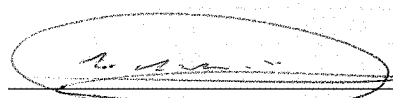
For these reasons, [Auto Líneas América S.A. de C.V.] is voicing strong support for the combination of CN and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. [Auto Líneas América S.A. de C.V.] urges the STB to approve CN's acquisition of KCS as swiftly as possible 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.

#### VERIFICATION

I           OCTAVIO ALCALÁ          , declare under penalty of perjury ["under the laws of the United States,"] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on       April 22nd, 2021      .

 [Signature]  
**LIC. ELÍAS OCTAVIO ALCALÁ VÁZQUEZ**



**LIC. ELÍAS OCTAVIO ALCALÁ VÁZQUEZ**

Intermodal Divisional Manager

**AUTO LINEAS AMERICA, S.A. DE C.V.**

**AUTO LÍNEAS AMÉRICA, S.A. DE C.V.**

Carretera a Colombia 3200  
Gral. Escobedo, N.L. 66050 México  
Tel. (81) 8154 5000  
[www.alasa.com](http://www.alasa.com)



**GRUPO TRANSPORTES  
MONTERREY**



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:

AXSUN is one of the leading intermodal providers, specializing in the transportation of goods across North America, including Mexico. Our integrated mix of services also includes highway, logistics and warehousing capabilities. As an IMC, we have developed relationships with Class 1 carriers throughout North America, including both CN and KCS.

AXSUN 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, benefiting our shipments between Canada, US 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.

AXSUN 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<sup>st</sup> century railway come to life.

Sincerely,



Steve Ramescu  
President

cc: Parties of Record





Badger Mining Corporation  
409 South Church Street  
Berlin, WI 54923

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:

Badger Mining Corporation mines frac and industrial sand in Wisconsin and Texas. For over 30 years, Badger has utilized CN at our Taylor, WI plant, and other idled mines over the years. CN provides good service, maintains a strong business relationship, and is a critical part of our supply chain.

Badger Mining Corporation 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.

Badger Mining ships over 90% of our products out of Wisconsin by rail. We strongly believe the proposed acquisition will provide greater efficiencies for Badger, particularly in the Mexico market. We also believe the proposed acquisition will increase competition between Badger and some of our competitors who have mining operations on the Union Pacific and enjoy a cost advantage due to having a single-line haul.

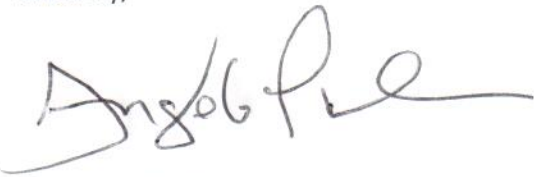
The combined company would create a network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer, and more economical rail option for us. We are hopeful about this transaction as a CN-KCS rail will provide the seamless transportation and service that would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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets we operate, benefiting our frac and industrial sand shipments from Taylor and Fairwater, WI to Mexico.

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

Sincerely,

A handwritten signature in dark ink, appearing to read "Angelo LaMantia". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Angelo LaMantia  
Executive Vice President, Supply Chain  
Badger Mining Corporation

cc: Jean-Jacques Ruest – President and CEO, CN Rail  
Kelly Levis – VP Industrial Products, CN Rail  
Bruce Yi – Sales Manager, CN Rail  
Cody Wickersheim - Co-President, Badger Mining Corporation  
Adam Katz – Executive Vice President, Sales, Badger Mining Corporation  
Shelly Berhagen – Director of Logistics, Badger Mining Corporation



April 22, 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:

Bailly's Transload is a private company that operates several rail served transload facilities in northern Alberta and had a great relationship with CN for over a decade. Bailly's main focus has been the storage, transloading and distribution of frac sand from Wisconsin, but we also handle a wide variety of other products and commodities.

Bailly's Transload 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.

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 CN-KCS rail would allow for more competitive freight rates into our area of operation.
- The extended rail network would create new opportunities for Bailly's to diversify our business line and handle new commodities that today cannot be shipped economically.

**Baillys Transload Ltd.**

Lot 29, 712051 RR 54

County of GP No#1

T8X 4A7

780-832-7558 | [ryan@baillys.ca](mailto:ryan@baillys.ca) | [www.baillys.ca](http://www.baillys.ca)

Bailly's Transload 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Peterson', with a stylized flourish extending to the right.

Ryan Peterson  
President

cc: Parties of Record



Bassett & Walker International, Inc.  
2 Berkeley St, Suite 303  
Toronto Ontario  
Canada M5A 4J5  
+1 416 363 7070

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:**

Bassett & Walker International, Inc. (BWI) specializes in the international trade of a variety of proteins for the use in the food processing industries. BWI provides full service logistical support using proprietary, cloud-based technology that provides seamless delivery fulfillment ensuring that clients' production schedules are met, irrespective of where they are located.

BWI has a close business relationship with TransX Group giving strong and impeccable rail and crossdocking services between Red Deer Alberta to Montreal, Quebec in Canada. TransX Group has been an important part of our logistics moving high volume of frozen pork across Canada.

Bassett & Walker International, Inc. (BWI) 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.

Bassett & Walker International, Inc. (BWI) is one of the biggest exporters of Canadian pork to Mexico. We strongly believe that CN/KCS is a great opportunity to provide diversity and flexibility to our supply chain as truck availability is always an issue.

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 frozen pork from Alberta and Quebec to USA / Mexico Border.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Bassett & Walker International, Inc. (BWI) 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 21<sup>st</sup> century railway come to life.

Sincerely,

*Maria Fortuna*  
**BASSETT & WALKER  
INTERNATIONAL INC.**

Maria Fortuna  
Logistics Director  
Bassett & Walker International, Inc.

Download the free **TRADECAFÉ™** app to view and manage your account 24/7/365...





Box 128  
Forestburg Alberta  
T0B 1N0

**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:**

Battle River Railway (BRR) is a farmer owned shortline railway located in east central Alberta, Canada. We interchange with CN at Camrose AB. Our farmers and shippers rely on CN to get our products to the world, either direct via rail or by rail to tidewater.

BRR supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would provide our shippers by offering faster, safer and cleaner service to those markets currently served by KCS.

Currently it is quite difficult for our shippers to access the markets served by KCS and we see this acquisition as an opportunity to grow our traffic volumes and benefit our shippers. For example, grain could move directly to Mexican markets.

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 our customers. 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.

BRR 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<sup>st</sup> century railway come to life.

Sincerely,

Matthew Enright  
GM BRR

cc: Parties of Record



# BCI Bulkhaul Carriers Inc

PO Box 26025, 380-9100 Blundell Rd  
Richmond, BC Canada V6Y 2E0  
Tel. 604-727-7233

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:

BCI Bulkhaul Carriers operates a Transload Facility in Langley, BC served by CN Rail. BCI receives industrial products shipped to the Port of Vancouver for loading onto railcars for delivery to our customers across CN's network. Our company's growth and success can be attributed to our excellent relationship and service that we receive from CN Rail.

BCI 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 steel and industrial products from Port Vancouver to
- 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.

BCI Bulkhaul Carriers 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<sup>st</sup> century railway come to life.

Sincerely,



Dan Wallace  
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:**

My name is Denis Caron, President & CEO of the Belledune Port Authority. The Port of Belledune operates a bulk and breakbulk port in the Chaleur Bay in northeastern New Brunswick, Canada. The Port of Belledune's position allows it to offer some of the shortest shipping routes between points in Europe and North America, and with our terminals connecting directly with the CN network, 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 Belledune 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.

The Port of Belledune's partnership with CN has driven tangible benefits for our customers and 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 the Port of Belledune and our ability to offer our services, the KCS-CN merger will further enhance this reach and in turn our product offering. The 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. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that is not currently available.

For the reasons stated above, the Port of Belledune 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.

The Port of Belledune 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 21<sup>st</sup> century railway come to life.

Sincerely,



Denis Caron  
Chief Executive Officer

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:**

Bellemare Heavy Haul and Rigging has been working with the CN team for over a decade to move dimensional cargo across Canada and between Canada and the USA. The relationship has been extremely important as the knowledgeable CN staff has always been available and given sound advice on what the best modes of transportation and how rail could be utilized efficiently. This has allowed us to increase our service offering and better educate our customers. Without the key individuals in the quoting department, over dimensional, hiwide and operations teams, growing our business would not have been a possibility.

Bellemare Heavy Haul and Rigging 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.

Within the last year, we have set foot in the United States officially by opening our American headquarters and a satellite office. The head office is located in Indianapolis, IN and the branch is in Houston, TX. With these two new offices our need for moving components from Canada to the US, from the US to Canada and across state lines has increased tremendously. As a result, our valued relationship with CN and this new acquisition opens new opportunities for 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.

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 boilers, transformers and vessels from Canada to the US and vice versa.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Knowledgeable staff available to discuss and guide the project in the right direction. This saves an enormous amount of time and allows efficiencies in resource allocation.

Bellemare Heavy Haul and Rigging 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink that reads "K. Kwateng". The signature is written in a cursive, flowing style.

Kevin Kwateng  
Director of operations  
Bellemare Heavy Haul and Rigging

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:

Beverage World is a customer of CN and TransX, shipping intermodal to Western Canada currently. Overall, we are very satisfied with the level of service that we've received and we have maintained an excellent relationship over the years.

Beverage World 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.

Currently, Beverage World is shipping across Canada as well as the US and our US customer base is steadily growing. We see potential in Mexico as well and with the CN/KCS combination, this will help us realize our goals of expansion.

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 a more economical rail option for us in many shorter distances key routes where we currently rely on trucks. We are hopeful of this transaction as a CN-KCS rail will be able to provide the seamless transportation and service which would not be available if KCS should move forward with an alternative combination.

Beverage World 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<sup>st</sup> century railway come to life.

Sincerely,



Stefan Kergl, Vice President  
Beverage World Inc.  
T. 905-643-7713 Ext. 223

[www.beverageworld.ca](http://www.beverageworld.ca) [www.thepopshoppe.com](http://www.thepopshoppe.com) #thepopshoppe #popshoppe  
Follow Us On Twitter: @beverageworldca Follow Us On Instagram: @thepopshoppecanada



**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:**

BeyondTalent provides professional services unlocking individual and organizational talent. We run a number of different training workshops for CN.

BeyondTalent 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.

BeyondTalent 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Louis Katzman', written over a horizontal line.

Louis Katzman  
Managing Director  
louis.katzman@beyondtalent.net

cc: Parties of Record



Big Sky Rail Corp. 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:**

Big Sky Rail Corp is a shortline railway located in Saskatchewan Canada. CN Rail is our class 1 carrier, and we interchange with them in Saskatoon Saskatchewan. Our business is primarily comprised of bulk haulage of Agricultural and Energy products, (Grain, Fertilizer, Oil, Frac Sand, and various Storage car volumes of the same.), totaling just over 15,000 cars annually. These volumes currently ship to ports on the East and West coasts of Canada, as well as a variety of US domestic locations. We have worked closely with CN since 2009 and they have been an incredible partner to work with. CN's customer / client focus and consistent, safe and reliable rail service, has given us the ability to grow and expand our business with confidence, knowing that the CN Supply Chain is strong.

Big Sky Rail Corp 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.

Big Sky Rail Corp is confident in and strongly supports CN's proposed acquisition of KCS for the reasons stated above. We look forward to seeing this come together.

Sincerely,

Kent Affleck  
Big Sky Rail Corp

cc: MobilGrain



**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:**

Bluewater Regional Networks Inc. (BRNi) is a proud partner to Canadian National Railway Company. CN granted BRNi facility access in 2020, allowing us to bring diverse fibre backhaul options to an underserved and landlocked Lambton County located in southwestern Ontario, Canada. Since then, BRNi has also been supplying CN with mission critical optical wavelength transport services. BRNi delivers interconnects between major rail hubs in Canada and the US on diverse routes from that of CN's primary network to provide the highest reliability for failover redundancy.

BRNi 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.

BRNi 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<sup>st</sup> century railway come to life.

Sincerely,  


Chris Gould, COO  
Bluewater Regional Networks Inc.

cc: Parties of Record





Border City USA Inc.

# Border City USA Inc.

8350 St Aubin  
Hamtramck, MI 48211

Tel: (313) 875-3300 Fax: (313) 875-3301

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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:

Border City USA, has been strategic transportation partners for over 14 years now and KCS will only bring us more opportunities in future expanding our cliental reach via rail in the near future.

Border City 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.

Border City USA will definitely benefit from have more transportation options in order to continue growing our business over the next few years.

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.

Border City 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 21<sup>st</sup> century railway come to life.

Sincerely,

Rick Shah  
President

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

April 22<sup>nd</sup>, 2021

Re: FD 36514, CN-KCS Proposed Combination

Dear Ms. Brown:

Boreal Bioenergy Corporation is an Alberta based biofuel innovator providing renewable and sustainable forestry-based energy solutions. We have been a partner of CN since 2019 on multiple locations in North America to produce and ship torrefied pellet plants for export. Our goal is to utilize forest waste, existing infrastructure, and other resources to create a highly efficient energy source.

Bioreal Bioenergy Corporation 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.

Boreal Bioenergy Corporation plans to utilize exclusively rail transportation to export torrefied wood pellets from North America to overseas 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 wood pellets from North America to Overseas.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The CN team has a track record of successful and flawless mergers over the last 20 years.



- 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

Boreal Bioenergy Corporation 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 21<sup>st</sup> century railway come to life.

Sincerely,



Jason Janus  
President and CEO, Boreal Bioenergy Corporation

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:**

Arbec Bois d'Oeuvres Inc. have a business relationship with CN for many years. We are a large compagnie well-established in the lumber industries in Quebec Canada. 60% of the production is destined to the USA market and 5% to 10% is delivered through the KCS and KCSM.

Arbec Bois d'Oeuvres 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 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.

Arbec Bois d'Oeuvres Inc. is using the Norfolk Southern and Canadien Pacific for a low volume and also using trucking transportation mode.

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 proposal embraces the spirit of the new STB rules, including the requirement to enhance competition— there is no ambiguity in where we stand on this issue, which is 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 will help Boscus reach new desirable markets directly and economically. KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that will help Boscus reach new desirable markets directly, economically and more efficiently.

- Combined company will be a time saving in our day to day job. (Communication, tracing, diversion, rate request, etc..)

Boscus 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<sup>st</sup> century railway come to life.

Sincerely,



**Stéphane Landry**  
Directeur Transport & Distribution | Director Transport & Distribution  
[slandry@boscus.com](mailto:slandry@boscus.com) | [www.boscus.com](http://www.boscus.com)  
T (514) 694-9805 x. 340 | C (514) 585-5717 | F (514) 694-2140



cc: Parties of Record

## BridgePoint Shipper Support Letter

**ATTENTION:**

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, Kansas City Southern Railway Company, Gateway Eastern Railway Company, Texas Mexican Railway Company**

My name is Anurag Arun and my business addresses(s): Toronto Office: Unit # 2, Building G, 20 Barnes Ct, Concord, L4K 4L4  
GTA West Office: 6550 Danville Road, Mississauga, L5T 2S6. Western Canada Office & Terminal: 13508 - 163 St NW, Edmonton, AB, T5V 0B2. I am President of BridgePoint Logistics Inc. In my role, I am responsible for overseeing the operation and smooth functioning of the business.

BridgePoint uses CN for movement of general cargo and we are satisfied with the service experience, thus far.

BridgePoint supports approval of the CN /KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. We are excited about the transaction because it will allow a combined CN KC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets and help with our Customers' needs.

BridgePoint 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.

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

BridgePoint 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<sup>st</sup> century railway come to life.

Sincerely,

*Anurag Arun*

Signed on: 22.04.2021

Anurag Arun  
CEO  
sales@bpsupplychain.com  
Cell: 647 968 1913



**Date:** April 23, 2021

**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:**

**Bridgestone Canada Inc.** is CN's primary new truck tire, retread truck tire and OTR tire supplier and has enjoyed and valued that business for many years. **Bridgestone 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 only beneficial, we do not anticipate any negative impacts to our company, the environment or market competition.

**Bridgestone 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 21<sup>st</sup> century railway come to life.



Darious Naylor  
Executive Director TBR – Canada  
Bridgestone Canada, Inc.



**BUILDING PRODUCTS OF CANADA CORP.**  
**LA CIE MATÉRIAUX DE CONSTRUCTION BP 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:**

Building Products of Canada Corp is a current customer of CN, shipping intermodal containers and railcars on various lanes between Canada and the U.S. Our relationship with CN is long standing and we see CN as a partner for growth.

BP 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.

BP Canada manufactures and supplies roofing and insulation products to builders, roofers and retailers across North America. We ship intermodal containers as well as our own fleet of railcars on rail lanes in Canada and the U.S.

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.





**BUILDING PRODUCTS OF CANADA CORP.  
LA CIE MATÉRIAUX DE CONSTRUCTION BP CANADA**

- 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

Building Products of Canada Corp 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink that reads 'Diana Gavrilă'.

Diana Gavrilă  
Purchasing 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**

**Dear Ms. Brown:**

Bulk Equipment Corp. is a Lift Equipment Maintenance Contractor for Canadian National Railway's largest US terminal in Harvey, IL.

Bulk Equipment Corp. supports CN's acquisition of KCS. A CN-KCS railway can lead to growth and expansion in new areas of the US.

CN is a great company to work for because they work with their Vendors, they understand value vs cost, and they accept/appreciate forward-thinking.

We believe that a combination of CN and KCS would help us grow our business in markets that KCS currently serves (Texas, Mississippi, Missouri). CN's attention to employee and contractor safety also gives us confidence that a combined CN-KCS would be beneficial for both the Intermodal Industry and our employees.

As mentioned above, we are hopeful about this transaction because a CN-KCS rail would enhance our ability to expand our business in the Intermodal Industry for lift equipment maintenance and equipment rental at new operations that we are currently not servicing.

Bulk Equipment Corp. is confident in and strongly supports CN's proposed acquisition of KCS for all reasons stated above.

Sincerely,

A handwritten signature in black ink that reads "Valerie Blumenfeld". The signature is written in a cursive, flowing style.

Valerie Blumenfeld  
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:**

Bulk Plus Logistics is a proud partner of Canadian National Railway Company who provides 3<sup>rd</sup> Party Transloading Services within several of CNR's Canadian based CargoFlo branded facilities located in Hay River, NT, Ashcroft, BC, Bienfait, SK and Winnipeg, MB. Our strong business relationship spans over 25 years and we take great pride in working collectively and collaboratively with Canadian National Railway to provide 'Best-In-Class' rail and transload services to our valued Shippers and Consignees.

Bulk Plus 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.

Bulk Plus Logistics facilitates in the safe and efficient handling of liquid and dry bulk commodities (inclusive of HazMat materials) from both railcar to truck and truck to railcar. With the continued support of Canadian National Railway and its robust rail infrastructure our unique service offering provides customers with timely, cost-effective solutions to meet their 'last mile' supply chain objectives.

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 Dry Bulk Commodities, from Liquid Commodities to Finished Goods.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- In addition to providing superior service, both Bulk Plus Logistics and Canadian National Railway Company take great pride in providing Shippers and Consignees with innovative transload solutions via customized equipment, real-time inventory managements solutions and a single-operator service that provides a competitive service offering. Moreover, with this proposed acquisition, Bulk Plus Logistics believes that it will prove advantageous for Shippers and Consignees seeking alternative cost-effective rail and transload service solutions from North to South.

Bulk Plus 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 21<sup>st</sup> century railway come to life.

Sincerely,

DocuSigned by:  
  
0EFD2D2FB52D468...

Don Campbell

Vice President, Bulk Plus Logistics

cc: Parties of Record



P.O. Box 37 • Burlington, Iowa 52601 • Telephone: Burlington 319-753-6157

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:

The Burlington Junction Railway (BJRY) conducts rail operations at Le Mars, IA where it connects with the Canadian National (CN). Our success there depends on CN's success. We are constantly evaluating opportunities in conjunction with CN and like all smaller railroads, we are always looking to find ways to expand our shipper's markets. BJRY supports CN's acquisition of Kansas City Southern (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,

A handwritten signature in black ink, appearing to read "JoEllen Hoth".

JoEllen Hoth  
President  
Burlington Junction Railway  
PO Box 37  
Burlington, Iowa 52601

cc: Parties of Record

RENTALS, LEASING, SALES, SERVICE & PARTS

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

9076 River Road  
Delta, B.C. V4G 1B5  
Phone: 604-940-0210  
Fax: 604-940-0610  
Toll Free: 1-800-891-8858  
[www.oceantrailer.com](http://www.oceantrailer.com)

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**

C. Keay Investments Ltd. (dba Ocean Trailer)] has had relationship with Canadian National Railway (CN) and its various subsidiaries, providing highway trailers, container chassis and shipping containers to CN for more than 17 years. In addition to the supply of highway trailers, CN thorough its subsidiaries, also provides brokerage services to C. Keay Investments Ltd. and handles all imports and exports to and from Canada, on our behalf.

C. Keay Investments 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.

C. Keay Investments Ltd. presently relies on an hoc, informal arrangement of independent highway carriers to facilitate the movement of over 2,500 trailers per year from Utah, Virginia, Arkansas, Iowa, and Alabama. This process could be materially improved upon through the use of a more comprehensive integrated network using a combination of rail and highway assets. In addition, the expanded transportation network combined with brokerage services provided by CN, would open up new markets in the southern states we would 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 highway trailers and containers from various US southern states to our locations in British Columbia, Alberta, Saskatchewan and Manitoba.



- CN's significant experience providing seamless intermodal service throughout their network and across bordersC. Keay Investments 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 21<sup>st</sup> century railway come to life.

Sincerely,  
C. KEAY INVESTMENTS LTD.

Sid Keay  
President

A large, stylized handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

cc: Parties of Record



## The C. Reiss Company, LLC

April 22, 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 135 years of operation, The C. Reiss Company, LLC (Reiss) is a recognized name in the bulk commodities and logistics market in the Great Lakes region. Reiss terminals handle over 2 million tons of bulk materials annually, including coal, limestone, petroleum coke, and salt. These commodities are the foundation of American industry, infrastructure, and power.

Reiss has a long-standing partnership that goes back decades with CN and they are a vital multimodal transportation supply chain provider.

Reiss 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 Reiss market extension to current KCS customers and bulk material producers that would now be seamlessly served. This benefit would only result from a CN acquisition.

- CN's significant experience providing seamless service throughout their network and across borders.
- 1.
- CN's commitment to multimodal services, infrastructure investment and asset investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.
  - The CN acquisition of KCS will further enhance our competitive position in securing inland transportation and access to deep water ocean and Great Lakes docks.

Reiss is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above. We look forward to the opportunity for growth with the CN-KCS.

Sincerely,

A handwritten signature in blue ink that reads "Mark Cummings". The signature is fluid and cursive, with the first name "Mark" and last name "Cummings" clearly distinguishable.

Mark Cummings  
President  
The C. Reiss Company, LLC

cc: Parties of Record

# Caldic Canada 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:**

Caldic Canada Inc is a long standing customer of CN/TransX services.

Caldic 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.

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.

Caldic 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 21<sup>st</sup> century railway come to life.

Sincerely,



**Karen Audia**  
**Warehouse and Office Manager**



2828 Bonnybrook Rd. SE  
Calgary, AB  
T2G 2J2

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

April 23, 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:

Calgary Metal Recycling Inc. is a long-standing customer of CN located in Calgary, Alberta and serviced by CN through an industrial spur located at our facilities at 3415 Ogden Rd SE, Calgary. Access to rail is a vital component to the success of our business in the metal recycling industry. We rely on a strong rail network as 65% our business utilizes rail to ship recycled steel products to various locations in North America. Calgary Metal and CN have been generating opportunities to develop and grow business as our markets ebb and flow and the ability to gain access to those markets is a strength. CN's account management, customer service team and local operations have allowed to manage our shipping on a month in and month out basis with a lot of hard work and great success.

Calgary Metal Recycling 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.

Calgary Metal Recycling Inc. utilizes other North American rail networks as well to gain access to all our markets. In addition, trucking and intermodal services are used to distribute our products other than steel. A more combined and coordinated rail network, including intermodal access and opportunities should allow that market access, but more importantly provide control of transportation costs in order to access those markets properly.

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.

We are confident in, and support, CN's proposed acquisition of KCS for all of the reasons as stated above. We look forward to seeing this expanded railway network opportunity come to life.

Respectfully,

Calgary Metal Recycling Inc.  
Mark S. Clarke  
CEO

23 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:

The Canadian Chamber of Commerce in Monterrey (CanCham MTY) is proud to have the Canadian National (CN) Corp. as one of its members.

CanCham MTY 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 and the needs 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 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

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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 the shipments of Canadian and Mexican trade companies from Canada to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Better logistics respond to trading companies across North America.

CanCham MTY 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,

  
Noé G. Elizondo  
President

cc: Parties of Record





**Canad Inns Corporate Office**  
Canad Centre – 3<sup>rd</sup> Floor  
930 Jefferson Avenue  
Winnipeg, Manitoba R2P 1W1

T 204-697-1495  
F 204-694-9427

[www.canadinns.com](http://www.canadinns.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:

Canad Inns has been providing accommodation services, meeting facilities and meal services to CN for many years and in certain areas for decades, for their management, crews and trainees.

Canad Inns 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.







**Canad Inns Corporate Office**

Canad Centre – 3<sup>rd</sup> Floor  
930 Jefferson Avenue  
Winnipeg, Manitoba R2P 1W1

T 204-697-1495  
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Canad Inns 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<sup>st</sup> century railway come to life.

Sincerely,

CANAD INNS

Per: Dan Lussier

Title: Chief Executive Officer





CANADA GOLDEN FORTUNE POTASH CORP.  
300-402 21st Street East  
Saskatoon, SK, Canada, S7K 0C3  
Phone: 306-668-6877  
Fax: 306-668-6891  
Email: [info@goldenpotash.com](mailto:info@goldenpotash.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:**

Canada Golden Fortune Potash Corp is a potash company engaged in the exploration and development of potash mineral properties in Saskatchewan, Canada. We are currently developing a potash solution mine in east of Regina. We have been building a strong relationship with CN since the beginning of the potash project. CN has been always actively communicating with us, and making sure our needs are met for the project development. We really appreciate all the services provided by CN, and we will continue to maintain and enhance the long-term relationship with CN.

Canada Golden Fortune Potash Corp 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 annual production for our potash mine is about one million tons of potash in the first phase, and will ramp up to three million tons after expansion. Our plan is to use CN's rail transportation service to haul potash product from our plant site located in east of Regina to the west coast, including the Port of Prince Rupert, and/or Port of Vancouver. US Corn Belt is also our potential customer.

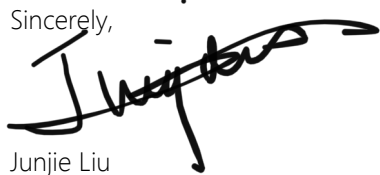
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service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

For example:

- 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 potash from east of Regina to west coast.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

- The combined CN-KCS rail network would also help our potash product access to more potential markets across the North American.
- Canada Golden Fortune Potash Corp 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<sup>st</sup> century railway come to life.

Sincerely,

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

Junjie Liu  
Vice President  
Canada Golden Fortune Potash Corp

cc: Parties of Record



Friday 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:**

Canada Malting Co. Limited has had a long relationship with Canadian National Railway for over 100 years. CN Rail serves our Montreal, PQ, Thunder Bay, ON and Calgary, AB plants in Canada in which we distribute barley from our grain elevators, from Canadian farmers to our plants to manufacture malted barley. Our customers are all over North America, and we depend on CN Rail to ensure our product is transported to all of our customers via carload and intermodal containers.

Canada Malting 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.

A large portion of our market reach is distribution to transload facilities in the United States, specifically in order to grow our business in particular markets, the CN-KCS development would allow us to further develop in these markets with an expanded network and create investment through job creation through our distribution.

We also have a large customer base in Mexico that is growing which would allow a direct to market reach which we do not have today in 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 malted barley from Canada to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Canada Malting 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in dark ink, appearing to read "Dunlop", with a stylized flourish above the first letter.

Patricia Dunlop  
Director, North American Supply Chain Logistics  
Canada Malting Co. Ltd  
3316 Bonnybrook Rd. SE  
Calgary, AB T2G 4M9

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

April 23, 2021

Dear Ms. Brown:

Canada Pork, Canadian Meat Council and the Canadian Pork Council jointly wish to express its support for a combined network of CN-KCS to significantly improve the North American Transportation Network and create a true United States-Mexico-Canada Agreement (USMCA) railway. This railway network combination will provide our member's customers direct access to additional southern United-States and Mexican ports to acquire Canadian meat products.

Canada Pork, the Canadian Meat Council and the Canadian Pork Council 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 provide assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Our association's company members need to improve their market access to the states and Mexico in a timely transition period for its Canadian meat buyers. CN combination with KCS would provide a faster network for Canadian food exports and more economical rail option for our member's customers who currently rely on trucks.

The combined company would create networks 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 various shipments to the states and to Mexico.



Canada Pork, Canadian Meat Council and the Canadian Pork Council remains hopeful that the proposed CN combination to KS network will be highly supported.

Stay safe and best regards,



**Trevor Sears**  
President & CEO  
Canada Pork



**Chris White**  
President & CEO Canadian  
Meat Council



**John Ross**  
Executive Director Canadian  
Pork Council

**Hu Kou**  
**Canada Synergy Services Corporation**  
**4319 MCCLUNG CRES NW**  
**Edmonton AB T6R 0M9**

**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:

Canada Synergy Services Corporation (CSSC) is client of CN for more than 10 years.

CSSC 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 oil field equipment from Alberta to Canada east and USA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

CSSC 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<sup>st</sup> century railway come to life.

Sincerely,



Hu Kou P.Eng  
President  
Canada Synergy Services Corporation

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:

With over 50 years of success as a global leader in leadership and management development, and as the Canadian Affiliate of the American Management Association, Canadian Management Centre (CMC) has been providing customized leadership training and development solutions for CN's First Line Supervisors since 2013. Our development solutions have been delivered to thousands of First Line Supervisors during the last 8 years at CN in English and French. Through the pandemic, CN's future-focused and forward-thinking team have remained committed to leadership development, and we continue to be a proud supplier and partner, dedicated to the success of CN.

Canadian Management 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.

Canadian Management 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 21<sup>st</sup> century railway come to life.

Sincerely,



Jaime Gannon  
Director, Canada East

cc: Parties of Record



183 Chemin Freeman, Unit 7  
Gatineau, QC J8Z 2A7  
888.595.5015

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:

Canal Geomatics Inc., is an industry-leading distributor of high-precision positioning products in North America with specialized focus on rail, automotive, airborne and marine applications. Since 2018 we have been a trusted supplier to CN. Most recently, we provided next generation navigation products meeting new AAR standards for PTC (Positive Train Control) implementation.

Canal Geomatics Inc., supports CN's acquisition of KCS due to 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 a rail network which will be both beneficial to Canal Geomatics Inc., and the overall economy.

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

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 and do not anticipate any negative impacts to our company, the environment or market competition.

Canal Geomatics Inc., is confident and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21<sup>st</sup> century railway come to life.

Very best regards,

Jeff Herrington  
Director of Business Development

cc: Parties of Record



Unit 400 – 740 Rosser Avenue  
Brandon, MB R7A 0K9

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 Steve Bromley, Chief Commercial Officer of Cando Rail & Terminals Ltd. (formally Cando Rail Services Ltd.), headquartered in Brandon, Manitoba. Cando Rail & Terminals is a short line operator on CN network. The strong partnership between CN's network and Cando's operating allows industrial shippers located on these short lines to optimize their supply chains, reduce costs, increase production and concentrate on what they do best – running their business.

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

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 creates significant advantages to our common customers.

The faster transit allows the combination of Cando/CN/KCS to provide an excellent alternative to trucks and just-in-time delivery while creating new market reach for both sourcing of inbound and outbound opportunities while providing economical transportation cost which help further integrate North American supply chains.



CN recent investments in new technology such as automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability, once integrated to the KCS network, will also provide more reliability to our customers shipments delivery by avoiding “en route” delay due to rail or equipment defects. This is a major selling point to our customers when comes the time to negotiate new contract or additional volume.

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.

For the reasons stated above, Cando Rail & Terminals 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. A combined CN-KCS will improve the North American Transportation Network and create an USMCA railway with efficient lanes through the heartland of the US.

Sincerely,



Steve Bromley  
Chief Commercial Officer

cc: Parties of Record





Unit 400 – 740 Rosser Avenue  
Brandon, MB R7A 0K9

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 Steve Bromley, Chief Commercial Officer of Cando Rail & Terminals Ltd. (formally Cando Rail Services Ltd.), headquartered in Brandon, Manitoba. Cando Rail & Terminals is a Rail Service Supplier on CN network. The strong partnership between CN's network, CN's Customers and Cando's operating excellence allows industrial shippers located on CN to optimize their supply chains, improve first mile/last mile service, reduce costs, improve facility fluidity and flexibility, and concentrate on what they do best – producing goods and shipping them to their own customers.

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

Faster service generated by the CN-KCS railway will allow customers and companies to maintain cost and competitive advantage and improve cycle times which will ultimately reduce fleet requirements. This fleet requirement reduction will not only save cost to our customers but also improve fluidity in our customer facilities and increase each facility shipments capacity. Not to mention, savings on the total supply chain cost as direct rail service is more competitive than interline rail service.

CN recent investments in new technology such as automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability, once integrated to the KCS network, will also provide more reliability to our customers shipments delivery by avoiding "en route" delay due to rail or equipment defects. This is a major selling point to our customers when comes the time to negotiate new contract or additional volume.



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 creates significant advantages to our common customers.

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.

For the reasons stated above, Cando Rail & Terminals 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. A combined CN-KCS will improve the North American Transportation Network and create an USMCA railway with efficient lanes through the heartland of the US.

Sincerely,



Steve Bromley  
Chief Commercial Officer

cc: Parties of Record



Unit 400 – 740 Rosser Avenue  
Brandon, MB R7A 0K9

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 Steve Bromley, Chief Commercial Officer of Cando Rail & Terminals Ltd. (formally Cando Rail Services Ltd.), headquartered in Brandon, Manitoba. Cando Rail & Terminals own several rail terminals and provide rail service at industrial sites in the United States and across Canada providing increased rail capacity in key markets and optimized rail supply chain solutions. Several of our terminals and sites connect directly with the CN network both in the US and in Canada. The strong partnership between CN's network and Cando's operating capabilities and network of owned multi-purpose rail terminals allows industrial shippers to optimize their supply chains, reduce costs, increase production and concentrate on what they do best – running their business.

Cando Rail & Terminals supports CN's acquisition of KCS because of the 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 grow 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 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.

Cando's partnership with CN has driven tangible benefits for our customers and 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 Cando, as separate companies they have not been able to offer the kind of seamless service Cando seeks to offer our customers.



While CN's unique three coast network and our partnership with CN has provided significant benefits to Cando and our ability to offer our services, the KCS-CN merger will further enhance this reach and in turn our product offering. While there is some overlap in the networks, the overlap between CN and KCS networks is very limited and additional connection points will facilitate the combined railway to create new innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes.

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.

For the reasons stated above, Cando Rail & Terminals 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. A combined CN-KCS will improve the North American Transportation Network and create an USMCA railway with efficient lanes through the heartland of the US.

Sincerely,



Steve Bromley  
Chief Commercial Officer

cc: Parties of Record

## Canorie Capital Advisors Corp.

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

April 23, 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:

My company is involved to purchase and export of metallurgical coal ( MC). The coal mines in the USA and Canada use magnetite in the processing of MC. Magnetite is processed in Mexico and is currently delivered to coal mines in a combination of transportation that is not cost effective. . The amount of magnetite required by the USA and Canadian coal mines is about 10,000 metric tonnes per year. MC is produced by many countries in the world, so it is a very competitive international market. The cost of the transportation of magnetite to mines is a major factor in the cost of magnetite.

Canorie supports CN's acquisition of KCS because of reduction of the cost of the transportation of magnetite which helps reduce the cost of MC. The reduction helps promotes MC mining jobs in the USA and Canada.

We believe that a combination of CN and KCS would help our company compete as the cost of MC production in the USA and Canada will reduce and thus be more competitive with other countries.

We are hopeful that the CN-KCS will be approved as is very helpful for the reduction of MC processing cost including timely delivery of magnetite to mines in the USA and Canada.

Yours truly



Barry Kaplan  
President

CC CN Rail

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# 407, 1440 Creekside Drive Vancouver BC Canada V6J 5B6 T: 604 782-0662

E: barry@canorie.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,

Canworld Foods Group Ltd., with sales offices located in both Canada & the US, is a current client of CN. We are now using their services to ship fresh & frozen pork products from Canada to the Far East (Japan, Korea and China). We have used their freight services for over a decade, and have been very satisfied with their service and customer relations.

Canworld Foods supports CN's acquisition of KCS because of what we envision as the superior benefits that a CN-KCS railway would bring by offering faster and more direct service for the North-South trade route, which we have identified as a growth area for our firm.

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

We have targeted Mexico as a growth market for our firm, but have to now rely on inefficient & costly trucking which does not make us competitive. A combined CN & KCS service we believe would give us the opportunity to more reliably service the Mexican market from Canadian & US supply sources, and also allow us to be more competitive in terms of freight costs.

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 have to rely on trucks. 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 alone should it go forward with an alternative combination.

Canworld Foods Group 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 this premier 21<sup>st</sup> century railway come to life.

Sincerely,

Michael Costa  
President

Canworld Foods Group Ltd.

cc: Parties of Record



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:**

Capital Paper Recycling Ltd is a long-standing customer of Trans X (and by association CN). We are very happy with our relationship, and will continue to grow the partnership.

Capital Paper Recycling 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 waste paper.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Capital Paper Recycling Ltd.







Capital Paper Recycling 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 21<sup>st</sup> century railway come to life.

Sincerely,

Barbara Morgan  
Logistics/Operations Manager  
Capital Paper Recycling Ltd  
10595 50 Street SE  
Calgary AB  
T2C 3E3





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:

Cariboo Central Railroad Contracting Ltd. (Cariboo Rail) is a full-service track maintenance and construction company serving all industrial and Class 1 rail lines within Western Canada. We are committed to providing the highest customer value for track maintenance, construction and inspections focusing on safety, quality, and customer satisfaction. Cariboo Rail has been providing such services to CN since 2003.

Cariboo Rail 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.

Cariboo Rail 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<sup>st</sup> century railway come to life.

Sincerely,

Blair Irwin, President

cc: Parties of Record



CBRE Limited  
10180 101 Street  
Suite 1995  
Edmonton, AB T5J 3S4

780 424 5475 Tel  
780 426 1995 Fax

[www.cbre.com](http://www.cbre.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:

CBRE 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.

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 Canada's leading commercial real estate services, CBRE Limited represents various clients throughout the greater Edmonton area with interest in the accessibility of rail. We have assisted numerous clients in their search for industrial properties with rail shipping, which has become a valuable asset or requirement for many clients we work with.

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 CBRE Limited 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<sup>st</sup> century railway come to life.

Sincerely,



GREGG MAIMANN  
Senior Vice President  
CBRE Limited  
+1 780 917 4632

cc: Parties of Record



**C.B.S. MAINTENANCE LTÉE/LTD.**

372, rue McArthur  
St-Laurent, Québec H4T 1X8  
Tél.: (514) 337-6214 • Fax: (514) 337-6410

Thursday April 22<sup>nd</sup>, 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:

CBS Maintenance Ltd., is the provider of on-site janitorial commercial cleaning services for all building types to CN across North America since 1996.

CBS Maintenance 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.

CBS Maintenance 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Salonikidis". The signature is fluid and cursive, with a long horizontal stroke at the end.

Peter Salonikidis  
President  
CBS Maintenance Ltee./Ltd.  
372 McArthur  
Saint-Laurent, Quebec H4T 1X8  
Tel: 514-337-6214  
Fax: 514-337-6410



PHOS Services inc. o/a CDAO Services

[www.cdaoservices.ca](http://www.cdaoservices.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:

CDAO Services is providing Data & Analytics Strategic Advisory services, enabling the CN to generate more value with data.

CDAO 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.

CDAO 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 21<sup>st</sup> century railway come to life.

Sincerely,

Guillaume Bédard, President

cc: Parties of Record



CDS TRANSLOAD  
CDS COLD STORAGE  
CDS CUSTOMS SERVICES LTD  
CANADIAN DRY STORAGE LTD  
CANADIAN DISTRIBUTION SERVICES 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:**

CDS Transportation Services LTD has been a long standing customer of both CN and Transx utilizing Intermodal service both in Canada and in and out of the U.S. CDS Transportation Services LTD ships various products and materials, finished food products and manufactured goods.

CDS Transportation 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, 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 CDS Transportation Services moves various types of products from raw materials, finished food products and manufactured goods, we feel this acquisition will allow us to use CN/KCS more frequently. This will allow CDS Transportation Services LTD to use a trusted partner and carrier for all our 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.





CDS TRANSLOAD  
CDS COLD STORAGE  
CDS CUSTOMS SERVICES LTD  
CANADIAN DRY STORAGE LTD  
CANADIAN DISTRIBUTION SERVICES LTD

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 & Beverage Products from USA & South America to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

CDS Transportation 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Ando", written over the printed name and title.

Jason Ando  
Transportation Manager  
CDS Transportation Services LTD

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:

Centennial Gas Liquids, ULC supports CN's proposed acquisition of KCS because of the 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. 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.

Centennial is a wholesale marketer of liquified petroleum gases and leases in excess of 3,000 railcars to transport propane, butane, and natural gasoline throughout the North American marketplace. Rail is by far our most significant form of 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.

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 western Canada to Mexico
- 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
- 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.
- Create new market reach (expand market options) for both sourcing of inbound and outbound opportunities.

Centennial Gas Liquids LLC  
335 8th Ave SW • Suite 850 • Calgary, Alberta T2P 1C9

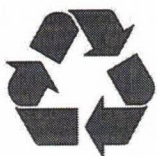
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.
- CN invests in technology and is prepared to extend our recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

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

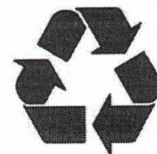
Sincerely,

A handwritten signature in black ink, appearing to read 'Chris J Stevens', with a long horizontal flourish extending to the right.

Chris J Stevens  
Vice President – Marketing  
Centennial Gas Liquids, ULC



# CENTRAL SALVAGE LTD.



Central Salvage Ltd. acquired the long-term relationship with CN in 1983. CN has helped us to ship our Gondola containers from Kamloops to Manitoba also from Canada to U.S.

Central Salvage Ltd. supports CN's acquisition of KCS because of the benefits by offering direct service for cleaner, faster and safer Canada to U.S. trade.

We believe that the integration of CN and KCS would help us to be successful in our markets. CN's track record for superior service, intermodal and safety gives us confidence that when combined CN/KCS they would be positioned to serve our requirements. In addition, CN's successful track record of acquisitions over the last 25+ years provides us assurance that CN will be effective to partner and integrate with KCS.

We believe our company will benefit from the services of a combined CN/KCS, currently we coordinate with a lot of freight companies to expand our business over the U.S. and this acquisition will help with our continued success.

The combined company would create an enhanced network with end-to-end single-owner, single-operator service which will result in an efficient, safe and economical rail option, currently we rely on transport trucks for the shorter distances on our 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 option.

For example:

- The combined company's end-to-end single-owner, single-operator service throughout their network and across borders would enhance our ability to be competitive in the markets by providing seamless intermodal service for our Gondola containers from within Canada to the U.S.
- This combined network will give us the opportunity to find enhanced import services from U.S. to Canada.

Central Salvage 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 railway come to life.

Sincerely,

Kent O'Regan, President

A handwritten signature in black ink, appearing to read 'Kent O'Regan', written over a horizontal line.

---

717 Carrier Street, Kamloops, BC, V2H 1G1

250-374-8522

cs ltd1@outlook.com





521, chemin Merrill, C.P. 216  
Chibougamau (Québec)  
G8P 2K7  
chibou.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:**

Les Chantiers Chibougamau is a leading major forest products producer in Canada and that ships approximately 1,500 carloads per year with CN

Les Chantiers Chibougamau 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.
  - CN's significant experience providing seamless intermodal service throughout their network and across borders.
  - The CN team has a track record of successful and flawless mergers over the last 20 years
- 1.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains

- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition– there is no ambiguity in where we stand on this issue, which is 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

Les Chantiers Chibougamau 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<sup>st</sup> century railway come to life.

Sincerely,



Robert Fillion  
Director of Sales  
Les Chantiers Chibougamau

cc: Parties of Record

**Charles City Rail Terminal, LLC**

300 Lawler Street

Charles City, IA 50616

*Yesterday is history, tomorrow a mystery, but today is a gift ... that's why they call it the present*

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 Joe Natale and my business address is 300 Lawler Street, Charles City, IA 50616. I am the Founder and General Manager of Charles City Rail Terminal, LLC ("CCRT"). In my role, I am responsible for the commercial development and operations of the company. CCRT is developing a rail transloading facility to load and offload railcars and will provide transloading services for companies shipping on the CN.

CCRT supports approval of the CN's acquisition of KCS. The transaction would offer a faster, safer, cleaner, and more direct service for North-South trade. As well as provide significant benefits that we are eager to see realized as soon as possible.

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.

CCRT's transloading facility will service processing and production facilities in Iowa and surrounding states needing to transport multiple commodities (ethanol, corn/DCO, soybean/SBO, fertilizers, animal feedstock, etc.) to other regions of the country on the CN/KCS, into the Gulf region. CCRT will also serve Iowa and surrounding states with a reliable source of propane by providing destination delivered supply or railcar throughput arrangements as well as provide an origination point for suppliers seeking to optimize its supply logistics utilizing the CN/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 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, Canada and Mexico.



- 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 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.

Our entire team at the Charles City Rail Terminal feel confident in and strongly supports CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joe Natale', with a stylized, flowing script.

Joe Natale  
Founder and General Manager



*The City of Chilton  
42 School Street  
Chilton, WI 53014  
www.chilton.govoffice.com  
info@chilton.govoffice.com  
(920) 849 – 2451 (phone) (920) 849 – 2025 (fax)*

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 21<sup>st</sup> century, connecting ports in the United States, Mexico, and Canada to facilitate trade and economic prosperity across the United States and particularly in Chilton, Wisconsin. I believe that this combination would serve Chilton, Wisconsin well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Chilton, Wisconsin and the Midwest.

For many years, CN has been an integral part of the transportation system in Chilton, Wisconsin. Their freight railroad safely and reliably connects Chilton, Wisconsin 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 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 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 "David A. DeTroye". The signature is fluid and cursive, with the first name "David" being the most prominent.

David A. DeTroye – City Administrator/Clerk/Treasurer



**Transportes Chuvialco S.A. de C.V.**

**Servicio Público Federal de Carga  
R.F.C. TCU-980113-MM1**



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:

Transportes CHUVIALCO, S.A. de C.V. has been working with KCS for over 10 years already and also, recently with CN and what both have in common is that they concern about the service and committed to provide it.

Transportes CHUVIALCO, S.A. de 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.

**Fomento Agrario N°. 5010 Col. Plutarco Elías Calles C.P. 64108 Monterrey Nuevo León  
Tel: (01-81) 13-52-22-84 Fax: (01-81) 83-81-53-36 E-Mail: [chuvialco@prodigy.net.mx](mailto:chuvialco@prodigy.net.mx)**



**Transportes Chuvialco S.A. de C.V.**

**Servicio Público Federal de Carga  
R.F.C. TCU-980113-MM1**



For example:

- Becoming a single company, it would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments since they will be transported in a bigger railroad grid.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Transportes CHUVIALCO, 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 21<sup>st</sup> century railway come to life.

Sincerely,

**Lic. Omar Alejandro Gonzalez Moreno**  
**omar\_gonzalez@chuvialco.com.mx**  
**Legal Representative**  
**Transportes Chuvialco S.A. de C.V.**  
**ATENTAMENTE**

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:

My name is Bruce Rodgers and I am the Executive Director of the Canadian International Freight Forwarders Association (CIFFA). Our association represents the interests of the freight forwarding industry in Canada.

We are writing this letter in support of 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 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 member'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.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service 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. Seamless operation equals speed for the customer – for service, customer service, billing, customs, notifications, one logistic platform

Additionally, KCS and CN have very little overlap (approximately 1 percent of their 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.

This transaction would also yield demonstrable benefits for the environment across the states and regions through which KCS tracks traverse by diverting significant volumes of truck traffic onto rails, which deliver better fuel efficiency at lower cost.

CIFFA 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<sup>st</sup> century railway come to life.

Sincerely,



Bruce Rodgers  
Executive Director



Julia Kuzeljevich  
Public Affairs Manager

cc: Parties of Record



Jeff Lytle  
President, CIT Rail

April 21, 2021

Surface Transportation Board  
395 E St. SW  
Washington, DC 20423

To whom it may concern:

CIT Rail is a major railcar and locomotive leasing company that serves the North American rail industry. Both Canadian National (CN) and Kansas City Southern (KCS) are two of our highly valued customers.

With over \$7 billion in rail assets under management, CIT Rail is a consistent investor in new equipment in support of the rail industry. In my role as President at CIT Rail, I'm responsible for the operating and financial performance of the business. We view the proposed transaction positively and believe it will support growth and investment in the North American rail network. CIT Rail supports approval of the proposed combination of CN and KCS.

The new transportation services that the new combined entity will bring to its customers will stimulate growth in rail transportation, provide new competitive options to customers, and shift freight from truck to rail. The value proposition from the combination will support economic and employment growth in the United States and across North America under the USMCA trade agreement.

The expected modal growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like CIT Rail. We see the transaction as beneficial to the industry and do not anticipate any negative impacts to the environment, competitiveness, or safety.

We hope to see the transaction close and the benefits come to light as soon as possible. Please let me know if you have any additional questions or concerns.

A handwritten signature in black ink, reading "Jeffrey T. Lytle", is positioned above the printed name.

Jeffrey T. Lytle  
President, CIT Rail



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 21<sup>st</sup> century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in DENISON, IOWA. I believe that this combination would serve Denison, Iowa well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Denison and the West Central Iowa region.

For many years, CN has been an integral part of the transportation system in Denison, Iowa. Their freight railroad safely and reliably connects Denison, Iowa 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. In Denison we are working hard on the possibility of building a Wellness Center which we feel will draw more businesses / people to the community. We are in the process of a 5.2 million dollar cross-wind runway expansion at our airport for safer operations of business planes and jets during high cross wind events. Also, the Highway 30 Coalition has been working for years with the Iowa Department of Transportation to achieve a four lane Highway 30 across Iowa, which could be economically significant for our area! 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,



Terence E. Crawford, PE/PLS  
City Manager/City Engineer  
City of Denison, Iowa.



# CLN INDUSTRIES INTERNATIONAL INC.

Levis, Quebec, April 25<sup>th</sup>, 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:**

CLN INDUSTRIES INTERNATIONAL INC is an important partner for CN, operating a 40-acres transloading facility and car storage yard serving several industries in Eastern Canada.

CLN INDUSTRIES INTERNATIONAL 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 plastic pellets coming from Texas and being transloaded into our yard.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Bigger competitive market for long-term railcar storage, providing a wider choice of yards to park railcars into for North American railcar fleet managers.

CLN INDUSTRIES INTERNATIONAL 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 21<sup>st</sup> century railway come to life.

Sincerely,

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

Pascal Robitaille, CPA  
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:

CloudOps Inc. has been a service provider to CN for over 9 years and has been delivering cloud and DevOps services as well as advisory and best practices consulting.

CloudOps 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.

CloudOps 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 21<sup>st</sup> century railway come to life.

Sincerely,

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

Marc Paré  
Chief Commercial Officer




cc: Parties of Record



# Signature Certificate

Document Ref.: TDELO-E4EHY-ZUUXZ-Q9OHE

Document signed by:

	<p><b>Marc Pare</b> Verified E-mail: mpare@cloudops.com</p>	 
<p>IP: 104.163.187.32      Date: 23 Apr 2021 19:51:02 UTC</p>		

Document completed by all parties on:  
23 Apr 2021 19:51:02 UTC

Page 1 of 1



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Surface Transportation Board

To Whom It May Concern;

As Vice-President of CMA CGM (America) LLC, I write this letter on behalf of our company to lend support for the proposed merger of the Canadian National ("CN") and Kansas City Southern ("KCS") railways. As one of the largest ocean carriers in North America and indeed the World, CMA CGM is a significant user of both of these railroads, shipping more than 200,000 shipping containers annually on their networks.

CMA CGM supports approval of the CN/KCS combination. The transaction would provide benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CNKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently.

We are supportive of the transaction because it will allow a combined CNKC to provide new, more efficient and reliable rail service options. We believe the combination of CN and KCS will add healthy competition to the Class 1 railroads, which will be applauded by all rail customers including CMA CGM and our competitors. There is little to no overlap between the services of CN and KCS and the complementary nature of CN's and KCS's networks means that the transaction will not have any adverse effects on competition. The lack of overlap will make these carriers a better alternative relative to the other options that already exist and we understand that CNKC will continue to interchange with all of their other existing interline partners to provide the services we need.

Finally, the merger of CN and KCS has the potential to provide new solutions for our beneficial cargo owning customers by creating entry and IPI points not previously available. We are particularly enthusiastic about the role new CNKS single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada that under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

For these reasons, CMA CGM (America) is voicing support for the combination of CN and KCS, because it could enhance competition, provide expanded options and drive efficiencies for customers of all sizes. CMA CGM urges the STB to approve CN's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the potential end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Bob Basila".

Bob Basila  
Vice-President





April 22, 2021



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

*Coalspur Mines (Operations) Ltd.*  
Box 6146  
Hinton, AB T7V 1X5

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:

Coalspur and its parent company have a long and productive working partnership with CN both in the United States and Canada. As such, Coalspur 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. Direct rail service is more competitive than interline rail service. 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.

Coalspur 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<sup>st</sup> century railway come to life.

Sincerely,

A bold, black, handwritten signature that appears to read "DSS" followed by a stylized flourish.

Donald S. Swartz II – SVP Sales and Marketing

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:**

Coca-Cola Canada Bottling Ltd (CCCBL) is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective locations. Overall, our service with CN continues to exceed our expectation.

CCCBL 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. CCCBL is actively pursuing avenues to improve our carbon footprint and create a more sustainable environment. We believe this merger helps organizations like ours achieve those goals.

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.

CCCBL 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 21<sup>st</sup> century railway come to life.



Sincerely,

Dave Keenan  
Director Transportation  
Coca Cola Canada Bottling Ltd

cc: Parties of Record



# Coco Group

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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

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

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Coco Group is both a supplier to and consumer of CN. CN provides premier services from various regions in North America to our facilities. In addition, our firm renders maintenance and new construction services to their various sites in Canada. CN is always at the forefront to ensure their facilities are well maintained, inclusive and cognizant of efficiency and quality, with safety at the forefront.

Coco Group 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.

Coco Group 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<sup>st</sup> century railway come to life.

Yours sincerely,

Jenny Coco  
Chief Executive Officer



April 23<sup>rd</sup>, 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,

A Quebec-based leader in business and information technology (IT) consulting services, Cofomo first established its business relationship with CN in 2007. Ever since, Cofomo has been providing CN, one of its major clients, with specialized expertise for large-scale transformation projects.

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, as well as that of investment in the rail network, which will be beneficial to both us and the overall economy.

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

Cofomo 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 on our company, the environment or market competition.

For all the reasons stated above, Cofomo is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21<sup>st</sup> century railway come to life.

Sincerely,

*Régis Desjardins*

Régis Desjardins

President

cc: Parties of record

1000, rue De La Gauchetière Ouest, bureau 1500  
Montréal QC H3B 4W5  
T 514 866-0039 [www.cofomo.com](http://www.cofomo.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**

ColdFront is a long-standing vendor of CN. Though ColdFront 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 ColdFront 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. CN is also a tremendous partner in the communities that it serves.

ColdFront 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 CN 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 help further integrate North American supply chains and allow ColdFront 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 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.





ColdFront 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Darin Shimell", with a stylized flourish at the end.

**Darin Shimell | General Manager**

Office: (778) 284-3991

Cell: (778) 388-7144

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:**

Communications Transcript is CN's trusted provider of language services for more than 25 years.

Communications Transcript 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.

Communications Transcript 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink that reads "Charles Lesperance, CEO".

Charles Lesperance, 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:**

Computer Connection of CNY, Inc is a supplier of IT hardware and related services.

Computer Connection of CNY, 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.

[Computer Connection of CNY, 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink that reads 'Tricia C. Shauger'.

Tricia Shauger COO CCNY Tech



Conagra Brands Canada Inc.  
5055 Satellite Drive, Unit 1&2  
Mississauga, Ontario  
L4W 5K7

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 provide my written support for the combination of Canadian National Railway (CN) and Kansas City Southern (KCS). I believe this combination of railroads will benefit Conagra Brands by creating more efficient supply chains across the North American continent. Conagra Brands Canada and CN work together today to move our iconic brands across North America. CN plays a critical role in the Conagra supply chain, enabling Conagra to keep store shelves stocked and Canadians fed. The relationship is strategic and both companies collaborate to create better and more environmentally sustainable supply chains.

From our perspective, the transaction promises to provide improved service options and competition for shippers across North America while creating new opportunities for Conagra Brands Canada to source materials across the USA and Mexico. The combined network would help us move our products more efficiently with a smaller environmental footprint. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that they will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

Thank You,

**Mark Sauve**

Manager Canadian Transportation and Warehousing

C 289-788-2482

[MARK.SAUVE@CONAGRA.COM](mailto:MARK.SAUVE@CONAGRA.COM)

[CONAGRABRANDS.COM](http://CONAGRABRANDS.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:

Canadian Rail Equipment Works and Services Inc. ("CREWS") offers a range of freight rail service options in Canada to meet our customer's needs. We work persistently to ensure the safe and effective transportation, or storage of our customers' goods. CREWS operates a terminal in Johnstown, Ontario, served by CN Railway and provides rail switching services to several customers located along CN lines in Canada. CREWS' customers receive products from multiple locations in North America served by CN and other Class 1 Railways. We are extremely pleased with our service and relationship with CN and look forward to developing additional synergies over time and specifically related to the CN/KCS proposed combination.

CREWS 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.

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 Petroleum products ranging from various fuel oils to plastics and Ethanol.

- Seamless operation equals speed for the customer – for service, customer service, billing, customs, notifications, one logistic platform
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade.

CREWS 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 "Clayton Jones", with a large, stylized flourish extending from the end of the signature.

Clayton Jones  
President  
Canadian Rail Equipment Works and Services Inc.

cc: Parties of Record





Suite 500, 800 - 5th Avenue SW, Calgary, Alberta T2P 3T6, 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:

CST Canada Coal Limited (CST Coal) is a Canadian metallurgical coal mining company located in Grande Cache, Alberta. We have been working with CN for over 50 years. CN receives and hauls our coals from Winniandy station in Alberta to Coal Terminals at West Coast Canada.

CST Coal 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.

Metallurgical coal remains critical raw material for crude steel products around the world. CST Coal relies on CN's rail transportation service for coal shipments from the mine to West Coast. As part of CST Coal's overall supply chain and logistics management strategy, CN's rail service ensures CST Coal's coal is safely and effectively delivered to the North America and overseas steel mills for coke & steel productions.

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.



Suite 500, 800 - 5th Avenue SW, Calgary, Alberta T2P 3T6, Canada

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 metallurgical coals from Grande Cache, Alberta to the coke plants and steel mills in the United States.

CST Coal 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to be 'Michael Wong', written over a faint, light blue circular watermark or background.

Michael Wong  
Director, Marketing & Logistics

cc: Parties of Record

# C-TAI Energy Corp.

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-TAI Energy Corp. (CTAI), through Ms. Carrie A. Chase has had a long-standing relationship with CN and KCS. Over the previous 10+ years Ms. Chase has assisted numerous companies including Canadian producers, downstream USGC refiners, Canadian/US Midstream companies to ship heavy crude and spent refinery catalyst from Canada to numerous downstream offload locations in many US states. CN and Ms. Chase have collaborated to provide cost effective, efficient, and integrated logistics solutions to enhance access to tidewater exports for Canadian producers utilizing intermodal bladders for crude and other various industry sectors, such as Sulphur.

Our clients are highly focused on sustainability, carbon neutrality and net zero goals and are looking to work with companies such as CN that are exceedingly focused on Environmental, Social and Governance (ESG). CN has proven itself a leader and first mover in incorporating and supporting ESG solutions throughout its business. This transaction will support the growth of trade between USA, Canada, and Mexico in an efficient and environmentally intelligent way. We are also incredibly supportive of the positive impact that the CN ESG standards will bring to the transaction for sustainability purposes and to reduce the overall carbon footprint.

CTAI supports CN's acquisition of KCS not only due to the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade but furthermore due to CN's commitment to environmental stewardship.

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

Sincerely,



C-TAI Energy Corp.  
CEO- Ms. Carrie A. Chase

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:**

Dairy Fountain and Fountain Food and Beverage is a manufacture of dairy products and ships across Canada and into the US. We have a strong relationship with TransX/ CN and use their services to move our products. They have outstanding service and have helped us expand our market shares where we operate.

Dairy Fountain and Fountain Food and Beverage 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.

Dairy Fountain 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<sup>st</sup> century railway come to life.

Sincerely,

**Murat Uslu**

A handwritten signature in black ink, appearing to read 'Murat Uslu', is positioned above a horizontal line.

President

**Fountain Food and Beverages Ltd.  
Dairy Fountain Inc.**

1080 Fewster Dr Unit 14

Mississauga, ON L4W 2T2 CANADA

T : 1 905 238 0000

T/F : 1 888 553 2479

[info@dairyfountain.com](mailto:info@dairyfountain.com)

[www.dairyfountain.com](http://www.dairyfountain.com)

cc: Parties of Record



**Dakkota Integrated Systems, LLC**  
**123 Brighton Lake Rd.**  
**Brighton, MI 48116**

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:**

Dakkota Integrated Systems LLC is a current customer of CN, shipping intermodal containers of automotive parts and packaging between San Luis Potosi, Mexico and Detroit, Michigan. Over the last 4 years, the intermodal service has allowed Dakkota to benefit from being able to ship greater weight at a reduced cost than what would be possible shipping over the road. Leveraging the rail service has also allowed Dakkota to reduce its carbon footprint.

Dakkota 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.

Dakkota still mainly uses trucking as a transportation mode but has recently increased intermodal rail shipments to and from new suppliers in 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 automotive parts from San Luis Potosi to Detroit.
- 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 and increase visibility of our shipments.
- CN would provide superior service at the borders, reducing friction for customers across geographies and transportation modes that it would leverage and apply to KCS's business.



- More accurate arrivals and departures with fewer interchange points would allow for better planning for us, the customer.

Dakota Integrated Systems 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "JG", with a horizontal line extending to the right.

Jim Gervers  
Logistics and Transportation Manager

cc: Parties of Record

**DALPOS ENTERPRISE SOLUTIONS GROUP**  
**THE CLINTON EXCHANGE**  
**101 NORTH CLINTON ST. - SUITE 300**  
**SYRACUSE, NEW YORK 13202**  
**TELEPHONE: (315) 474-3000**

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

**Subject:** USSTB Docket No. 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 in support of the proposed merger of the Canadian National [hereinafter "CN"] and Kansas City Southern [hereinafter "KCS"] Railways, resulting from the tender offer extended by CN to the Executive Management and Board of Directors of KCS on Tuesday, April 20, 2021, and to express our opinion that owing to the alignment with the United States-Mexico-Canada trade pact, that our rail-centric eCommerce/eFulfillment Global Supply Chain Logistics [hereinafter "GSCL"] enterprise model, associated with the development of rail-supported MegaSite and Select Site hosted at Eco-Industrial Parks located on and along the reach of existing and proposed rail-marine-barge-air GLSC capability.

**General Background and Basis for Extending Letter of Support**

Dalpos Enterprise Solutions Group, and Fiscal Development, LLC, 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 targeted eCommerce/eFulfillment GSCL enterprise projects. 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 that of our business invitees and joint venture business enterprise entities, especially our AgriTech and Agri-Business relationship companies. 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 combine company would create a logistics 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 alternate 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, benefitting our shipments of eCommerce/eFulfillment for our Arendi 2.0 on-line retail and commerce transaction activity, from Upstate New York, to Kansas City (CenterPoint Intermodal Center Logistics Hub in Kansas City, Missouri, and Trans-Mex AgriTech and Agribusiness activity in South Texas in the Central Rio Grande River Valley Region (Brownsville and Harlingen, Texas), and the high-value fruit and wine grape industry in Mexico, with an end destination of Mexico City, Mexico.

The railroad multimodal solution provided by the CN and KCS merger, presents an opportunity to accelerate plans to market and sell biological control and biopesticides into Sustainable Agriculture Market in Mexico that otherwise would likely be years in the making, coming out of the Year-of-COVID coronavirus pandemic.

We view the merger of the CN and KCS railways, following the CN purchase of the Montreal Secondary Line and Fulton Subdivision, from CSX Transportation, as truly "once-in-a-lifetime" business circumstance that now presents in the instant premises, if the merger is approved by the United States Surface Transportation Board [hereinafter "STB"].

## **General Background and Statement of Implications Associated with the CN and KCS Merger in Upstate New York**

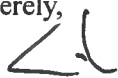
We have evolved a proprietary Asset-Light Smart Logistiport Multimodal Enterprise Model, that we have programmed into a portfolio-build execution in New York State, that has been programmed to advantage the Montreal Secondary Line and Fulton Subdivision presently owned by CSX Transportation, to provide a year-round deepwater port connection to the Hutchison Port ecosystem (owner operators of 52 Ports located globally in 27 countries), via the Port-of-Montreal, and the new Marine Freight Container Terminal that CN is co-developing with HP at the Port of Quebec, that will be opened in 2024. On April 6, 2020, the STB conditionally approved the asset purchase-sale-and transfer; on February 24, 2021, the STB affirmed its prior conditional approval. The contract control date for the Purchase-Sale-Agreement between CN and CSX Transportation.

The merger of the CN and KCS railroad networks, that makes the CNR MegaSite Asset-Light Smart LogistiPort Multimodal Enterprise project configured along the reach of the Montreal Secondary Line situate in the Village of Central Square/Town of Hastings, strategically located as to eCommerce/eFulfillment Global Supply Chain Logistics, whether that is directed at the Port of Quebec Marine Freight Container Terminal, and the Hutchison Ports ecosystem (52 Ports owned/operated in 27 countries), or inland via the "enlarged and enhanced" CNR rail system, to the Breadbasket of the midwest, Kansas City, the southwest, Texas, and in turn, to Mexico City. The "Go-to-Market" Vision Plan that I outlined to the DESG connections in early July of 2020, can now be enlarged and enhanced for all that it can possibly provide for the CN MegaSite and companion portfolio of Asset-Light Smart LogistiPort Intelligent Local Hub Warehouse enterprise projects programmed for Arendi 2.0 "Last-Mile" Logistics 3PL Solutions and General Transportation/Container Intermodal Logistics solution provider network.

Refined Energy Holdings, LLC, Renewable Energy Group, LLC, and the Glen Muir Technologies, Inc. and Eco-Organics, Inc./SafeScience Nutratch biological control and biostimulants products and technology platform targeted to be sold into high-value fruit and vegetable broad-agriculture market in Mexico (Jalisco, Guanajuato, Michoacan, Sinaloa, San Luis Potosi regions) via strategic business relationships with Agrinos, Inc./Fertilizantes Tepeyac, Corteva Agriscience, Sygenta, and Tessenderlo-Kerley, Inc., incited by the new USMCA and the U.S. International Development Finance Corporation (DFC). DFC is the agency where certain functions from the Overseas Private Investment Corporation (OPIC) and U.S. Agency for International Development's (USAID) Development Credit Authority were consolidated under one roof. Calling itself "America's development bank," the DFC invests across multiple sectors — including energy — in emerging economies. When viewed in the context of the proposed CN and KCS business combination, it provides access to international business and business markets and sectors, that simply would not present absent the CN business expansion activity that opens-the-door to prudent, practical and economic growth and expansion activity facilitated by CN operating as a new corporate "neighbor" in our business community.

For the foregoing reasons, DESG and Fiscal Development, are confident in, and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21<sup>st</sup> century railway come to life, and participate in the national and international business trade and transaction activities the business combination provides.

Sincerely,



Gary O. Knapp  
Managing Director  
FISCAL DEVELOPMENT, LLC  
Certified Community Development Entity  
Telephone: (315) 373-3500 Office  
Telephone: (315) 373-4078 Cell



Gary O. Knapp  
Managing Director  
DALPOS ENTERPRISE SOLUTIONS GROUP  
MegaSite Evaluation, Planning & Certification Practice  
Telephone: (315) 474-3000 (office)  
Telephone: (315) 373-4078 (cell)

cc: Parties of Record



202-5399 Eglinton Avenue West, Toronto, Ontario M9C 5K6

**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:**

Day 2 Mobility Ltd. is a Managed Mobility & Professional Services provider to CN since 2018 supporting CN's mobility communication devices and services.

Day 2 Mobility 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.

Day 2 Mobility 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Larry Glugosh".

Larry Glugosh  
President

cc: Parties of Record



6 CAPITAL CIRCLE CORMAN PARK  
SASKATOON, SK S7R 0H4  
PH: 306-242-2228, FX: 306-242-3334  
Email: [sales@dbgranite.com](mailto:sales@dbgranite.com) , [www.dbgranite.com](http://www.dbgranite.com)

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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:

DB GRANITE INC. deals with the CN Rail for our transportation & customs clearance needs and is very dependent and extremely satisfied with the timely service. DB GRANITE 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.

We are an Importer of Granite, Marble and various stone products and can certainly explore the markets especially in Mexico if the CN acquisition of the KCS rail goes through.

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 client commodities from Mexico to Canada.

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

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.

The combination with Brooklyn would add another line to the [Manhattan network] between Detroit and Kansas City, a speedway creating a faster, safer and more economical rail option for shippers who currently rely on trucks.

Manhattan and Brooklyn would form an organization that is stronger than the standalone Brooklyn and one that has an uncompromising commitment to safety.

Manhattan 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 boxcars to provide in-the-moment notification of issues needing attention.

Manhattan's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.

DB GRANITE 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,



Manjit Dhaliwal  
Director





DeerGarden Resources Ltd., Suite 510, 634-6<sup>th</sup> Ave SW Calgary T2P 0S4  
Tel: 1 403 264 1400 Fax: 1 403 264 1477 Website: [www.dg-resources.com](http://www.dg-resources.com)

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

**Re: DeerGarden Supporting CN's Acquisition of KCS**

Dear Ms. Brown:

DeerGarden Resources Ltd. has been cooperating with CN Rail and CNWW since early 2017 for rail/ocean transportation of non-hazardous cargos mostly in Canada and occasionally in the States. We ship crude bitumen and other bulk liquids through sea containers and potentially railcars south to GOM where KCS rail dominated.

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

We believe that a combination of CN and KCS would help us to market southward to the States. As known in the past five-year's cooperation with CN Rail & CNWW, the 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 initializing the grain & hay transportation as well through the central west USA too.

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



DeerGarden Resources Ltd., Suite 510, 634-6<sup>th</sup> Ave SW Calgary T2P 0S4  
Tel: 1 403 264 1400 Fax: 1 403 264 1477 Website: [www.dg-resources.com](http://www.dg-resources.com)

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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 crude bitumen from Edmonton Canada to Port Arthur area & New Orleans, the Gulf of Mexico Coast.
- 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.
- More accurate arrivals and departures with fewer interchange points allows for better planning

DeerGarden Resources 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 21<sup>st</sup> century railway come to life.

Sincerely,



Frank F. Yu  
Chief Executive Officer  
DeerGarden Resources Ltd.  
Suite 510, 634-6<sup>th</sup> Ave SW Calgary  
AB, Canada T2P 0S4



155 Gordon Baker Road, Suite 501,  
Toronto, ON, M2H 3N5

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:

Dell Technologies we are an IT provider of hardware, software and services solutions to CN Rail and and we are very instrumental for companies such as CN Rail as we help change the digital landscape as we drive progress through our technology.

Dell 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 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.

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

Sincerely,

**Jeff Denberg**

Vice President, Enterprise Sales, Canada

**Dell Technologies**





## *Detroit Bulk Storage, Inc.*

Post Office Box 600  
Marine City, Michigan 48039

Phone: 313.841.7470  
Fax: 313.841.7471

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:

Since 1979, Detroit Bulk has been a supply chain provider to the US infrastructure. Our multi modal services move millions of tons of limestone and other dry bulk materials such as salt and sand. These commodities are the foundation of American industry, infrastructure, and power. Detroit Bulk has a long-standing partnership that goes back many years with CN and they are a vital multimodal transportation supply chain provider.

Detroit Bulk 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.



## *Detroit Bulk Storage, Inc.*

Post Office Box 600  
Marine City, Michigan 48039

Phone: 313.841.7470  
Fax: 313.841.7471

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 Detroit Bulk market extension to current KCS customers that would now be seamlessly served. This benefit would only result from a CN acquisition.
- CN's significant experience providing seamless service throughout their network and across borders.
- CN's commitment to multimodal services, infrastructure investment and asset investment is unique to any other railroad in North America. This diversity makes CN's acquisition of the KCS the logical choice.
- The CN acquisition of KCS will further enhance our competitive position in securing inland transportation and access to deep water ocean and Great Lakes docks.

Detroit Bulk 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Noel Frye", is written over a horizontal line.

Noel Frye  
Vice President

# DFK Enterprise, Inc.

Derek Kruk

President

944 Rockbridge Road

Naperville, Illinois 60540

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:**

My name is Derek Kruk, and I am President of DFK Enterprise (DFK). In my role, I am responsible for all company rail operations.

DFK Enterprise is a bulk oil trading and transportation company with ongoing rail operations in North America. DFK has used CN frequently over the last ten years to ship petroleum products from multiple Canadian locations into the US Midwest and Louisiana. The combined CN/KCS railroad offers an efficiency improvement for North-South rail transportation.

DFK Enterprise supports approval of the CN/KCS combination. The transaction would provide benefits that we would hope to realize soon.

From our perspective, the transaction should provide extension of transportation options from Canada into the United States. The transaction should improve competition with current Canadian and American rail options. The combined CN/KCS network would help DFK Enterprise develop new markets, particularly into Texas.

We look forward to the transaction because it will allow a combined CN/KCS to provide DFK Enterprise more extensive single line rail service options. This will strengthen competition against the other, large rail carriers that serve our markets. For example, CN/KCS's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of oil from East Edmonton, Alberta to Houston, Texas.

For these reasons, DFK supports the combination of CN and KCS, because it should provide expanded options and provide for improved rail efficiencies. DFK Enterprise urges the STB to approve CN's acquisition of KCS as quickly as practical so that these systems can be integrated, and the benefits of this deal can accrue to all stakeholders.

Sincerely,



Derek Kruk

President





*Integral Trade*



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:

DICEX INTERNATIONAL INC., subsidiary of the DICEX GROUP, is a close provider of Customs Services for the Canadian National Railway and the Kansas City Southern Railway.

DICEX INTERNATIONAL INC. is specialized in transborder operations from and into Mexico, from U.S.A. and Canada, like direct exportations/importations (southbound shipments), T3 in-bonds shipments, temporary importations of double stack containers and chassis. This service has been provided for 6 years at least, showing a steady grow of this commerce interchange allowing a more competitive environment for the region.

DICEX INTERNATIONAL 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

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*Integral Trade*



provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a Mexican specialist in transborder operations between Canada , USA and Mexico, we believe that the combination of CN and KCS will create a very strong option for all the industries that will compete with other transportation modes that are less environmental friendly and risky.

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 as an example:
  - Shipments of cereals, food and ingredients from the East Coast and Mid West into Mexico.
  - Shipments of auto parts and components from the Mid West and South of USA to Mexico and vice versa.
  
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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*Integral Trade*



DICEX INTERNATIONAL 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 21<sup>st</sup> century railway come to life.

Sincerely,

---

DICEX INTERNATIONAL INC.  
Joaquin Cervantes  
Executive Operations Officer  
DICEX INTERNATIONAL INC.  
12110 Sara Road,  
Killam Industrial Park  
Zip Code 78045  
T. (956) 2900 764

ccp: Eduardo Cantu ( CEO DICEX GROUP)

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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:

DICEX LOGISTICA S.A. de C.V. subsidiary of the DICEX GROUP, is a close provider of Customs Services for the Canadian National Railway and the Kansas City Southern Railway.

DICEX LOGISTICA S.A. C.V. is specialized in warehousing and distribution in Mexico and USA and Canada. Being in a close relationship by our customs broker entities with the CN and KCS has helped us to provide new solution scenarios to our customers in Mexico using the intermodal services. In the past the main issues with the services was the lack of empty containers for northbound shipments but we know that the CN has been increasing the capacity of empty containers in order to fulfill the current needs. Right now there are customers struggling with empty capacity to export products via OTR and even paying round trips in order to guarantee enough empty equipment.

We foresee a tremendous opportunity on the northbound shipments from Mexico to USA and Canada and we know that having an innovative and reliable solution as it is the intermodal the future growth of the business is granted.

DICEX LOGISTICA S.A. de 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

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*Integral Trade*



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 Mexican specialist in transborder operations between Canada , USA and Mexico, we believe that the combination of CN and KCS will create a very strong option for all the industries that will compete with other transportation modes that are less environmental friendly and risky.

Finally, as a stronger believer of the future development of the region here are some key projects where we can see opportunity for future growth:

- Northbound shipments Mexico – USA and Canada (Lack of capacity)
- Northbound and Southbound shipments with an improved total landing cost when intermodal is used.
- Alternative to Long Beach port for sea freight when a Mexican port is used and delivery to the East Coast in USA.
- Railway is a key player in the success of the new Free Trade Zone scenario (R.F.E) where tax benefits and compliance regulations could be handled from those facilities instead of the border.

We believe that CN is fully aware of this and more business opportunities and we hope the KCS acquisition will be a key milestone on the CN innovation history.

Sincerely,

DICEX LOGISTICA S.A. de C.V.  
Alejandro Cortinas  
Director  
Belisario Domiguez 2376  
Monterrey N.L. Mexico  
64060  
T. +52 (81) 5000 8900

ccp: Eduardo Cantu ( CEO DICEX GROUP)

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*Integral Trade*



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:

DICEX, S.A. de C.V., subsidiary of the DICEX GROUP, is a close provider of Customs Services for the Canadian National Railway and the Kansas City Southern de Mexico, S.A. de C.V. .

DICEX S.A. de C.V. is specialized in the transborder operations from and into Mexico from U.S.A. and Canada like direct exportations (northbound) , T3 bonds, temporary returns of double stack containers and chassis..... This service has been provided in Mexico for 6 years at least showing a steady grow of this commerce interchange allowing a more competitive environment for the region.

DICEX , S.A. de 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

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provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

As a Mexican specialist in transborder operations between Canada , USA and Mexico, we believe that the combination of CN and KCS will create a very strong option for all the industries that will compete with other transportation modes that are less environmental friendly and risky.

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 as an example:
  - Shipments of appliance products from Mexico to The United States.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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*Integral Trade*



DICEX 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in dark ink, appearing to be "Alfredo Bernal Hernandez", written over a horizontal line.

DICEX, S.A. de C.V.  
Alfredo Bernal Hernandez  
Sales Director and Officer  
Belisario Dominguez No. 2376  
Col. Obispado  
Monterrey, N.L. , 64060  
T. +(52) 81 5000 8900

Ccp: Eduardo Cantu ( DICEX GROUP CEO)

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**Divine & David inc.**  
**13518 141A Avenue. Edmonton.T6V 1W5.**  
**Website: [divineanddavid.com](http://divineanddavid.com)**  
**Email: [info@divineanddavid.com](mailto:info@divineanddavid.com)**

April 22, 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:

Divine & David Inc, as a General Contracting company has been using Canadian National Railway (CN) over the years to meet our shipping / freight needs of construction materials such as railway granite/ ballast aggregate material in Canada.

Divine & David 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 Company, has and will from time to time use CN in providing shipping / freight solutions to move materials such as ballast across North America for our clients.

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 Ballast material across North America
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Job creation across the borders, enhanced competition among operators, direct access to new markets for CN Clients, directly connecting the Canada-U.S.-Mexico integrated supply chain, improved service, new routes around Chicago congestion, improved border processes, helping small business grow and reach more markets.

Divine & David 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 21<sup>st</sup> century railway come to life.



Sincerely,  
Rotimi Adekanmbi  
General Manager,  
Divine & David Inc.  
Tel: 780 975 7861  
Email: [rotimi.adekanmbi@divineanddavid.com](mailto:rotimi.adekanmbi@divineanddavid.com)

**Regional Office**

DP World ARO  
5605 Carnegie Blvd., Suite 200  
Charlotte, NC 28209

T: + 704-246-0343  
F: + 704-246-0344

**dpworld.com**

April 21, 2021

Ms. Cynthia T. Brown  
Chief of the Section Administration  
Office of Proceedings  
Surface Transportation Board  
395 E. Street, S. W.  
Washington, D. C. 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:

My name is Matthew Wells Leech and my business address is 5605 Carnegie Blvd Suite 200, Charlotte, NC 28209. I am the Chief Executive Officer of DP World - Americas. In my role, I am responsible for DP World's network of marine terminals and logistics business across North America and South America.

DP World and CN are very close transportation partners. CN provides highly reliable rail connectivity for containers and other cargoes being imported and exported through four of our Canadian marine terminals. Of particular relevance are our terminals in Prince Rupert, Vancouver and Fraser Surrey in British Columbia and our facility in Saint John (New Brunswick). DP World and CN have enjoyed a very close working relationship

DP World 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 well 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.

For example:

- It will provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets
- 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 markets south of Kansas City, that were previously inaccessible from British Columbia or Saint John.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

DP World 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Leech', with a long horizontal flourish extending to the right.

Matthew Wells Leech  
CEO - Americas  
DP World



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:

Since 2018, Duos Technologies Group, Inc. and its subsidiary Duos Technologies, Inc. has been a supplier of our Railcar Inspection Portal to CN, and several other Class 1 railroads, which fully automates the mechanical inspection of railcars while they are in transit. Headquartered in Jacksonville, FL, we are proud to design, develop and deploy these systems in the United States and provide them to Class 1 railroads throughout North America and assist railroads in bringing cutting edge operational technologies into the 21<sup>st</sup> century.

Duos Technologies Group, Inc. fully 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 trade throughout North America.

As a supplier to the railway industry, and specifically to both CN and KCS, this transaction will be strategic as it will support the growth of trade between Mexico, Canada and the United States and the growth of investment in the North American rail network which will be both greatly beneficial to Duostech 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 also know from firsthand experience in working with both organizations, that they share a similar culture and environment to be leaders within the industry and establish standards for excellence.

In closing, we see the transaction as only beneficial and do not anticipate any negative impacts to our company, the environment or market competition. Duos Technologies Group, 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 21<sup>st</sup> century railway come to life.

Sincerely,



**Charles P. Ferry**  
Chief Executive Officer

cc: Parties of Record



# EAST & WEST TRANSPORTATION

---

4510 Eastgate Pkwy, Mississauga, ON, L4W 3W6 Phone: 905 629 0522 Fax: 905 629 9097

April 22, 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:**

East & West Transportation has been in partnership with CN for the last 20 years. We ship all types of product f dry goods to displays and food items. CN has grown tremendously over the last years which enables us to grow as well and provide excellent service to our customers.

East & West 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.

Currently, we transport goods via truck through a third-party warehouse for shipment from Mexico, then transferred in Ontario for final destinations to Alberta, Saskatchewan, Manitoba and British Columbia. This addition would give our customers direct line from the United States and Mexico into Ontario.

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 freight of all kind from Mexico to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

East & West 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 21<sup>st</sup> century railway come to life.

Sincerely,

Sarah Lynch  
Operations 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:**

Eastman Kodak is has been in partnership with TransX for around 20+ years experiencing great success with Domestic Canada and cross border shipments.

Eastman Kodak 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 do use rail today for much of our Chemical recovery business and I could see potential other growth in the future.

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 Chemicals from Rochester, NY to Canada and vice versa
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Eastman Kodak 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Justin de Souza', with a stylized flourish at the end.

Justin de Souza  
Eastman Kodak  
Transportation Manager US&C

cc: Parties of Record



E D & F MAN LIQUID PRODUCTS LLC

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:

ED&F Man Liquid Products 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.

ED&F Man Liquid Products LLC sources, stores, sells, ships and distributes agricultural products including coffee, sugar, molasses, animal feed and pulses. We trade those products around the world, and with some, we process and brand them for industrial customers and the supermarket shelves.

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





## ED & F MAN LIQUID PRODUCTS LLC

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 Condensed Molasses Soluble from Cox, MS to Cordova, IL.

ED&F Man Liquid Products LLC 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 21<sup>st</sup> century railway come to life.

Sincerely,

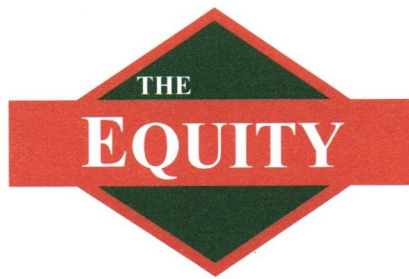
A handwritten signature in cursive script, appearing to read "Lowell Oswald".

**Lowell Oswald**

Rail Manager

ED&F Man Liquid Products  
365 Canal St. STE 2929 | New Orleans, LA | 70130  
Office: (504) 274-4676  
Cell: (504) 654-9581  
Fax: (504) 522-1638  
[LowellO@us.edfman.com](mailto:LowellO@us.edfman.com) | [www.edfman.com](http://www.edfman.com)

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

April 21, 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:

Effingham Equity is a 102-year-old agricultural cooperative that has our origin adjacent to the CN rail line in Effingham, IL. In the early days, our company was primarily a receiver of products that arrived by rail such as coal, hay, and feed ingredients. During the past 102 years we have utilized our rail access to grow our company from 53 farmer members at a single location in 1919 to over 5,000 farmer members across 18 locations encompassing more than 20,000 square miles in south central Illinois. Put simply, we do agriculture! We rely on the CN rail to bring us fertilizer and feed ingredients for our customers to successfully operate their farms. Additionally, as production agriculture has improved total output, we rely heavily on the CN rail to transport our grain to end users throughout their territory and to the export market.

Effingham Equity 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 have utilized the CN rail to ship corn to feed mills in Canada. A combined CN-KCS will improve the North American transportation network and create a true USMCA railway whereby we could ship grain to end users from Canada to Mexico seamlessly via a single operator rail service.

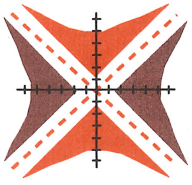
We utilize railcar shipping for the majority of our grain sales with the remaining bushels shipped via truck. Rail shipments are of the highest efficiency both operationally and logistically for our company. Truck shipments are more time consuming and less efficient. Most of our truck shipments are directed to the Mississippi river to become export bushels. With a combined CN-KCS rail line we could utilize shipping by rail to either the St Louis river market or direct to the Texas Gulf export terminals, either destination would greatly improve shipping efficiency and logistics.

Effingham Equity is confident in and strongly supports CN's proposed acquisition of the KCS because it brings value to midwestern agriculture and our customers via inbound and outbound rail service.

Sincerely,

Mark Tarter  
VP Grain  
Effingham Equity

[www.TheEquity.com](http://www.TheEquity.com)



**EF**ffingham  
**RailRoad**  
company

P.O. Box 190 • 129 N. Kennedy Blvd. • Vandalia, IL 62471  
618-283-2268 • Fx: 618-283-2234 • [www.efrr.com](http://www.efrr.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:**

Effingham Railroad is a shortline railroad which interchanges with CN at Effingham, IL. We have had an excellent long term relationship with the CN.

Effingham Railroad 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.

Effingham Railroad handles a considerable volume of forest products which originate on KCS. The CN – KCS merger would greatly enhance this movement

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 Forest Products from KCS origins to Effingham, IL.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The time in transit of KCS originated shipments will be reduced.

Effingham Railroad 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, reading "Charles Barenfanger". The signature is fluid and cursive, with the first name "Charles" and last name "Barenfanger" clearly legible.

Charles Barenfanger  
President  
Effingham Railroad Company

cc: Parties of Record



# EVERGREEN SHIPPING AGENCY (AMERICA) CORP.

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,

Evergreen Shipping Agency (America) serves as agent for Evergreen Line in North America. Evergreen is a global ocean carrier that serves all continents with container ships. Evergreen supports CN's acquisition of KCS because of the 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 success 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 beneficial 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 alone.

Evergreen Shipping Agency (America) Corporation is voicing support for the CN's proposed acquisition of KCS because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes.

We hope to see the premier 21<sup>st</sup> century railway come to life.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Peter Wan".

Peter Wan  
Jr. Vice President – D  
Marine Department



2018 hwy 35  
Somerset wi 54025  
715-247-3862  
[Evopowersports.com](http://Evopowersports.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:**

Evolution Powersports is a manufacturing industry member which makes use of the Rail Logistics Supply chain.

Evolution Powersports 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 manufacturer and customer of 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.

Evolution Powersports 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<sup>st</sup> century railway come to life.

Sincerely,

James P Zuccone  
President

cc: Parties of Record



---

**FERROUS PROCESSING & TRADING Co. CN/KCS MERGER SUPPORT LETTER**

Dear Ms. Brown

My name is Viktor Velichkov and my business address is 3400 E Lafayette Ave Detroit, MI 48207. I am Rail Logistics Manager of Ferrous Processing & Trading Co. In my role, I am responsible for everything that has to do with the railroads including: track/railcar leases, OT57s, Umler, railcar purchases/sales, railcar repair, and any new business development involving rail.

Ferrous Processing & Trading Co. is a customer of both CN and KCS. We currently have CN service at FPT Schlafer, Zalev Brothers, FPT Pontiac, and Nissan Canton. We ship to various steel mills served by CN/KCS. We currently ship scrap metal via KCSM/KCS from Jumandi in Chicalote, AG Mexico to Steel Dynamics in Columbus, MS. We are very happy with our service, our rates, and our relationship with KCS/CN.

Ferrous Processing & Trading Co. supports approval of the CN/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CN and KCS network \_with new single-line hauls would help us reach our existing markets and new markets more efficiently. Ferrous Processing & Trading Co. has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial.

We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior in terms of both speed and cost.

We are very excited about the transaction because it will allow a combined CN and KCS to provide new, more efficient, and reliable rail service options. This will strengthen competition against the other, rail carriers and trucks that serve our markets. For example,

- **CN and KCS new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of scrap metal from Chicalote, AG in Mexico to metals markets in the Midwest where previously business was cost prohibitive due to high freight rates and transit times.**
- **We are particularly enthusiastic about the role new CN and KCS single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.**

KCS and CN have had a cooperative relationship in the past, and CN-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options by consolidating our current multi-line hauls to a single line haul that is both more affordable and faster. One example would be our shipments from Nissan Canton, MS to Steel Dynamics in Arbela, MS.

At the same time, the entirely complementary nature of CN's and KCS' networks — connecting at only a few destinations and only overlapping at 1% of the combined network — means that the transaction will not have any adverse effects on competition. The transaction will only make these carriers a better alternative relative to the other options that already exist, since CN and KCS will continue to interchange with all of their other existing interline partners.

Given the straightforward network connectivity between CN and KCS, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Ferrous Processing & Trading Co. is voicing support for the combination of CN and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Ferrous Processing & Trading Co. urges the STB to approve CN's acquisition of KCS as swiftly as possible 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.

Cc: All parties of Record

VERIFICATION

I Viktor Velichkov, state under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter,

Executed on 4/21/2021.

 [Signature]  
Viktor Velichkov



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 Michael Graydon. I am CEO of Food, Health and Consumer Products of Canada (FHCP). Our association is recognized as the authoritative and trusted voice of Canada's food, health, and consumer product industry, representing Canada's largest manufacturing workforce. CN is a valued and long-standing member of our association.

A modern, reliable and cost-efficient supply chain is a critical component of our industry. With more than 350,000 workers, the Food, Health and Consumer Products industry contributes more than \$40 billion to Canada's GDP annually. Despite this success, our industry continually faces capacity constraints resulting from not having the right products in the right places for consumers. FHCP supports approval of the CN/KCS acquisition as this transaction would provide significant benefits that we are eager to see realized as soon as possible.

We believe a CN/KCS acquisition will result in enhanced rail capacity that will further support our industry. Time-starved Canadians expect product availability when needed. They are also extremely sensitive to price fluctuations. Increasing our industry's distribution capacity through an expanded network will support our obligation to provide Canadian consumers with competitive and stable pricing while also ensuring we drive sales and export to other 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.

For these reasons, Food, Health and Consumer Products of Canada is voicing strong support for the combined company. We firmly believe it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. 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.

Sincerely,

Michael Graydon  
Chief Executive Officer  
Food, Health & Consumer Products of Canada

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:**

Fine Choice Foods LTD has been a customer of TRANSX for more than 5 years and we are very satisfied with the Transportation services provided, especially for INTERMODAL MODE OF TRANSPORTATION.

Fine Choice Foods 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.

Fine Choice Foods is a dedicated to delivering quality Asian foods (Fresh and Frozen products) for the North American Market since 1986, that need LTL and FTL transportation services to delivery all of our products across Canada and 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.

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 fresh and frozen foods] from our plant to any Customer located in any City in Canada and in USA.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Shipping in Intermodal mode of transportation, reduce significantly the shipping cost of our products to our customers.

Fine Choice 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 21<sup>st</sup> century railway come to life.

Sincerely,



**Raj Dhillon**

VP Supply Chain

**Fine Choice Foods**

23011 Fraserwood Way, Richmond BC, V6V 3B3

phone:(604)374-1487

[www.finechoicefoods.com](http://www.finechoicefoods.com)



**Alfredo Wong (SCMP, CCLP, MBA)**

Logistics Planner

**Fine Choice Foods**

23011 Fraserwood Way, Richmond BC, V6V 3B3

phone:(604)522-3110 Ext. 226

[www.finechoicefoods.com](http://www.finechoicefoods.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:

Freightera Logistics Inc. is a customer of TransX and CN. We are a Freight Marketplace that heavily promotes rail LTL and full loads across Canada and the United States. Our working relationship with TransX and CN is excellent and we would like to see expanded service in the United States.

Freightera 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.

Freightera Logistics Inc.'s customers use rail service for Canadian domestic, cross border, and US domestic shipping. We are eager to see TransX and CN expand with KCS and increase our business together.

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 freight of all kinds between Canada and the United States.



- CN's significant experience providing seamless intermodal service throughout their network and across borders. Freightera Logistics 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 21<sup>st</sup> century railway come to life.

Sincerely,



Eric Beckwitt, CEO

778-321-1650

[eric.beckwitt@freightera.com](mailto:eric.beckwitt@freightera.com)



**Head Office:**  
1156 Kingsway Ave.,  
Port Coquitlam, BC  
V3C 6N7  
(604) 460-8205

**Mailing address:**  
PO Box 31617  
Pitt Meadows, BC  
V3Y 2G7  
Fax: (604) 460-464-5892

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:**

Fremantle Trailer Repairs Ltd is a repair vendor for CN rail since 1999. We are a certified commercial vehicle inspection facility and repair vendor for the province of British Columbia. We provide a service to maintain and repair CN's intermodal container and chassis fleet in Vancouver B.C.

Fremantle Trailer Repairs 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.

Fremantle Trailer Repairs 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 21<sup>st</sup> century railway come to life.

Sincerely,

*Marc Celenza*

Vice President  
Email: marc.celenza@fremantegroup.com

cc: Parties of Record



Friday, April 23<sup>rd</sup>, 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:

FX Innovation is a Digital Transformation leader who has been offering Enterprise Automation and Cloud Solution services to CN for more than four years.

FX Innovation 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.

FX Innovation 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,

Guillaume Bazinet  
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:**

G2 Logix is a full-service transportation and Logistics corporation based in Canada and we provide full North American services to our wide range of customers, both Road and Rail.

G2 Logix 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 full Multi Modal provider to our customers we receive and ship on a full international basis, Ocean & Air and rely on various rail and road providers to move product to destination as well as the bilateral trade partnerships in both Canada, Mexico and the United States of America. We have and will continue to use various rail providers, CP Rail, UP, BNSF, as well as CN. We utilize road transportation for both our cross-border needs and domestically within both Canada and the USA. Our road structure has over 600 active carriers at this time.

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 Auto parts from Brampton to Mexico City and other various Mexican plants
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

G2 Logix 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Larry Cormier'.

4/23/2021

**Larry Cormier**

4/23/2021

**President,**

**GC Logix**



**7512 Bren Road, Mississauga, Ontario**







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:

G3 Canada Limited has a long-standing working partnership with CN rail in Canada building out our elevator and terminal grain handling system and shipping grain from our country grain elevators to our port terminals. G3 supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering more direct service for North-South trade.

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

G3 Canada Limited supports approval of the CN/KCS combination. We feel the transaction would provide benefits and opportunities for the movement of grain both north and south via the new CN/KCS rail system.

The combined company's single-owner, single-operator service benefits our shipments of grain from Western Canada to ports on the U.S. Gulf, Atlantic and Pacific coasts that would help us reach new markets more efficiently. In the past CN has provided us with good service, but its market reach is limited today.

This acquisition will strengthen competition and opportunities for grain movement into these markets. We are supportive of the role new role CN will play in expanding access to growing markets across the United States, Mexico, and Canada.

For these reasons G3 Canada Limited is supportive of the combination of CN acquisition of KCS

Respectively

Don MacDonald

A handwritten signature in blue ink, appearing to read 'Don MacDonald', written over a horizontal line.

VP Operations

G3 Canada Limited



April 21, 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:

G4S Canada is a third party Security vendor with CN in various Provinces across Canada since 2018.

G4S 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.

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 the 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.

G4S 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 21<sup>st</sup> century railway come to life.

Sincerely,

DocuSigned by:

*Joe Maloney*

6B3E0D02225F449...

Joe Maloney

Vice President of Customer Solutions



**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:**

Galaxy Resources is a lithium chemical company developing a lithium mine in Northern Quebec, Canada. Galaxy intent to ship the lithium concentrate produced at the mine to a secondary transformation facility with a location to be determined. Lithium product will be used for the manufacturing of the battery to be used in electrical vehicles.

Galaxy Resources intent to use the Canadian Railway Company rail system to have access to the USA chemical and electrical vehicle manufacturing facilities located in central / eastern USA. You will find attached an extract from our Corporate presentation.

Galaxy Resources 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 lithium products from Quebec to US chemical and electrical vehicle manufacturing hubs in North Carolina, Ohio, Michigan, Tennessee, and / or Georgia.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Galaxy Resources 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<sup>st</sup> century railway come to life.

Sincerely,

*Denis Couture*

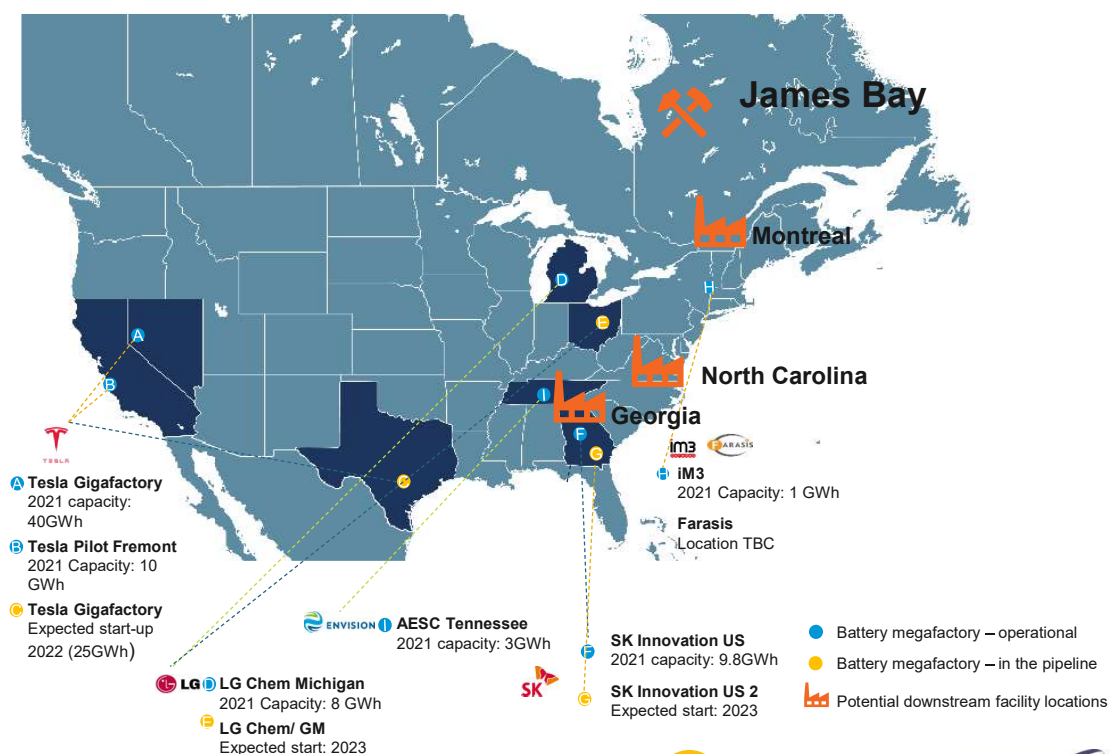
Denis Couture  
General Manager – Galaxy Lithium Canada Inc.

cc: Parties of Record

# JAMES BAY – POTENTIAL DOWNSTREAM LOCATIONS

Enhanced scale enables merged group to pursue development of a downstream facility for James Bay product with location and engineering studies to begin immediately

- Merged group will immediately begin location and engineering studies for downstream conversion facility to process James Bay spodumene
- Studies on James Bay mine and concentrator will progress on current timeline with studies on fully integrated business to be run in parallel
- Integrated project will establish a significant lithium chemicals business in North America to service the forecast demand growth
- Merged group de-risks delivery of an integrated business through:
  - Enhanced scale and financial capacity
  - Galaxy's existing in-country team and hard rock experience
  - Orocobre's lithium hydroxide conversion experience
  - Combined marketing relationships







GCT Global Container Terminals Inc.  
Suite 610, 375 Water Street  
Vancouver, BC, Canada V6B 5C6

T +1 604 267 5200  
F +1 604 915 9557  
[globalterminals.com](http://globalterminals.com)

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:

GCT Global Container Terminals Inc. operates marine terminals in Canada and United States. Our facilities provide on-dock rail connectivity via two Class 1 Railways that includes CN Rail into Eastern Canada and US Midwest.

GCT supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering fast, safe, clean, and more direct service for North-South trade.

The combination of CN and KCS would help the industry be successful in our markets. CN's strong track record of success with excellent service, intermodal and safety gives confidence that a combined CN-KCS would be well positioned to serve the industry's needs. Additionally, we understand 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's service has enabled growth in the Ports where we operate terminals, bringing a high level of connectivity across the supply chain. Therefore, the combined company presents the ability to create a network with enhanced end-to-end single-owner, single-operator service that will likely result in a fast, safe and economical rail option for shippers 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 seamless transportation and service.

For example:

- The combined company's single-owner, single-operator service would enhance the industry's ability to be competitive in the markets in which we operate, linking shippers between Canada, USA, and Mexico.
- CN's experience and resources in providing intermodal service throughout their network and across borders fits the structure.

GCT does not oppose CN's proposed acquisition of KCS for all of the reasons as stated above.

Yours sincerely,

Doron Grosman  
President and CEO



# GENESIS

SUPPLY CHAIN SERVICES 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:**

Genesis Supply Chain 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, 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.

Genesis Supply Chain Services LTD works with Transx Group of companies, in regards to Intermodal and road transport for the last eight years, and has been extremely satisfied with their business.

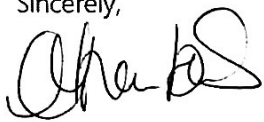
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction 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 ability to be competitive in the markets in which we operate, benefiting our shipments of food goods from West to East.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Genesis Supply Chain 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'G Chambers', written in a cursive style.

Gabrielle Chambers

Director

519-673-9154

[gchambers@gentransport.com](mailto:gchambers@gentransport.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:

GESCO Group of Companies, is Canada's leading national floor covering solutions company. As Canada's largest flooring distributor, we work in close partnership with CN in getting our product to market.

GESCO Group of 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 provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Today, we depend on long haul trucking for shipments out of the Southern US 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.

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, benefiting our shipments of flooring products from the Southern US into key Canadian markets.
- 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
- 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.

GESCO Group of Companies 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<sup>st</sup> century railway come to life.

Sincerely,



Andrew Midwinter  
Director of Logistics

cc: Parties of Record

50 KENVIEW BLVD BRAMPTON, ON L6T 5S8 | GESCO GROUP OF COMPANIES | GESCO.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:

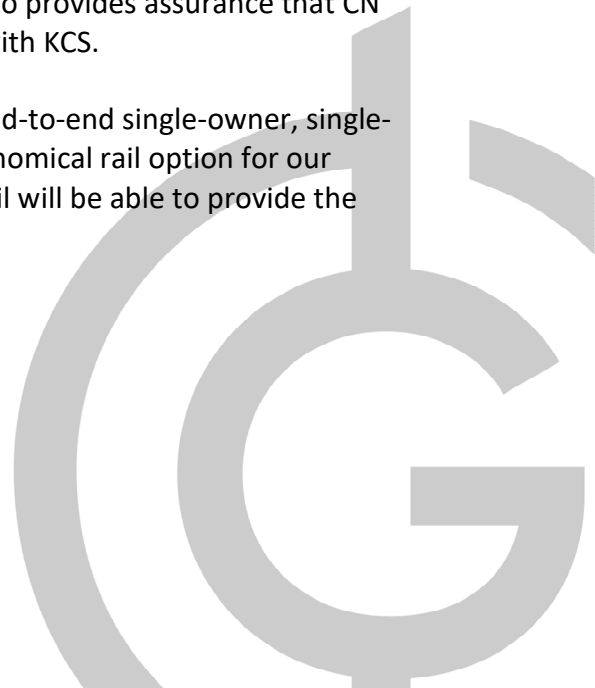
GIO Railways work closely with CN to develop markets and ship rail traffic to/from the Ontario Canada region. The commodities handled include agriculture products, pulp and paper, metal recycling, plastics, fuel and lumber.

GIO Railways 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.

Gerry Gionet - President  
P. 226-927-9391 • F. 905-735-7559  
[www.giorail.com](http://www.giorail.com) / [gerry.gionet@giorail.com](mailto:gerry.gionet@giorail.com)







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.

GIO Railways 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 'Gerry Gionet', is positioned below the 'Sincerely,' text.

Gerry Gionet - President  
www.giorail.com gerry.gionet@giorail.com  
226-927-9391  
cc: Parties of Record

Gerry Gionet - President  
P. 226-927-9391 • F. 905-735-7559  
www.giorail.com / gerry.gionet@giorail.com



**Globco International 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:**

Globco International Inc is a Freight Broker, Freight Forwarder and Custom Broker and we are using CN for many of our lanes.

Globco Int'l 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 have a lots of needs, especially in USA Are using both rail and road. We have many customers and we are doing import-Export, Rail is a major for 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.

Globco International 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 21<sup>st</sup> century railway come to life.

Sincerely,



Alexandre Perron  
Sales 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:

Go Expedited has enjoyed quality and efficient service from CN for over ten years. CN has helped our business expand by providing us the opportunity to offer our clientele with intermodal supply chain services to key destinations across Canada.

Go Expedited 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 an asset based, over the road transport company we seek strategic suppliers like CN to complement our logistics service offering. The geographic coverage of CN services has provided our business the ability to combine a reliable and efficient supply chain network across Canada.

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

Go Expedited

3047 boul. Industriel, Laval, Quebec, H7L 4P8 Canada

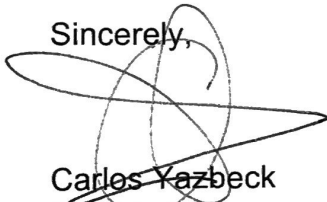
rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

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 general consumer goods from Toronto to Chicago.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Go Expedited 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<sup>st</sup> century railway come to life.

Sincerely,



Carlos Yazbeck  
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:**

Good Food For Good Inc. is a manufacture of sauces and condiment products and ships across Canada and into the US. We have a strong relationship with TransX/ CN and use their services to move our products to western Canada and into the US. As a growing company we have been very pleased with the support from TransX/ CN to get our products to our customers in a safe and timely manner.

Good Food For Good 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.

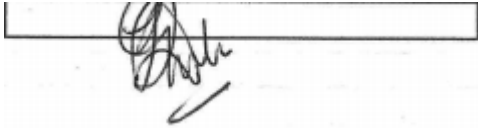
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction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

Good Food For Good 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 21<sup>st</sup> century railway come to life.

Sincerely,

Prashant Dube

Director

A handwritten signature in black ink, appearing to read 'Prashant Dube', is written over a solid black horizontal line. The signature is fluid and cursive.

**Good Food For Good**

**M:** (647) 680 8058

**E:** [prashant@goodfoodforgood.ca](mailto:prashant@goodfoodforgood.ca)

[www.goodfoodforgood.ca](http://www.goodfoodforgood.ca)

cc: Parties of Record





## Goodrich Terminal Ltd.

P.O. Box 16601, RPO Bear Creek Surrey, BC V3W 2P5. Ph: 604 583 0006 Fax: 604 584 0006

---

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:

Goodrich Terminals has a strong relationship with CN over the years. Goodrich Transload lumber on CN Rail to across United States. With the purchase of KCS we will able to expand to different markets.

Goodrich 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.

Goodrich has secured customer commitments for on average, 270 rail carloads per month. The incremental revenue and profitability due to the rail link extension from Goodrich's facility to the Cn Rail switch bolster the company's already strong financial position.

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 interior to overseas and all over the USA
- 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.



## Goodrich Terminal Ltd.

P.O. Box 16601, RPO Bear Creek Surrey, BC V3W 2P5. Ph: 604 583 0006 Fax: 604 584 0006

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- 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.

Goodrich 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 21<sup>st</sup> century railway come to life.

Sincerely,

Sucha Seikhon  
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:

GrainsConnect Canada Operations Inc. is an expanding Western Canadian supply chain delivering grain and oilseeds to global markets. Our longstanding business partnership with CN has been essential to our success and growth. CN has been a leader in driving efficiency and superior service through the grain supply chain.

GrainsConnect Canada Operations Inc. supports CN's acquisition of the KCS because of the added benefits a CN-KCS railway would bring to North American markets. CN's faster, safer, and more direct service for North-South trade will bring more efficient and economical service.

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

We believe that the CN-KCS would create a network with end-to-end single-owner, single-operator service that would enhance our ability to be competitive in the markets in which we operate. As our business continues to grow, GrainsConnect Canada will see a need to expand to additional markets. The CN-KCS merger would provide the ideal North American connectivity that would offer the best opportunity to expand our shipments of grain commodities from Western Canada to North American grain markets.

We are hopeful for this transaction as a CN-KCS merger will be able to provide the seamless transportation and service that would not be available through KCS should the company go forward with an alternative combination.

**GrainsConnect Canada Operations Inc.**

**t:** +1 403-879-2727

**f:** +1 403-879-2612

260, 48 Quarry Park Blvd SE  
Calgary, Alberta, Canada T2C 5P2

**[grainsconnect.com](http://grainsconnect.com)**

BC 1057978



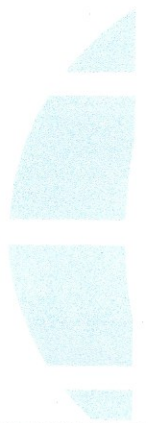
GrainsConnect Canada Inc. is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in dark ink, consisting of a large, fluid loop followed by a horizontal stroke.

Warren Stow  
President

cc: Parties of Record





**GRANDE CHEESE COMPANY LIMITED**  
HEAD OFFICE  
468 Jevlan Drive, Woodbridge, Ontario L4L 8L4  
Tel: (905) 856-6880 • Fax: (905) 856-6884

---

Grande Cheese Company Limited  
468 Jevlan Drive  
Woodbridge, ON  
L4L 8L4

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:

Grande Cheese Company Limited has been doing business with CN for the past 16 months. We use CN to deliver LTL Fresh products across Canada. We use CN for rail service.

Grande Cheese Company 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.

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. Grande Cheese Company Limited has been using CN for fast and reliable rail service across Canada. The use of rail services gives us a very good competitive advantage in pricing our product to our customers.

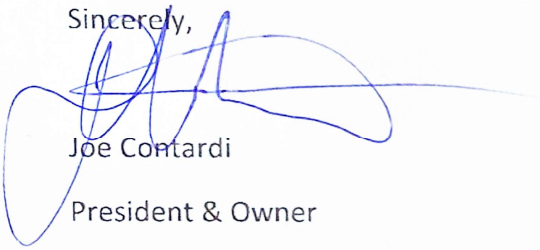
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction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

Grande Cheese Company Limited 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 'Joe Contardi', is written over the printed name and title. The signature is stylized with a large loop at the end.

Joe Contardi

President & Owner





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:**

Grandmother's Bake Shoppe 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.

Grandmother's Bake Shoppe 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<sup>st</sup> century railway come to life.

Sincerely,

Joe Pengelly  
(416) 782-9000  
[jpengelly@grandmothersbakeshoppe.com](mailto:jpengelly@grandmothersbakeshoppe.com)  
65 Samor Road, Toronto, M6A 1J2



Michael Barbosa  
Business Development  
Granite Telecommunications  
100 Newport Ave Ext  
Quincy Massachusetts 02171

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:

[Granite Telecommunication] is supporting Canadian National's efforts to consolidate and reduce  
expenditures on TDM & Copper Infrastructure

Granite 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.

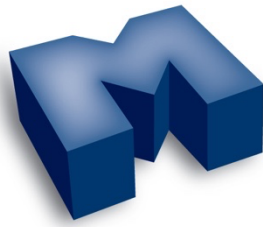
Granite is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as  
stated above. We hope to see the premier 21<sup>st</sup> century railway come to life.

Sincerely,

Michael Barbosa  
Business Development, Granite LLC



4/23/2021



GREATER MEMPHIS CHAMBER

April 22, 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 Ted Townsend, Chief Economic Development Officer at the Greater Memphis Chamber in Memphis, TN. The Greater Memphis economy has gained an international reputation as a location of choice for companies within a diverse set of key industries. Leveraging our strategic geographic location and leaning into our industry specializations, Greater Memphis is competitively positioned to grow future-focused density in the areas of Agribusiness and Technology, Food and Beverage Processing, Medical Devices, and Innovation as well as Transportation and Logistics.

Memphis is a city that was built around the railroads. Memphis can reach 45 states and Canada and Mexico by rail within 2 days and is one of only four cities in the U.S. to be served by 5 class 1 railroads. Single system shipment is available to all 48 contiguous states, Alaska, Mexico, and Canada. Access to rail is available 24/7 at nine intermodal yards throughout the Memphis metro. Home to five wide -span cranes, the intermodal yards can lift capacity of more than 2 million TEUs annually. 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.

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 as separate companies they have not been able to offer the kind of seamless service that would benefit the Memphis area and the KCS-CN merger will further enhance our reach. While there is some overlap in the networks, the overlap between CN and KCS networks is very limited and additional connection points will facilitate the combined

railway to create new innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes for our growing industry partners as well as the Memphis economic community and its surrounding areas.

We have been impressed with CN's commitment to innovation in the rail industry making them an 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 inspection 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 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 is not currently available.

For the reasons stated above, Greater Memphis Chamber is expressing our support for the combination of CN and KCS as it will enhance overall competition through the multiple connection points creating more and faster transportation lanes through the US Heartland.

We hope to see the premier 21<sup>st</sup> century railway come to life.

Sincerely,



Ted Townsend  
Chief Economic Development Officer  
Greater Memphis Chamber

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:

Greenfield Global is an ethanol producer and ships its tank cars and hopper cars on the CN network and throughout Canada and east to west coast in the US. Greenfield has been a shipper with the CN since 1998.

Greenfield 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.

We believe that a combination of CN and KCS may 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 may 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.

Greenfield Global ships in continental North America by both rail and truck today. We are continuing to explore new market opportunities and to ship in ways that reduces our carbon footprint.

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.



Greenfield Global 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 Deline  
Logistics & Trade Compliance Manager  
Greenfield Global Inc.





Fifth & Fifth #2040, 605 - 5 Avenue SW Calgary, Alberta Canada T2P 3H5  
(403) 930-6400 [www.grizzlyoilsands.com](http://www.grizzlyoilsands.com)

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

April 25, 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:

Grizzly Oil Sands ULC is a junior oil producer focused on production from the heavy oil reserves located in North-East Alberta, Canada. Grizzly and its shareholders believe that wide regional price differentials afflicting heavy oil produced in western Canada are due to export capacity constraints. To maximize its oil production netback, Grizzly has made significant commitments to market its growing production stream by rail. Grizzly has railed its production to various locations across North America, including the large refining complexes in Southern Louisiana and Texas. In accessing these refineries, Grizzly has worked with both C.N. and KCS. Grizzly has found the service efficient from both parties and would expect a combined rail entity would only increase that efficiency. In developing marketing strategies, Grizzly has worked with the C.N. business personal and found them accommodating and helpful in growing shipping opportunities. We look forward to seeing the extent of those opportunities as the combined KCS/CN entity would be a first North American rail carrier.

Grizzly 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.

Shipping crude by CN and KCS has numerous advantages beyond gaining access to Brent based pricing in the U.S. Gulf Coast refining market. It also allows Grizzly to bypass current pipeline constraints and avoid the uncertainty-related risks surrounding proposed crude oil pipelines, avoiding the drawbacks of long-term (up to 20-year), take-or-pay shipping contracts imposed by the large trunk pipelines. These contracts create serious risks for smaller oil producers, requiring them to sell their production to midstream aggregators, sacrificing further netback.

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



Fifth & Fifth #2040, 605 - 5 Avenue SW Calgary, Alberta Canada T2P 3H5  
(403) 930-6400 [www.grizzlyoilsands.com](http://www.grizzlyoilsands.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 Crude Oil from Western Canada to Refineries located in the US Gulf Coast.
- 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.
- 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.
- The merger will provide seamless North-South connectivity which will help further integrate North American supply chains.
- Customers of both companies would benefit from faster, safer, more direct, and more efficient service for North-South trade.
- Rail investment generates collaboration and business development opportunities.
- CN can help our 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 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.

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

Sincerely,

Serge Bisson  
President – Grizzly Oil Sands ULC.

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:**

GSH (Groupe St-Henri) is for the last 30 years a major service provider for DOT inspection, repair, and maintenance for CN Quebec locations.

GSH strongly supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, clearer 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.

GSH 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<sup>st</sup> century railway come to life.

Sincerely,

  
Serge Larocque  
V.P. operations

**Serge.Larocque@GSH.ca**

T. 514-363-0000 ext. 2200  
M. 514-292-1677



8003 Rue St-Patrick  
Montreal, Qc. H8N 1V1



62 Medulla Avenue  
Toronto, Ont. M8Z 5L9

cc: Parties of Record



**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,

Groupe Transit being a freight forwarder, has established over the years a partnership with CN and of course KCS.

We, at Groupe Transit, supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, cleaner and more direct 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 part 25 years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

Having a partnership with CN is giving us direct access to Canada – US – Mexico. CN has improved services, provided new routes around Chicago congestion, as well as improved border processes. This new CN/KCS merger will only help us being more competitive on the market and help us be more successful.

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

We see only benefits, the combined company's service from / or to Canada and between Mexico, increasing security of goods, more predictable pricing, reducing handling cost, faster and better service and price. This merge will also give us a better access to a standardized transit schedule.

CN's significant experience providing seamless intermodal service throughout their network and across the borders, increasing capacity and improving safety.

Groupe Transit is confident in and strongly supports CN's proposed acquisition of KCS for all the reason as stated above. We hope to see the premier 21<sup>st</sup> century come to life.

Sincerely,

*Jacques Bédard*

**Président**

Tel : 514 360-0356, poste 700 • **1 888 90TRANSIT (8-7267)** • Cell: 514 953-8928

[jbedard@groupetransit.com](mailto:jbedard@groupetransit.com) • [groupetransit.com](http://groupetransit.com)



Groupe Transit est membre de ces associ



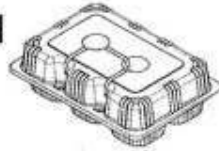
Groupe Transit is membre of these associ

[groupetransit.com](http://groupetransit.com)

CC : Parties of Record



**Guycan Plastics Limited**  
"Packaging made Perfect..."



Guycan Plastics Limited  
215 Statesman Drive  
Mississauga, ON L5S 1X4  
[www.guycanplastics.com](http://www.guycanplastics.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:**

Guycan Plastics Limited has a long standing relationship with CN Rail, and relies on its services for Custom Clearance, Transportation, and Consultation of goods procured Globally.

Guycan Plastics 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.

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

Guycan Plastics Limited 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<sup>st</sup> century railway come to life.

Sincerely,

Doashan Balram  
President  
Guycan Plastics Limited

cc: Parties of Record





April 22, 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:

Hallcon Corporation has been a transportation services provider to CN for over 20 years in the US and Canada. We provide 24/7/365 on-demand transportation to reposition train crew members and keep trains moving efficiently through their network.

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

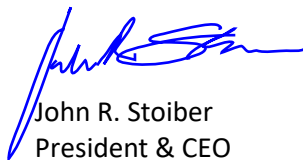
As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in the rail network which will be both beneficial to us and the overall economy.

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, and we do not anticipate any negative impacts to our company, the environment or market competition.

Hallcon Corporation is confident in and strongly supports CN's proposed acquisition of KCS for the reasons stated above.

Sincerely,



John R. Stoiber  
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:**

Handy at Heights Construction Inc. is a Canadian-based construction company that provides CN with telecommunications installation services in the province of Ontario, Canada since 2002.

Handy at Heights Construction 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.

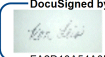
We are also very supportive of the positive impact of converting truck freight to rail on our environment.

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.

Handy at Heights Construction 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 21<sup>st</sup> century railway come to life.

Sincerely,

DocuSigned by:  
  
FA2D10A54A0F461...  
**Ron Leis**

**Owner**

**4/25/2021**

cc: Parties of Record



# Heritage Marine



P.O. Box 21  
Knife River, MN 55609  
(218) 590-0682

E-mail:  
heritagemarine@frontiernet.net  
Mike Ojard ~ Owner

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 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:

Heritage Marine is a family owned tugboat and towing operation operating on Lake Superior. We offer towing and ice breaking services to vessels in the Duluth, Two Harbors, and Superior area.

Heritage Marine has partnered with the CN from our beginning. CN's support and commitment to our business has provided stability and allowed us to grow in size and horsepower. CN has proven to be a trustworthy and valuable asset not just to Heritage Marine but the entire region.

Heritage Marine supports the CN's acquisition of the KCS. We see the expertise that CN brings to the railway and our harbors and we believe that they can do this and more with the acquisition of the KCS.

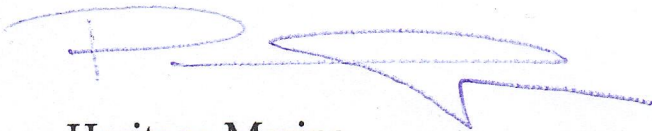
We see the professionalism of the CN in our everyday lives. The

commitment to safety and fiscal responsibility is evident in their operations here in the Great Lake region. We believe that the CN will bring this same dedication to the KCS system and will improve the continuity of service in North America

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

Sincerely

Pat Ojard

A handwritten signature in blue ink, appearing to be 'Pat Ojard', with a stylized, sweeping flourish extending to the right.

Heritage Marine



April 22, 2021

**Re: CN - KCS Support Letter**

Herzog Railroad Services, Inc. ("Herzog") is a proud supplier of maintenance of way equipment providing support to various entities in the railroad industry.

Both the Canadian National Railway ("CN") and the Kansas City Southern Railroad ("KCS") are valued customers.

Herzog respectfully supports the decision made by the CN to put forward a proposal to acquire KCS.

As a strong supporter and advocate for the rail industry, we believe this combination will bring growth and investment in the North American rail network.

While this potential merger will expand CN's network, it will also expand opportunities for companies like Herzog to offer greater support and additional services to this new organization.

The new transportation services and opportunities that CN and KCS will be able to offer to their customers will stimulate growth in rail transportation by providing new and competitive solutions that will shift freight from trucks on the highways to the rail system.

This is good for the rail industry, the US economy, and the future of our country.

This new company will foster both economic and employment growth in the United States and across the Continent under the USMCA trade agreement.

This growth and development will drive investment in new rail capacity that benefit shippers, consumers, and suppliers like Herzog.

For these reasons, we look forward to a timely completion of this transaction so that the benefits become tangible as soon as possible.

Sincerely,



Brad Lager  
CEO

April 23, 2021

Canadian National Railway  
935 de La Gauchetiere  
Montreal, Quebec, Canada  
H3B 2M9

**Holland, L.P. Support of CN-KCS merger**

To whom it may concern:

Holland, L.P. is a product and service supplier to railroads across North America. Canadian National Railway has been a valued customer of ours for decades. I, Jordan Wolf, serve as the President of Holland, L.P. We provide CN with contract services that help extend the life of their critical railway infrastructure and enhance the safe operation of trains. These services include: Rail welding, track testing, track construction, and track maintenance. I am writing in support of the proposed merger between CN and KCS because:

- CN has demonstrated their commitment to continually reinvest in critical infrastructure ensuring safe operations of trains.
- It will encourage the growth and investment in critical North American railway infrastructure necessary to protect and enhance our shared economic prosperity.
- It will result in new, cross border, competitive freight options that will remove trucks from highways and benefit our environment.

In short, we view this potential merger as creating important economic efficiencies, while benefitting our environment, and creating growth opportunities for suppliers like us. We are not aware of any adverse impacts that this proposed merger will create to competition, the environment, or the public interest.

Sincerely,



Jordan C. Wolf

President  
Holland, L.P.





101 S. King Street • Gloucester City, NJ 08030  
Tel: (856) 742-3000  
Fax: (856) 742-3291  
www.holtlogistics.com

April 23, 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:

Holt Logistics Corp. provides logistics, technology and administrative services for client companies involved in the supply chain industry. CN is a strategic partner, providing a cold chain solution allowing refrigerated cargoes moving through the Port of Philadelphia from all over the world to distribute throughout Canada.

Holt Logistics Corp. 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.

Many of our clients are in the business of terminal operations and warehousing of imported and exported agricultural products and other commodities. The CN acquisition will bring vital business to our region, having the potential to generate substantial economic and job growth. Our rail needs continue to grow as the Port and related businesses have seen double digit growth over the last 10 years. Good rail partners like CN our key to this growth.



Ms. Ms. Cynthia T. Brown  
SURFACE TRANSPORTATION BOARD  
April 23, 2021  
Page Two

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 refrigerated, agricultural, and containerized cargoes from Canada and the Midwest.

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

The larger network created by the acquisition will allow for sustainable growth through a preferred rail network.

Holt Logistics Corp. 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 "Eric T. Holt", written over a horizontal line.

Eric T. Holt  
Chief Commercial 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:

Hopewell Group of Companies has worked with CN/TransX with one of our largest warehouse customers, Campbell Soup Company.

Hopewell 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.

Hopewell 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Roy", written over a horizontal line.

**Kevin Roy**  
**Transportation Manager**  
**Hopewell Logistics Inc.**  
255 Chrysler Dr. Unit 3 Suite B.  
Brampton, ON L6S 6C8  
email: [kroy@hoplog.com](mailto:kroy@hoplog.com)  
web: [www.hoplog.com](http://www.hoplog.com)

# HUDSON'S BAY | SUPPLY CHAIN & LOGISTICS

**Date:** 4/23/2021

**Subject:** 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:

Hudson's Bay Company is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective locations. Overall, our service with CN continues to exceed our expectations.

Hudson's Bay Company supports CN's acquisition of KCS because of the 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 that this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

Hudson's Bay Company supports CN's proposed acquisition of KCS for all the reasons above.

**Sincerely,**

**Alex Boyd**



**DVP, Logistics**

**Hudson's Bay Company**

**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:

Hunt Refrigeration is a service company operating in multiple provinces across Canada and taking care mainly of the Refrigerated Cargo passing through Intermodal and Domestic Containers for CN. We are a longstanding supplier and partner of CN in many strategic locations.

Hunt Refrigeration 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.

Hunt Refrigeration 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<sup>st</sup> century railway come to life.

Sincerely,

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

Eric Bedard, 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

Hutchison Ports is the world's leading port network, with over 30,000 employees, operating 53 ports and terminals in 27 countries in Asia, the Middle East, Africa, Europe, the Americas and Australasia.

In 2019 Hutchison Ports partnered with CN Rail and Quebec Port Authority to announce the signing of a long-term concession agreement to develop a new deep water container terminal in Quebec City, to serve the U.S. Midwest and Ontario.

Hutchison Ports 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 strongly believe there are a number of benefits to be achieved by a combination of CN and KCS. The combination would help us to offer better services to customers and extend their supply chain reach and competitiveness throughout North America. 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 customers on many key routes.

Hutchison Ports 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<sup>st</sup> century railway come to life.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Clemence Cheng', with a large, stylized initial 'C'.

Clemence Cheng

Executive Director

Hutchison Port Holdings



2850 Hwy 60 E, Windom, Minnesota 56101  
p: 1.507.303.7500 [www.hylife.com](http://www.hylife.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:**

HyLife Foods Canada is one of Canada's largest integrated pork processing companies, employing over 3,500 people, with five processing plants located in Canada, USA and Mexico. In Canada, we currently utilize CN Rail services of approximately 100 container loads per week. Our company has been on a very aggressive ten-year growth plan and CN Rail has been a strategic vendor of ours since 2007. During this time, CN Rail has proven to be actively engaged in our growth plans and has been very responsive in meeting our needs lock step as we have grown.

HyLife 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.

As stated, HyLife has processing plants that focus on the Asian Export Markets, located in Central Canada, the Mid-West USA and in Central Mexico, directly in line or near the Canadian, USA and Mexican central corridor. As you can imagine, the alignment of our processing plants on the North/South rail service under the CN banner would create a strategic advantage for our company, as well as an opportunity to centralize strategic vendor relationships which will remove some of the complexity working with individuals who know our business as well as our service needs and expectations.

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 pork from and to the following locations:
  - Kansas City → Mobile, Alabama
  - Kansas City → Winnipeg → Vancouver
  - Chicago → Winnipeg → Vancouver
  - Kansas City → Houston
  - Kansas City → Mexico
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

HyLife 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 21<sup>st</sup> century railway come to life.

Sincerely,

*Ron Schellenberg*

Ron Schellenberg  
Chief Supply Chain Officer

cc: Parties of Record



2850 Hwy 60 E, Windom, Minnesota 56101  
p: 1.507.303.7500 [www.hylife.com](http://www.hylife.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:**

HyLife Foods Canada is one of Canada's largest integrated pork processing companies, employing over 3,500 people, with five processing plants located in Canada, USA and Mexico. In Canada, we currently utilize CN Rail services of approximately 100 container loads per week. Our company has been on a very aggressive ten-year growth plan and CN Rail has been a strategic vendor of ours since 2007. During this time, CN Rail has proven to be actively engaged in our growth plans and has been very responsive in meeting our needs lock step as we have grown.

HyLife 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.

As stated, HyLife has processing plants that focus on the Asian Export Markets, located in Central Canada, the Mid-West USA and in Central Mexico, directly in line or near the Canadian, USA and Mexican central corridor. As you can imagine, the alignment of our processing plants on the North/South rail service under the CN banner would create a strategic advantage for our company, as well as an opportunity to centralize strategic vendor relationships which will remove some of the complexity working with individuals who know our business as well as our service needs and expectations.

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 pork from and to the following locations:
  - Kansas City → Mobile, Alabama
  - Kansas City → Winnipeg → Vancouver
  - Chicago → Winnipeg → Vancouver
  - Kansas City → Houston
  - Kansas City → Mexico
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

HyLife 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 21<sup>st</sup> century railway come to life.

Sincerely,

*Ron Schellenberg*

Ron Schellenberg  
Chief Supply Chain Officer

cc: Parties of Record





**IAT INTERNATIONAL, INC**

555 E. MAIN ST, SUITE 1101  
NORFOLK, VIRGINIA 23510 USA  
<http://www.IATint.com>

TEL: (757) 622-7239  
FAX: (757) 622-0893  
IAT@IATint.com

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:

IAT International Inc. (IAT) is a steel rail supplier to Canadian National (CN) for over 20 years. Over that time, we have worked as a partner with CN and can attest that the company is driven to provide superior service with safety as its number one priority.

IAT 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.

IAT 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.

Best regards,



Avraham Ashkenazi  
President, IAT International Inc.



IDMR Solutions 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:

IDMR Solutions Inc is electronic document management software vendor. Our software allows our customers to optimize their documents in our structured DMS/CMS.

IDMR Solutions 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.

IDMR Solutions 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Israel Revivo', written over a horizontal line.

Israel Revivo  
President

cc: Parties of Record

1301 West 22nd Street • Suite 307 • Oak Brook, Illinois 60523 • (630) 368-5300 • Fax: (630) 218-7467  
220 East Adams Street • Springfield, Illinois 62701 • (217) 522-1240 • Fax: (217) 525-0055

Email: [ima@ima-net.org](mailto:ima@ima-net.org)

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:

On behalf of the Illinois Manufacturers' Association and our nearly 4,000 members companies, I appreciate the opportunity to express our strong support for Canadian National's (CN) announced proposal to combine with Kansas City Southern (KCS).

Illinois manufacturers employ 556,000 men and women on factory floors that contribute the single largest share of our state's economy. In 2019, manufacturing output totaled \$304 billion and 93 percent of Illinois exports are manufactured products. Manufacturers need a robust and efficient transportation system to move people and product around the world and that includes a strong rail system.

The announced proposal to combine CN and KCS would create the premier railway for the 21<sup>st</sup> century, connecting ports in the United States, Mexico and Canada to facilitate trade and economic prosperity across the United States and particularly in Illinois.

Illinois is a transportation hub and the only state in the nation with all seven Class I railroads. The CN-KCS combination would serve our state well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in Illinois, throughout the Midwest, and across the nation.

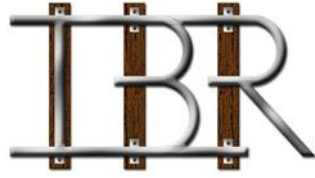
For many years, CN has been an integral part of the transportation system in Illinois. Their freight railroad safely and reliably connects businesses, large and small, to markets around the world. Perhaps more importantly, as the most fuel-efficient railroad in North America, CN offers a sustainable 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.

The IMA 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.

Best,

  
Mark Denzler  
President & CEO

**BOLDLY MOVING MAKERS FORWARD**



## INDIANA BUSINESS RAILROAD

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:**

My name is J. Brent Lee, Vice President Operations of Indiana Business Railroad headquartered in Evansville, Indiana. Indiana Business Railroad is an independent freight railroad and rail services management company offering freight services, transloading, railcar storage, and industrial development opportunities. The strong partnership between CN's network and Indiana Business Railroad allows industrial shippers to grow their business.

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.

Indiana Business Railroad's partnership with CN has driven tangible benefits for our customers and 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 Indiana Business Railroad, as separate companies they have not been able to offer the kind of seamless service Indiana Business Railroad seeks to offer our customers.

While CN's unique three coast network and our partnership with CN has provided significant benefits to Indiana Business Railroad and our ability to offer our services, the KCS-CN merger will further enhance this reach and in turn our product offering. While there is some overlap in the networks, the overlap between CN and KCS networks is very limited and additional connection points will facilitate the combined railway to create new innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes.



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 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 is not currently available.

For the reasons stated above, Indiana Business Railroad 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 US Heartland. 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.

Indiana Business Railroad 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<sup>st</sup> century railway come to life.

Sincerely,

*J. Brent Lee*

J. Brent Lee  
Vice President Operations  
Indiana Business Railroad  
P. O. Box 6333  
Evansville, Indiana 47719

cc: Parties of Record

INDIANA BUSINESS RAILROAD  
P. O. BOX 6333 EVANSVILLE, INDIANA 47719



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:**

Indixio Inc. is a long-time technology supplier for CN Rail. Our partnership as a supplier started just over 15 years ago. We provide technology and services, and over 4000 employees at CN uses our Web GIS tools to consult and view CN Rail assets across the country, using their desktops and mobiles. We are a proud supplier to CN, and they contributed over the years in making our technology evolved with more features, and make our product being amongst the leaders in the industry.

Indixio 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.

Indixio 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink that reads "Jean-Francois Bélanger".

Jean-Francois Bélanger  
Sales Director, Indixio Inc

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 21<sup>st</sup> century railway come to life.

Sincerely,



Grahame Entwistle, Senior Account Executive

cc: Parties of Record

# INTERMOBIL

Intermobil 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:

Intermobil is a privately-operated intermodal and container handling terminal, located in Regina, Saskatchewan. We provide Southern Saskatchewan access to markets worldwide, through our single service provider CN. CN's access to a wide variety of Steamship lines has opened many new opportunities, not only for our region, but also for the originating parties of these containerized products. We appreciate the CN team and their willingness to work together with us as industry partners, to ensure our supply chain is strong and complete.

Intermobil 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.

Intermobil Terminal is confident in and strongly supports CN's proposed acquisition of KCS. Direct and single carrier access to North America's most southern ports and terminals, will provide new opportunities for stakeholders and customers alike. We look forward to seeing this come together.

Sincerely,



Intermobil Terminal

cc: MobilGrain



Interstate Asphalt Corp.  
3301 S. California Ave.  
Chicago, IL 60608  
(954) 769-9500

April 22, 2021

Ms. Cynthia T. Brown, Chief, Section of Administration  
Office of Proceedings  
Surface Transportation Board  
395 E Street, SW  
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,

Interstate Asphalt (IA) is a wholesaler of asphalt liquid and has done business with CN for decades. IA has five storage terminals located in Illinois and Michigan and provides asphalt for the heavy/highway construction industry in the Midwest.

As a wholesaler of asphalt, IA ships significant quantities of product from western Canada, as well as Western and Gulf Coast regions of the United States. CN is a key logistics component for this supply. Freight is a significant cost consideration to remain a low cost supplier in our highly competitive, hard bid industry. Due to multiple rail lines (freight cost) involved, it is currently difficult to bring much product from the Gulf Coast region at a competitive price.

IA supports approval of the CN/KCS combination. The transaction would provide greater competition/lower cost to move product from the Gulf Coast region to the Midwest. From our experience, single line rail options are the most efficient and cost-effective and are far superior.

We view the transaction favorably because it will allow a combined CN/KCS to provide more efficient and reliable rail service options. This will strengthen competition against the other rail carriers and trucks that serve our markets.

For these reasons, Interstate Asphalt is voicing support for the combination of CN and KCS.

Sincerely,

A handwritten signature in blue ink, appearing to read "B-a-i.", with a stylized flourish at the end.

Brian A. Inniger  
President

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:

Iron Road Software & Simulation is a supplier of capacity planning services to CN and other Class I railroads.

Iron Road Software & Simulation 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.

Iron Road Software & Simulation 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<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Nikola Rank". The signature is fluid and cursive, with a long, sweeping line extending from the end.

Nikola Rank, P.Eng  
President - IRSSI

23 April 2021

cc: Parties of Record





# IRONHEAD

Marine, Inc. & Fabricating, Inc.  
Toledo Shipyard



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:

IRONHEAD Marine, Inc. provides a wide range of specialized industrial repair ranging from refineries to freighter vessels on the Great Lakes., as well as shipyard and drydock facilities. We deliver excellence by performing the highest quality facility and vessels repair and maintenance.

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

IRONHEAD Marine, 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.

2245 Front St., Toledo, OH  
419-690-0000 Ph. 419-690-0001 Fax



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.

IRONHEAD Marine, 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in cursive script that reads "Anthony La Mantia".

**Anthony La Mantia**  
President

cc: Parties of Record



ISAAC Instruments Inc.  
1300 Boul. Clairevue Oues  
Saint-Bruno-de-Montarville, Quebec, J3V 0B7  
Phone: 1 888 658-7520, Fax: (450) 658-3322  
contacts@isaac.ca  
www.isaac.ca

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:

ISAAC Instruments Inc. is CN's road transportation subsidiary telematic solution provider since December 4th 2019.

ISAAC Instruments 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.

ISAAC Instruments 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 21<sup>st</sup>-century railway come to life.

Sincerely,

DocuSigned by:  
A handwritten signature in black ink that reads 'Jean-Sébastien Bouchard'.  
4EF22DE5D6184C6  
Jean-Sébastien Bouchard, Eng.  
Vice President Sales

cc: Parties of Record

ITONICS GmbH | Emilienstr. 9 | D-90489 Nürnberg

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,

ITONICS is software provider of CN's End-to-End Innovation Management Software Platform since April 2021.

ITONICS 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.

ITONICS 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,

  
Sebastian Pfingsten  
Director of Sales

  
ITONICS GmbH  
Emilienstr. 9  
D-90489 Nürnberg  
+49 911 60060550  
+49 911 60060555

**ITONICS GmbH**  
Dr. Michael Durst  
Emilienstr. 9  
D-90489 Nürnberg

T +49 911 60060550  
F +49 911 60060555  
contact@itonics.de  
www.itonics.de

Amtsgericht Nürnberg  
HRB 27921  
Ust-IdNr. DE264438014

Bankverbindung:  
IBAN DE56 7605 0101 0012 5056 24  
BIC SSKNDE77XXX

# **IVACO ROLLING MILLS LP**

**A HEICO COMPANY**

1040 County Road 17, P.O. Box 322  
L'Orignal, Ontario K0B 1K0  
(613)675-4671

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:

Ivaco Rolling Mills is a leading producer of hot rolled Wire Rod and continuous cast Steel Billets that ships approximately 350 carloads per year with CN.

Ivaco Rolling Mills 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.
  - CN's significant experience providing seamless intermodal service throughout their network and across borders.
  - The CN team has a track record of successful and flawless mergers over the last 20 years
- 1.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
  - CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition— there is no ambiguity in where we stand on this issue, which is 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

Ivaco Rolling Mills 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 21<sup>st</sup> century railway come to life.

Sincerely,



Brent Devenne  
Superintendent, Production Planning & Logistics  
Ivaco Rolling Mills L.P.  
613-675-6645



1040 County Road 17, Box 322  
L'Orignal, Ontario, Canada K0B 1K0  
[bdevenne@ivacorm.com](mailto:bdevenne@ivacorm.com)  
Office: 613.675.6645  
Cell: 613.804.8911  
<http://www.ivacorm.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**

23 April 2021

Dear Ms. Brown,

Javelin Global Commodities (UK) Ltd is one of the largest shippers of dry bulk products on the CN in within the USA. Javelin has a longstanding relationship with the CN and continuously works on long-term opportunities that benefit both parties and our receivers.

Javelin Global Commodities (UK) 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. CN has proven itself at reducing railset cycle times on long haul trips, reducing our cost and increasing total flow of commodities on the network. They have an outstanding record of being a customer focused and reliable service provider.

Javelin uses CN to ship various types of iron ore and coal from the Upper Midwest to export terminals in the Gulf of Mexico. There are also opportunities to ship products directly to Mexican end users.

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 Mexico and other export terminals.



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

Javelin Global Commodities (UK) 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Peter Bradley", is written over a light blue horizontal line.

Peter Bradley  
Chief Executive Officer

cc: Parties of Record



PARTNERS IN  
ACHIEVING  
MAXIMUM  
RESOURCE  
DEVELOPMENT  
VALUE

**JDS Energy & Mining Inc.**  
Suite 900 – 999 West Hastings Street  
Vancouver, BC V6C 2W2  
t 604.558.6300  
jdsmining.ca

April 25<sup>th</sup> 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:**

JDS Energy & Mining Inc, through its wholly owned subsidiary Cariboo Central Rail Contractors provides track construction, maintenance and repair services to CN, in western Canada and beyond since 2005

JDS Energy and Mining 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.



JDS Energy and Mining 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 21<sup>st</sup> century railway come to life.

Respectfully,

Jeff Stibbard, P.Eng, CEO

\*\*\*

**JDS Energy & Mining Inc.**

**JNL INDUSTRIAL SUPPLY LTD.**

Unit 2, 1008 – 17 Avenue  
Nisku, AB, Canada T9E 0G5  
Phone: (587)938-1688  
Email: [peter.ju@jnlsupply.com](mailto:peter.ju@jnlsupply.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:

JNL Industrial Supply Ltd. has been dealing with CN World Wide for over 4 years. We are very happy and grateful with the shipping service provided.

JNL Industrial Supply 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 can imagine with CN-KCS railway, we can expand our market to US and Mexico area from Canada with your strong support.

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 the goods from Edmonton to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

JNL Industrial Supply 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Peter Ju', with a large loop at the start and a horizontal line extending to the right.

Peter Ju  
General Manager

cc: Parties of Record



Box 55  
SQUAMISH, BC V8B 0A1

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:

John Hunter Company is a contractor in heavy duty equipment and has been working for Canadian National Railway Company since 2003 when CN acquired BC Railway. (Formerly we worked for BC Railway since 1959.)

John Hunter 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. As our we are a fourth-generation company, CN's proposal to acquire KCS would be a great boost to our company as it would allow greater stability to our employees and contractors in the years to come. It would also allow us to invest longer term in upgrading our equipment needs.

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.

John Hunter 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 21<sup>st</sup> century railway come to life.

Sincerely,

Richard Hunter  
President  
John Hunter Company



 **PLANTERS**  
©/MB

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

April 22, 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:**

Johnvince Foods is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective locations in Canada and the United States. Overall, our service with CN continues to exceed our expectations and meet all our needs.

Johnvince 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 thus allowing us to be more competitive in all the markets we aspire to be in.

We believe that a combination of CN and KCS would help us to achieve more success in our expansion. 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 and minimize any interruptions in service.

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.

Johnvince Foods 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 21<sup>st</sup> century railway come to life in the short term.

Sincerely,



Luis Deviveiros  
Vice President of Operations  
Johnvince Foods/Planters Canada



22 Adelaide Street West, Suite 2600  
Toronto, Ontario  
M5H 4H3

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:**

Jones Lang LaSalle Real Estate Services, Inc. (JLL) provides consulting and commercial real estate brokerage services to CN. JLL 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 Jones Lang LaSalle 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<sup>st</sup> century railway come to life.

Sincerely,

Dave Lehto, EVP & National Lead  
Jones Lang LaSalle Real Estate Services, Inc.

cc: Parties of Record

## **JRB Strategic Consulting**

113, Windmill Ave.  
Pointe-Claire (Québec) H9R 5B4  
514-232-4758

**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:**

JRB Strategic Consulting has been providing communications support to CN for 10 years.

JRB Strategic Consulting 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, we believe this transaction will be strategically important as it will support the growth of trade between Mexico, the USA and Canada. It will also stimulate investment in the rail network, which will be beneficial to the overall economy.

We are also extremely supportive of the transaction because of the positive impacts it will have on climate change by converting truck freight to rail, thereby reducing the overall carbon intensity of transportation. Also, CN used 15% less fuel per GTM than the industry average and will be able to pass on its efficient fuel management practices to KCS.

A CN-KCS merger will also improve safety by extending CN's strong safety culture and innovative technology like autonomous track inspection railcars and automated railcar inspection portals to KCS.

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

We do not anticipate any negative impacts to our company, the environment or market competition from the proposed transaction. In fact, we anticipate only beneficial outcomes.

JRB Strategic Consulting is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons stated above. We hope to see a faster, cleaner, safer and unified railway come into being.

Sincerely,



Russell Buche  
Founder and President

cc: Parties of Record

**KEYSTONE SHIPPING CO.**

SUITE 600  
ONE BALA PLAZA EAST  
BALA CYNWYD, PENNSYLVANIA 19004-1496

April 21, 2021

**Via USPS Priority Mail**

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:

Keystone Shipping Co. is a global provider of innovative maritime transportation solutions. We deliver operational excellence by performing the highest quality vessel operations and ship management in the maritime industry. For more than 100 years, Keystone has been delivering the highest quality waterborne transportation of bulk cargoes safely, efficiently, and with the utmost environmental concern, to ports within the United States, and around the globe.

Keystone has maintained a multi-decade partner-relationship with Canadian National Railway ("CN"), a vital multimodal, transportation, supply chain provider.

Keystone Shipping Co. fully supports CN's acquisition of Kansas City Southern Railway ("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 transportation through its rail, transload, trucking, docks and vessels.

We believe that a combination of CN and KCS would benefit the transportation industry 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 the needs of the market. Additionally, Keystone has observed CN's successful track record of acquisitions over the past 25+ years which illustrate and provide assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The CN-KCS 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 than reliance upon trucks running for shorter distances on many key routes. We strongly believe that this transaction will provide the seamless transportation and service that would not otherwise 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 transload and vessel markets within the Great Lakes region. It would offer market extension to current KCS customers, and they would then be seamlessly served. This benefit would only result from a CN acquisition.
- CN's acquisition of KCS will further enhance our ability to provide transportation services throughout the inland waterway systems, the Great Lakes, and the deep water ocean ports.
- CN has significant experience providing seamless service throughout its transportation network and across borders.
- CN's commitment to multimodal services and infrastructure investment is unique to any other railroad in North America. This diversity again makes CN's acquisition of KCS the logical choice.

We are confident in and strongly supportive of Canadian National Railway's proposed acquisition of Kansas City Southern Railway for all of the reasons stated above.

Sincerely,



Donald R. Kurz  
President

cc: Parties of Record





**KFI Inc.**  
**6295 Kestrel Rd**  
**Mississauga, ON, L5T 1Z4.**  
**Canada**  
**Ph# 905-234-1193 (Ext. 301)**

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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:**

KFI Inc. has had relationship with Transx ( or Canadian National Railway-CN ) and using their service since 2014. We are pleased and glad to 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.

KFI Inc. currently uses Transx (CN) for daily transportation needs for sending huge quantities of our products to 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 loads from Canada East to Canada west.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

KFI 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 21<sup>st</sup> century railway come to life.

Sincerely,

A handwritten signature in black ink that reads "A. Ravi Kumar". The signature is written in a cursive, flowing style.

Ravi Kumar Angirekula

Plant Manager

KFI Inc.

6295 Kestrel RD, Mississauga, ON, L5T 1Z4.

Ph# 905-234-1193 (Ext.301)

Mobile # 647-286-6819



**Knox Kershaw Inc.**

Improving the Productivity of Railway Maintenance Equipment

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:

Knox Kershaw Inc. is a supplier of Maintenance of Way machinery to the rail industry. We have provided ballast regulators, snow fighters, and other MOW machinery to CN for over 20 years.

Knox Kershaw 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.

Knox Kershaw 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 21<sup>st</sup> century railway come to life.

Sincerely,

Jaky Felix  
Vice President of Sales  
Knox Kershaw Inc.

cc: Parties of Record

**Bryan C. Stout**  
Director, Class 1 Sales  
Railroad Products and Services



**Koppers Inc.**  
436 Seventh Avenue  
Pittsburgh, PA 15219-1800  
Tel 412 227 2408  
Fax 412 227 2841  
Sttoutbc@koppers.com  
www.koppers.com

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:

Koppers is a leading integrated global provider of treated wood products, wood treatment chemicals and carbon compounds. Canadian National is one of our major customers in the Class 1 railroad space. From our perspective as a supplier, the transaction is strategic and beneficial because it will strongly support growth and investment in the North American rail network.

Koppers 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 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.

Koppers 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 21<sup>st</sup> century railway come to life.

.

Sincerely,

Bryan Stout  
Director, Class 1 Sales  
Koppers 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:**

Kristom International Inc. is a global logistics company involved in trading of meat and meat products in various markets. CN is a strategic partner to Kristom in moving these essential commodities between Canada and overseas markets. Kristom supports CN's Acquisition of KCS because the benefits of this merger would help to expand the current service network options for moving goods within North America, bringing faster, safer 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 ability to be competitive in the markets in which we operate, benefiting our shipments of frozen and chilled meat products between various North American Markets and overseas.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CN is the leader in providing transportation options for sensitive chilled and frozen food products throughout North America and this strategic acquisition will only serve to expand this and provide additional options for Kristom in moving these goods.



Kristom International 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 21<sup>st</sup> century railway come to life.

Sincerely,



---

Jeffrey Clarke

**President -Representative**

cc: Parties of Record

April 23, 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:

Krusinski Construction Company is a general contractor that has constructed and renovated numerous facilities for CN throughout the Midwest since 2008. We currently have multiple projects under construction for CN at their US headquarters in Homewood, IL.

Krusinski Construction 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.

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 and we do not anticipate any negative impacts to our company, the environment or market competition.

Krusinski Construction 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 black ink, appearing to read 'Ryan Lehman', with a stylized flourish at the end.

Ryan Lehman, Project Manager