



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

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

**Dear Ms. Brown:**

L&T Services, LLC has been serving CN since 2010 by providing railroad repair and maintenance services, derailment services, switch and asphalt installation services, and other track related services primarily in AR, IL, MS, LA, AL, TN and TX.

L&T 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.

L&T 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,

Lenard L. Harris, Member

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:

Transport Laberge supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service 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 safety and service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

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

Sincerely,

**Richard Laberge**  
Président | President

cc: Parties of Record





**LAKEHEAD**  
constructors inc.  
*Safety • Quality • Service • Innovation*



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

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

Dear Ms. Brown:

Lakehead Constructors Inc. is a contractor located in Superior, WI and Aurora, MN that provides rail maintenance services including labor support and equipment to CN for over twenty plus years.

Lakehead Constructors 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.

Lakehead Constructors 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,

Brian Maki, President and CEO

cc: Parties of Record

General Contractors and Equipment Rental Specialists  
Main Office: 3801 Winter Street • Superior, WI 54880-4416 • 715/392-5181 • Fax 715/392-7566  
Aurora Branch: 510 W, 3<sup>rd</sup> Ave N. • Aurora, MN 55705 • 218/744-1497  
[www.lakeheadconstructors.com](http://www.lakeheadconstructors.com)  
*An Equal Opportunity Employer*



Last Mountain Railway 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:**

Last Mountain Railway is a shortline railway located in Saskatchewan Canada. CN Rail is our class 1 carrier, and we interchange with them in Davidson Saskatchewan. Our business is primarily comprised of bulk haulage of Agricultural (Grain, Fertilizer, and various Storage car volumes), totaling just over 3,000 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.

Last Mountain Railway 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.

Last Mountain Railway 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,



Last Mountain Railway

cc: MobilGrain



415 Holiday Drive  
Pittsburgh, PA 15220  
(412) 928-3400  
(412) 928-7891 (Fax)

April 21, 2021

**Via email (Hamza.Founane@cn.ca)**

Canadian National Railway Company  
Attn: Hamza Founane  
Category Manager, Track Materials  
935 De La Gauchetiere Ouest,  
Montreal QC, H3B2M9

Dear Mr. Founane:

I am writing this letter to convey L.B. Foster's support of longtime customers, Canadian National and Kansas City Southern. As a supplier of goods and services to the railroad industry, L.B. Foster supports transactions, initiatives and efforts that will stimulate growth and investment in the North American rail transportation sector and that will help achieve the goals underpinning the USMCA, thereby improving the broader North American economies. In our experience as a supplier, both CN and KCS have consistently emphasized product innovation and safety as they strive to serve their customers with the utmost efficiency through offerings like the intermodal transportation process. We look forward to continuing to provide products and services to two leaders in the railroad industry.

Sincerely,

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

Jason Lupachow  
Regional Sales Manager





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:

Lee & Associates of Illinois specializes in the representation of owners and occupiers in the acquisition, disposition and leasing of industrial properties including land. Lee & Associates often works closely with CN in the Chicago region helping our clients find solutions for their rail needs.

Lee & Associates of Illinois supports CN's acquisition of KCS 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 meet our clients rail needs in our market. CN's strong track record of success with intermodal & Carload service gives us confidence that a combined CN-KCS would be best positioned to serve our clients' needs.

The KCS acquisition would open new opportunities for carload business & intermodal from Mexico into the Chicago region by providing shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago. New opportunities would mean additional companies looking for new facilities in the area which will drive development, new construction, and the need for industrial real estate services.

Lee & Associates of Illinois is confident in and strongly supports CN's 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 dark ink, appearing to read 'Walter Murphy', written over a horizontal line.

Walter Murphy  
Principal / Managing Broker

cc: Parties of Record





LEE-POTTER  
S.E.N.C.

Engineering & I.T. Consulting

John C. Lee, President

April 24, 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:

Lee-Potter S.E.N.C is a Canadian limited partnership currently providing Professional Engineering consulting services to the Canadian National Railway Company (CN) in the fields of telecommunications, tower asset management and technical strategy. We have been engaged by CN since May of 2020.

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

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 to Canada, the U.S. and Mexico. We do not anticipate any negative impacts to our company, the environment or market competition.

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

Sincerely,

John C. Lee, P.Eng.,  
President, Lee-Potter S.E.N.C.

851 rue de Fontainebleau, Mont St Hilaire, Québec, Canada, J3H 4J2

[Johnclee464@gmail.com](mailto:Johnclee464@gmail.com)



**Lehigh Cement**

12640 Inland Way  
Edmonton, AB T5V 1K2  
Phone 780-420-2500  
Fax 780-420-2503  
[www.lehighhansoncanada.com](http://www.lehighhansoncanada.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:

Lehigh Cement is a major Canadian cement producer that ships approximately 15,000 carloads per year with CN.

Lehigh Cement supports CN's acquisition of KCS 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:

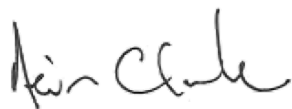
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate.



- 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

Lehigh Cement 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,



**Devin Clarke**  
Logistics Manager, Region 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:

Les Entreprises Ekyrail Inc (Ekyrail) is a strategic supplier for CN across their business network. Since it was founded 10 years ago, Ekyrail has been serving CN with technological and innovative products, supporting their rolling stock operation and the intermodal business. Ekyrail is a family-based company presently employing about 40 qualified workers at our headquarters located in Chateauguay, Québec, Canada, only few minutes from CN headquarters.

Ekyrail supports CN's acquisition of KCS 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 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.

Ekyrail 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,

M. Yan Taillon  
President and founder

A handwritten signature in cursive script that reads "yan taillon".

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:

LGP Energy Inc is a valued CN customer, we have grown over the years and are always looking at new opportunities and have built a good reputation with a class one transport company.

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

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

In the propane industries we are in the needs of supplies relies on good service providers, and we value the opportunity to expand in new horizon such as Mexico.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Propane from Canada to South of the USA and into Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Having a company that as a good track record and that as proven over the years that they know how to run Trains at a cost friendly and a reliable pace.

LGP Energy 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,

A handwritten signature in black ink, appearing to read "Daniel Lajoie". The signature is fluid and cursive, with the first name "Daniel" being more prominent than the last name "Lajoie".

Daniel Lajoie  
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:**

Lilee Systems is a key supplier for CN's PTC and communication hardware and software since 2013.

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

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.

Lilee Systems 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 "Yate Lee".

Yate Lee, VP of Technology

cc: Parties of Record

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

For many years, CN has been an integral part of the transportation system in Wisconsin. Their freight railroad safely and reliably connects 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.

We have worked with CN for many years and appreciate their responsiveness and openness to the needs of State 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. Our Forest Products Industry greatly needs CN to support its existence. For all of the reasons outlined above, I strongly support CN's proposed combination with KCS and urge you and the Board to give the proposal every consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Bialecki".

Bill Bialecki

Executive Director  
Lincoln County Economic Development Corp.  
801 N. Sales St.  
Merrill Wisconsin 54452





Linear Logistics  
7015 Macleod Trail SW, #603  
Calgary, AB  
T2H 2K6

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

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

**Dear Ms. Brown:**

Linear Logistics has had a relationship with TransX and CN since our inception 8 years ago. They have allowed us to service the needs of hundreds of our customers across the entirety of North America and all modes of transportation.

Linear 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.

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 represent 100's of Canadian companies with 100,000's of shipments that could potentially benefit from a stronger more streamlined service offered by CN, TransX. Many of our customers are already shipping goods like produce or meat, that are travelling back and forth between Mexico and Canada, and this stronger service would have great advantages to our customers.

Many of our manufacturing and general freight customers would benefit greatly as well from increased competitiveness and expand services that this new stronger network would provide.

Linear 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.

If you have any questions or would like to discuss, I can be reach at the contact info below.

Sincerely,



Linear Logistics  
Dean Duffin  
CEO  
[dean@linearlogistics.ca](mailto:dean@linearlogistics.ca)  
403-968-9781

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:

Livingston Transportation Inc is an automotive supply chain leader supporting the flow of finished vehicles from rail to truck for delivery to the final customer as well as utilizing rail and truck for movement of personal vehicles within Canada and from Canada to the US.

Livingston Transportation Inc. 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 enhance the fluidity of the North American rail supply chain. CN's track record of success moving our finished vehicles gives us confidence that a combined CN-KCS would be best positioned to serve our needs.

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

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.

Livingston transportation Inc. supports CN's proposed acquisition of KCS for all of the reasons as stated above. We are looking forward to the successful

A handwritten signature in black ink, appearing to read "D. Santini", written over a light blue horizontal line.

Sincerely,  
**Domenic Santini**  
Vice President and General Manager Vehicle Transportation Services  
**Livingston International**

Phone: 514-735-2000 ext. 93282  
Mobile: 514-838-7542  
Fax: 514-735-3531  
Toll Free: 1-800-361-3097  
[dsantini@livingstonintl.com](mailto:dsantini@livingstonintl.com)  
[www.vehicletransportation.ca](http://www.vehicletransportation.ca)

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:

*LOGIBEL is a storage and transshipment company located in Quebec (4545, Villeneuve Street, Lac-Mégantic (Qc) G6B 2C2, CANADA, and 250, rue Damase-Breton, Saint-Lambert-de-Lauzon (Qc) G0S 2W0, CANADA). We have a long date business relationship with CN as a customer. LOGIBEL uses the CN's services in many ways, such as transportation of raw materiel related to steel, from North Carolina and Texas to our new transshipment center in Saint-Lambert-de-Lauzon, near Quebec City. Soon, we will start to import plastics as raw materiel for our customers, from different US markets.*

*Our business relationship with CN is very important for LOGIBEL's development, specially in our Saint-Lambert-de-Lauzon site. CN allows us to get to new markets in US.*

*LOGIBEL supports CN's acquisition of KCS 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.*

*LOGIBEL plans to develop the Mexican market, to offer more possibilities of railway transportation to our customers who already import raw materials related to steel and plastics. The combination of CN and KCS will also allow us to expand our lumber shipping services to Mexico.*

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

**ESTRIE**

**4545, rue Villeneuve  
Lac-Mégantic (Qc)  
G6B 2C2**

**BEAUCE**

**250, rue Damase-Breton  
Saint-Lambert-de-Lauzon (Qc)  
G0S 2W0**



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

*LOGIBEL 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,*

*BÉLAND AUDET  
LOGIBEL's General Manager*

*cc: Parties of Record*

**ESTRIE**

**4545, rue Villeneuve  
Lac-Mégantic (Qc)  
G6B 2C2**

**BEAUCE**

**250, rue Damase-Breton  
Saint-Lambert-de-Lauzon (Qc)  
G0S 2W0**



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

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

**Dear Ms. Brown:**

Logimethods, a Levio company, has been working as a strategic IT vendor / partner of CN since 2004. During this time, we have delivered dozens of projects successfully in the areas of Enterprise Architecture, B2B & EDI, PTC, RTBI, Systems Integration, as well as development and maintenance on middleware, such as IBM Integration Bus (IIB), MuleSoft and webMethods.

Logimethods supports CN's acquisition of KCS 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.

Logimethods 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 "Ragui Sbaygha".

Ragui Sbaygha  
Senior Partner  
Logimethods, a Levio company

cc: Parties of Record





4/23/2021

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:

Logistic Dynamics, LLC is a current customer of both CN and KCS shipping goods across the North America market, delivering both consumer and manufactured goods to corporations and consumers via intermodal Transportation.

Logistic Dynamics 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.

I have personally supported both the UP/SP merger and The BNSF ATSF merger in previous rail mergers.

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 Consumer goods from the Canadian Maritimes to the interior of Mexico it would offer a broad range of coverage.

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

Sincerely,

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

William R Barbour  
Executive Vice President  
Logistic Dynamics, LLC  
8275 Tournament Dr  
Memphis, TN 38125  
901-402-7001



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:

Logistical Data Services supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service 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 safety and service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

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

Sincerely,

Brett Kull  
*Vice President*  
734.308.3837

Cc: Parties of Record

*Logistical Data Services 1507 Valley Road Coatesville, PA 19320 (602) 625-6754  
www.LogisticalDataServices.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:

Lottridge Tire & Retreading Inc./Lottridge Tire Mississauga Inc. is a supplier of passenger, commercial and Off the Road (OTR) Tires and commercial and OTR Repair Service to Canadian National Railway, since August 2013. Locations serviced include 55 Devon Road, Brampton ON.; 12 Cadetta Road, Brampton ON; 6970 Kendberry Gate, Mississauga, ON; 7675 Torbram Rd, Mississauga, ON; 30 Carshop Road, Concord ON; 63 S.Yard, Concord ON; 751 Bowes Rd, Concord ON; 50 E. Yard S., Concord ON; 73 Diesel Rd, Concord ON: and 2891 10 Sideroad, Bradford, ON.

Lottridge Tire & Retreading Inc./Lottridge Tire Mississauga 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.

Lottridge Tire & Retreading Inc./Lottridge Tire Mississauga 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,

Dean Pushka  
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:

Louisiana-Pacific, Corporation (LP) operates 10 facilities served by CN. These locations are located across Canada and the US Lakes States region. Combined, they have shipped an average of 11,750 cars a year since 2018. Much of this product is destined for the central and southern US.

We have been actively evaluating ways to better serve Texas and the south-central region as growth markets. This acquisition would greatly improve our options from multiple perspectives. We consider CN a strategic partner and believe the combined CN-KCS will allow us to create new value for LP and our customers.

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. 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.

Currently, we do not move significant volume on the KCS, but as we look to future growth and additional manufacturing expansion, the combined CN-KCS would offer us a unique opportunity to have a single partner that could integrate much of our internal network in an efficient and cost-effective way.

The combined company would create enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for LP. 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.

Below are some benefits examples:

- Our transit times from Canada to the Texas market would improve and become more consistent
- Our manufacturing regions would be directly connected to key customer regions
- Rail equipment moving between our markets could be more easily and efficiently reloaded, especially as we expand our manufacturing footprint
- LP will have multiple new opportunities to revise our material flows to better utilize rail and minimize regional and long-haul truck moves



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

Sincerely,

A handwritten signature in black ink that reads "Michael W. Blosser".

Mike Blosser  
Sr. Vice President, Manufacturing Services

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:**

Loyal Express Logistics has been working with TransX on Canada/US Cross Border Business.

Loyal Express 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. Loyal Express Logistics always looks for OTR or Rail suppliers that could supply its Canada/US/MX business. The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination. For example:

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

Loyal Express 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,

Loyal Express Logistics  
Thiery Valade  
tvalade@loyalexpress.com



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

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

Dear Chairman Oberman:

Recently, Canadian National Railway Company (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 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 Mississippi. I believe that this combination would serve the City of Lucedale and the Gulf Coast region well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in our area.

For many years, CN has been an integral part of the transportation system in Lucedale, Mississippi. Their freight railroad safely and reliably connects local businesses in our region, large and small, to markets around the world. As such CN has been a great driver for local economic development along the Gulf Coast. 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 our local residents. CN and its US rail subsidiaries have operated in the U.S. for more than 100 years, including many in Lucedale and George County, and CN is committed to being a strong local partner in every community where it operates. Even outside of fostering economic development via transportation services, CN has recently demonstrated this commitment with support for the development of an arboretum in our town. 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,

Darwin Nelson  
Mayor, City of Lucedale, Mississippi



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

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

**Dear Ms. Brown:**

Mammoth Project Services (Mammoth) is an integrated engineering, procurement, and construction firm and has utilized CN services for the shipment of bulk construction material on several occasions. We have completed the design and construction of third-party shipping terminals on CN's rail network. CN's expanded reach would open future opportunities for our clients in new markets. Our clients are focused on safety and CN is the leader in safety in the industry and I fully expect they would bring the same level of service and safety to the KCS operations. An expanded CN-KCS network will allow Mammoth's customers expanded reach to industries in Texas and Mexico.

Mammoth supports CN's acquisition of KCS 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 companies in Western Canada. 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.

Mammoth 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 "Scott Trueman". The signature is written in a cursive, flowing style.

Scott Trueman  
Mammoth Project Services

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:**

Maple Leaf Foods is a Canadian consumer packaged meats company based out of Mississauga, Ontario. With demand for our products around the world, we partner with CN to facilitate the movement of frozen meats across North America. With production across Canada, we rely on partners like CN to support our customer base in Mexico and the greater international market in ensure Maple Leaf Foods product delivers to consumers in line with our core values focus on industry leading sustainability practices.

Maple Leaf 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.

Today, Maple Leaf Foods uses an over the road solution to support over 2,000 annual shipments of frozen pork from Canada to Mexico. Traditionally, rail has been uncompetitive in terms of cost and transit time to support a rail solution and we are excited for the opportunity to explore the benefits to Maple Leaf Foods for a single owner, single operator service in this corridor. More generally, Maple Leaf Foods primarily works with CN within Canada for the distribution of frozen pork and on export shipments to foreign markets across the globe.

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:

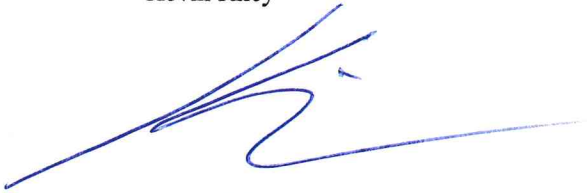
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of frozen pork from Western Canada to Mexico.
- CN's significant experience providing seamless intermodal service throughout their network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

- The greater pool of resources and access to equipment available to Maple Leaf Foods created through a CN-KCS railway product
- Converting from road to rail supports Maple Leaf Foods purposeful journey to becoming the most sustainable protein company on earth.
- Broader use and availability of CN's industry leading cold supply chain product that is focused on improved product quality innovations in the most environmentally sustainable way with the deployment of new hybrid engines and powerpack with low-emission exhaust systems.

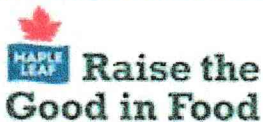
Maple Leaf Foods is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We hope to see the premier 21<sup>st</sup> century railway come to life.

Sincerely,

Kevin Riley



VP Transportation & Distribution  
**Maple Leaf Foods**  
*World's First Major Carbon Neutral Food Company*  
6897 Financial Drive,  
Mississauga On  
L5N 0A8  
[www.mapleleaffoods.com](http://www.mapleleaffoods.com)



passionate people;  
passionate about food



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

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

**Dear Ms. Brown:**

Maritime-Ontario Freight Lines Limited is a privately owned Canadian Company. For over 50 years, M-O has been a leader in the transportation industry, moving product across Canada via road & Intermodal solutions, with a reputation for innovation and service excellence. Maritime Ontario has been proud to partner with CN for over 30 years. We are more than pleased with the level of service and collaboration that our partnership with CN brings to us each day.

Maritime-Ontario Freight Lines 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 will help M-O with our vision of expanding our service offerings into the U.S. and provide our existing clientele and future clients a one stop, economical, environmentally friendly, transportation solution.

CN's strong track record of success with superior service safety gives us confidence that a combined CN-KCS would be strategically 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.



Maritime Ontario presently depends on CN exclusively to move all of our domestic intermodal loads from Coast to Coast. We look forward to the opportunity to expand our respective services into the U.S. heartland.

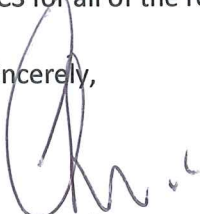
The combined company would create a network with an enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us and provide shorter distances on many key routes where we currently rely on trucks. We are hopeful about this transaction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

For example:

- The merger will provide seamless North South connectivity which help further integrate North American supply chains, and will allow Maritime Ontario to expand our footprint into a deeper network.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- This transaction would yield obvious benefits for the environment by diverting significant volumes of truck traffic onto rails, which deliver better fuel efficiency at lower cost. This, combined with the potential opportunities that the North South line would afford, will further help Maritime Ontario achieve our goals of reducing our Greenhouse Gas Emissions.

Maritime Ontario Freight Lines 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,

A handwritten signature in blue ink, appearing to read 'Chris Walker', with a large loop at the start and a trailing flourish.

Chris Walker  
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:**

Matagami's transloading facility is the main hub between northern Quebec mining district and the railway in North America. We've been working with the CN for more than three decades for concrete and strategic parts of the main hydroelectric complex of the James Bay. We are highly involved in the new lithium market 'cause there is many world class deposit in our region and we need to connect with end users. Working with the CN means we get significant experience providing seamless intermodal service throughout their network and across borders.

Matagami supports CN's acquisition of KCS 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.

Matagami 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,

  
Daniel Cliche  
General manager  
DC/sr

cc: Parties of Record





**Materiaux  
Blanchet**

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

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

**Dear Ms. Brown:**

Materiaux Blanchet is a leading lumber producer operating 2 sawmills in Canada that ships approximately 700 carloads per year with CN; including shipments to CIUJUAREZ, CI.

Materiaux Blanchet supports CN's acquisition of KCS 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 merger will provide seamless North South connectivity which help further integrate North American supply chains
- KCS and CN have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions

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

Sincerely,



**Matériaux  
Blanchet**

**Emmanuel Forget**

*Directeur des ventes et du marketing*

*Sales and Marketing Director*

[eforget@materiauxblanchet.ca](mailto:eforget@materiauxblanchet.ca)

6019, boul. Wilfrid-Hamel, bureau 200  
L'Ancienne-Lorette (Québec) G2E 2H3

T: [418 871-2626](tel:418-871-2626) x 821

C: [418-563-2996](tel:418-563-2996)

F: [418 871-9755](tel:418-871-9755)

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

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:**

MAXA AI INC. is a partner and supplier of CN for machine intelligence business performance solutions, supporting CN's objectives to continually optimize its operations.

MAXA AI 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.

MAXA AI 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 'Alex Steinman'.

ALEXIS C. STEINMAN  
CEO

cc: Parties of Record



Engineered to perform

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

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

Dear Ms. Brown:

Max-Atlas Equipment International Inc. has been supplying CN with container chassis for over 20 years.

Max-Atlas Equipment 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.

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.

Max-Atlas Equipment 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 "T. Varga", written over a horizontal line.

Tibor Varga - President

cc: Parties of Record



## McCain Foods USA Inc.

1 Tower Lane, Oakbrook Terrace, IL 60181, United States

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

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

Dear Ms. Brown:

McCain Foods Limited has been a long term partner with CN/TransX and H&R Transport leveraging their rail, intermodal and over the road transportation. We are very excited about the potential network simplification the potential acquisition of KC Southern will bring to their network. This acquisition could drive faster transit times while reducing its carbon footprint.

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.

McCain has been attempting to expand the use of rail and intermodal as we continue to focus on reducing our carbon emission while delighting our customers and stakeholders. 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 appreciate your attention to this matter and will make ourselves available should you have any follow up questions.

Sincerely,  
Ramiro Marin

*Ramiro Marin*

Director – Procurement Logistics  
Ramiro.marin@mccain.com



***"Transporters of wheeled vehicles"***

**BC (Head Office) Ph:** (604) 526-6560

**Toll Free:** (877) 393-8886

**Dispatch Fax:** (604) 526-6576

**Admin Fax:** (604) 526-6578

**web:** <http://www.mclmcgill.com/>

**ON Location:** Toll Free: 1-866-770-9401

**QC Location:** Toll Free – 1-833-213-4486

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

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

**Dear Ms. Brown:**

MCL McGill Carriers Ltd. supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service 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 safety and service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

---

**Head Office Address:** 827 Belgrave Way, Delta BC V3M 5R8

**ON Location:** 9000 Keele St. Unit 8, Vaughan, ON L4K 0B3

**QC Location:** #208 - 435 Rue Norman, Lachine, H8R 1A3



*"Transporters of wheeled vehicles"*

**BC (Head Office) Ph:** (604) 526-6560

**Toll Free:** (877) 393-8886

**Dispatch Fax:** (604) 526-6576

**Admin Fax:** (604) 526-6578

**web:** <http://www.mclmcgill.com/>

**ON Location:** Toll Free: 1-866-770-9401

**QC Location:** Toll Free – 1-833-213-4486

MCL McGill Carriers Ltd. is confident in and supports CN's proposed acquisition of KCS for all of the reasons as stated above.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John Jansen', is written over a faint, stylized blue line graphic.

John Jansen

President

MCL McGill Carriers Ltd

---

**Head Office Address:** 827 Belgrave Way, Delta BC V3M 5R8

**ON Location:** 9000 Keele St. Unit 8, Vaughan, ON L4K 0B3

**QC Location:** #208 - 435 Rue Norman, Lachine, H8R 1A3



# MEDITERRANEAN SHIPPING COMPANY

**Mediterranean Shipping Company (Canada) Inc.**  
**2810 Matheson Boulevard East**  
**Suite 200, Mississauga, Ontario**  
**L4W 4X7, Canada**

**April 24<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:**

Mediterranean Shipping Company (MSC) is a world leading shipping and Logistics Company with a global network of 524 offices in 155 countries with 100,000 employees. Our fleet of 570 vessels carries 21.5 million twenty-foot equivalent units (TEU) annually into 500 ports of call. MSC transports over 800,000 units (TEU) per year on CN. Rail is an integral part of MSC's supply chain connect goods across North America.

Mediterranean Shipping Company (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.

For example:

- A combined CN-KCS will improve the North American Transportation Network and create a true integrated US/Canadian railway

MEDITERRANEAN SHIPPING COMPANY (CANADA) INC.

2810 Matheson Boulevard East - Suite 200, Mississauga, Ontario, L4W 4X7, Canada [www.msc.com](http://www.msc.com)



- Seamless operation equals value for all stakeholders including the end customer – for service, customer service, billing, customs, notifications, one logistic platform improve the velocity of the assets and reduces waste in system.
- This initiative will also support government growth initiatives (for example in Canada there is a target \$75B of Agricultural export expected by 2025) that can be supported with roundtrip options to improve or enable trade lanes.
- CN experiences will support less delays – at the interchange, crosstown, equipment supply for customers and how assets can be enabled for the overall supply chain.
- More accurate arrivals and departures with fewer interchange points allows for better planning for our customers.

**Mediterranean Shipping Company (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.

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Fournier', followed by a long, horizontal, slightly wavy line that tapers to a point on the right.

Chris Fournier  
Chief Operating Officer  
MSC MEDITERRANEAN SHIPPING COMPANY (CANADA) INC.  
cc: Parties of Record

MEDITERRANEAN SHIPPING COMPANY (CANADA) INC.

2810 Matheson Boulevard East - Suite 200, Mississauga, Ontario, L4W 4X7, Canada [www.msc.com](http://www.msc.com)



## MEDITERRANEAN SHIPPING COMPANY

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:

Mediterranean Shipping Company (MSC) is a world leading shipping and Logistics Company with a global network of 524 offices in 155 countries. Our fleet of 570 vessels carries 21.5 million twenty-foot equivalent units (TEU) annually into 500 ports of call. Rail is an essential component of our supply chain network in North America. The CN network enables MSC to offer door-to-door, factory-to-consumer service over three coasts East, West and South. MSC has had a long-standing partnership with CN. Collectively on the CN network, MSC transports over 800,000 units (TEU) per year on CN.

Mediterranean Shipping Company (MSC) supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by increasing global connectivity by offering faster, and more direct service for North and South supply chain. This will be an enhanced network with the ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.

We believe that a combination of CN and KCS would help MSC to win in our markets and expand into new ones. CN's strong record of accomplishment of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs.

Over the years, MSC has diversified its activities to include overland transportation, logistics and a growing portfolio of port terminal investments. MSC's focus remains true to our roots and we continue to build and retain long-term trusted partnerships with our supply chain partners.

The combined CN-KSC company would connect the gulf coast production on both sides of the Mississippi with US NE production enabling an all-U.S. supply chain. This will provide shorter distances on many key routes to satisfy the supply chain requirements within the automotive, agricultural, retail and food and beverage industries. 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.

Mediterranean Shipping Company (MSC) 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. Milazzo', is positioned above the typed name.

**Robert Milazzo**  
**Executive Vice President Intermodal**  
**MSC USA 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:

My name is Justin Berthiaume, and my business address is 7 Rue Saint-Jacques, Montréal, QC H2Y 1K9. I am the National Sales Director of Medlog Canada. In my role, I am responsible for all Sales and Operations for the North American logistics arm of MSC Canada.

Medlog Canada utilizes CN for both Intra-Canada as well as cross-border Domestic Intermodal. We also ship our own 40- and 53-foot containers on CN Rail. Our cooperation with CN has been growing steadily and our satisfaction with the level of service we have received is the main reason we both see a bright future for this business relationship.

As information, this is some data about MSC and CN. Mediterranean Shipping Company (MSC) is a world leading shipping and Logistics Company with a global network of 524 offices in 155 countries with 100,000 employees. Our fleet of 570 vessels carries 21.5 million twenty-foot equivalent units (TEU) annually into 500 ports of call. MSC transports over 800,000 units (TEU) per year on CN. Rail is an integral part of MSC's supply chain connect goods across North America.

MedLog supports CN's acquisition of KCS 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.

Medlog Canada will need all the help it can get to have better access to the US and Mexican markets considering the lack of equipment available to us in Canada. The Intermodal Market will grow in the next couple years considering the lack of drivers available for long-hauls and having this new partnership to bring our customers products in and out of Canada will be a great advantage to us.

MEDLOG Canada  
7 rue Saint-Jacques  
H2Y 1K9, Montreal  
Quebec, 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:

- 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.
- We are uniquely positioned to offer a route that avoids the Chicago-congested area, a critical component of converting truck to rail and competing against other rail suppliers
- On average, CN saves 24 to 40 hours transiting around congested Chicago on the EJ&E
- The combination with KCS would add another line to the [CN network] between Detroit and Kansas City, a speedway creating a faster, safer and more economical rail option for shippers who currently rely on trucks.
- 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)
- Seamless operation equals speed for the customer – for service, customer service, billing, customs, notifications, one logistic platform
- CN experiences less delays – at the interchange, crosstown, equipment supply
- More accurate arrivals and departures with fewer interchange points allows for better planning for you, the customer

MedLog 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,



Justin Berthiaume  
National Sales Director, Medlog Canada



701 S. WOODWARD HEIGHTS | SUITE 128 | FERNDAL, MI 48220 | 248.591.4192 | METALOXWAREHOUSING.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:

Metal Ox Warehousing & Logistics LLC has been a customer of CN's for the past year in our Roseville, Michigan location where we receive railcars of aluminum and copper that we store for use in the US supply chain. Metal Ox Warehousing & Logistics 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 provide faster and more widespread availability and service. I have been working with CN since 1993 and have always found their service to be superior and their record on safety to be extremely strong. We have 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.

Metal Ox Warehousing & Logistics is seeking approval to be a registered London Metal Exchange warehouse, and as such, will be even more open to additional metal markets, both from a production and supply standpoint. We rely on being able to receive metals coming from the western US, through Chicago, to our Michigan facility, as well as from Michigan south to consumers in the Midwest and the southern United States.

The combined company would create a better 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.

In addition, we are hopeful that the merger will create additional competition with Union Pacific for shipments coming from the west and also from Mexico. Competition serves the market by lowering prices for consumers and giving additional options, which is key in our business.

Furthermore, as many of our current shipments go through Chicago in route to our facility, it is my understanding that this merger could help clear up congestion in that area, which is highly beneficial to prompt receipt of our metals.

Metal Ox Warehousing & Logistics is happy to support this proposed merger between CN and KCS rail. I am available for any further questions at [swv@metaloxwarehousing.com](mailto:swv@metaloxwarehousing.com) or 248-506-3013.

Best regards,

A handwritten signature in black ink, appearing to read "Stacey", enclosed within a thin black rectangular border.

Stacey Wright-Verkeyn  
President, Metal Ox Warehousing & Logistics LLC

cc: all parties of record





## METRO EAST INDUSTRIES INC.

---

April 22, 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:

Metro East Industries (MEI) is a key supplier to Canadian National Railway, providing both railcar and locomotive repair services. We have enjoyed an excellent relationship with this key customer since establishing our business in 1990.

MEI supports CN's acquisition of KCS 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 MEI and the overall economy.

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

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

We see the transaction as only beneficial and do not anticipate any negative impact to MEI, the environment or market competition.

MEI 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,

Gayle Ortyl  
President



MICRO FOCUS SOFTWARE SOLUTIONS CANADA  
411 LEGGET DRIVE SUITE 503 OTTAWA NS K2K 3C9

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

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

**Dear Ms. Brown:**

Microfocus Software Canada is a Software and Services Partner providing industry leading enterprise software and service solutions for over 10 years.

Microfocus 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 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.

Microfocus 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 "Gerry Machado", written over a light blue horizontal line.

Gerry Machado  
Sr Director PSO Sales Canada

cc: Marc-Andre Guertin Microfocus  
Wade Dennis Microfocus

# **MINERAL RANGE INC.**

OPERATOR: MINERAL RANGE RAILROAD  
P. O. BOX 386 - ISHPEMING MI 49849

CYNTHIA T. BROWN  
CHIEF, SECTION OF ADMINISTRATION  
OFFICE OF PROCEEDINGS  
SURFACE TRANSPORTATION BOARD  
395 E. STREET S.W.  
WASHINGTON, DC 20423-0001

APRIL 26, 2021

RE: FD 36514

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

DEAR MS. BROWN:

MINERAL RANGE IS A RAILROAD IN MICHIGAN THAT CONNECTS WITH CANADIAN NATIONAL (CN). LIKE ALL SMALLER RAILROADS, WE ARE ALWAYS LOOKING TO FIND WAYS TO EXPAND OUR SHIPPER'S MARKETS. MINERAL RANGE SUPPORTS CN'S ACQUISITION OF THE KCS 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 HOPE THIS WILL OPEN UP NEW OPPORTUNITIES FOR OUR CUSTOMERS AND US.

THANK YOU VERY MUCH.

CLINTON JONES, JR., PRESIDENT  
MINERAL RANGE INC.

CC: PARTIES OF RECORD

SHORT LINE RAILROADS ARE AMERICA'S LITTLE GIANTS OF TRANSPORTATION





MINHAS FURNITURE HOUSE LTD

3916–72<sup>nd</sup> Avenue S.E

Calgary, AB T2C 2E2

Tel: 403-219-1006

Fax: 403-291-1068

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

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

**Dear Ms. Brown:**

MINHAS FURNITURE HOUSE LTD has relationship with CN (or TransX) for more than 20 years ago and all our intermodal furniture shipment are done through them.

MINHAS supports CN's acquisition of KCS 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.

Minhas has 3 locations between Canada (AB), USA (NC and NJ) and we support all Canadian and USA furniture market and having this deal done will help us expand our growth and distribute our domestic product to many additional state.

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 FURNITURE from Canada to USA and vice versa.
  - CN's significant experience providing seamless intermodal service throughout their network and across borders.
  - We have many client cross boarder and it is had to ship to their location due to the route availability but with this deal we have confident
- 
- Minhas furniture house 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,

Minhas Furniture house LTD

A handwritten signature in blue ink, consisting of a stylized 'B' and 'M' intertwined.

Bill Minhas - President

A handwritten signature in blue ink, appearing to be 'M. Rahman'.

Mo Rahman- CFO

cc: Parties of Record



## MISSISSIPPI EXPORT RAILROAD

4519 McInnis Avenue / Moss Point, MS 39563 / 228.475.3322 / [www.mserr.com](http://www.mserr.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 Mississippi Export Railroad Company (MSE), a 99-year-old short line railroad headquartered in Moss Point, MS. 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 42 miles of rail in Evanston, MS. The strong partnership between MSE'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.

MSE's longstanding 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.

MSE 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



## MISSISSIPPI FORESTRY ASSOCIATION

6311 Ridgewood Road, Suite W405 • Jackson, Mississippi 39211 • Phone 601.354.4936 • Fax 601.354.4937

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Mississippi Forestry Association, located in Jackson, Mississippi, is the only statewide non-profit organization dedicated to sustaining Mississippi's forests. The CN network offers great market reach for Mississippi forest product manufacturers and is essential to the growth of the state of Mississippi.

We believe that a combination of CN and KCS would help Mississippi forest products manufacturers be more competitive by allowing more single carrier rail coverage within the state and by offering more reach to both domestic and export markets through additional port options. 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 MFA members to offer enhanced services to their 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 help MFA members compete on a global stage. The KCS-CN merger will further enhance this reach, and in turn, their product offerings. There is limited overlap in the networks, and additional connection points will facilitate the combined railway to create innovative transportation solutions and competitive lanes. The CN-KCS merger will provide shorter distances on many key routes for our growing industry and the Mississippi forest products economy.

We have been impressed with CN's commitment to innovation in the rail industry, and they have demonstrated that they are the 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.

There is a need for more direct hauls from mill to port and mill to final destination, and the combined company would create a network with enhanced end-to-end single-owner, single-operator service. This will result in a faster, safer, and more economical rail option for our member companies where they currently rely on multi-line hauls. 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, Mississippi Forestry Association is expressing our support for the combination of CN and KCS as it will enhance overall competitiveness through the multiple connection points creating additional lower-cost, faster transportation lanes throughout the U.S. Heartland.

Sincerely,

A handwritten signature in blue ink, likely belonging to Dr. J. Tedrick Ratcliff Jr., is positioned below the 'Sincerely,' text. The signature is stylized and cursive, with the first name 'J' being particularly prominent.

Dr. J. Tedrick Ratcliff Jr.  
Executive Vice President  
Mississippi Forestry Association

cc: Parties of Record



Missouri Sugars, LLC  
5040 Doniphan Drive  
Neosho, MO 64850

417.451.9150  
417.455.9420 fax  
www.sugars.com

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 ("CN") – Kansas City Southern ("KCS")

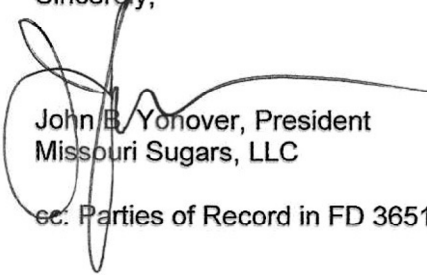
Dear Ms. Brown

I write on behalf of Missouri Sugars, LLC ("Missouri Sugars"), a customer of KCS, regarding CN's proposed acquisition of KCS. Our company utilizes KCS to receive railcars and boxcars of sugar from various sources. Missouri Sugars supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster and more direct service for rail customers, like Missouri Sugars.

The combined company would create a network with enhanced single-owner / operator service, which should result in a faster and more economical rail option for us on many key routes, benefiting our shipments and thereby enhancing our ability to be competitive in the markets in which we operate.

For such reasons, Missouri Sugars supports CN's acquisition of KCS.

Sincerely,



John B. Yonover, President  
Missouri Sugars, LLC

cc: Parties of Record in FD 36514



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

Re: Canadian National Railway Company (CN) acquisition of Kansas City Southern Railway Company  
Canadian Pacific Rail Company (CP) acquisition of Kansas City Southern Railway Company

Dear Ms. Brown:

Midstream Energy Partners (MEP) is a midstream energy company engaged in the rail and truck transportation of LPG products for their use in home heating & cooling, agricultural crop drying, transportation and refinery blend stocks. MEP relies heavily on both CN and CP to transport their essential LPG products throughout North America and specifically to their asset base in the Provinces of Alberta and Ontario and the States of California, Montana, Nevada, Washington, Utah and Wyoming.

Midstream Energy Partners supports the potential acquisition of Kansas City Southern (KCS) by CN or CP because of the benefits that the proposed combined entities would bring by offering faster, safer, cleaner and more direct service for North-South trade.

We believe that either one of the proposed acquisition's would help us to win in our markets. Both CN and CP have strong track records of success with superior service, intermodal and safety; this gives us confidence that should either railroad acquire KCS we would be strongly positioned to grow our business.

Midstream Energy Partners transports in excess 2,000 rail cars of propane and butane per year, largely on the Western side of North America. While we are not the largest shipper of product within CN or CP's network, both have always been fair and reasonable in helping us move cars efficiently and economically and in turn helping Midstream Energy Partners grow our business

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. MEP is hopeful that either potential transaction would result in rail traffic being able to move more fluidly North – South, which would result in seamless transportation and service for all shippers.



**MIDSTREAM** LPG

While MEP is hopeful that the consolidation of KCS by either of CN or CP would result in the increased efficiency of rail traffic, we must be mindful of the affect of consolidation on economics. The cost of transporting goods via rail is significant, often it is the biggest expense in the supply chain. As the Surface Transportation Board evaluates both potential acquisitions, there must be consideration that either acquisition would not lead to too great a consolidation of market share which could allow for the opportunistic escalation of costs to move rail freight.

Midstream Energy Partners is confident in and strongly supports the proposed acquisition of KCS by either Canadian National Railway Company or Canadian Pacific Railway Company for all of the reasons as stated above.

Sincerely,

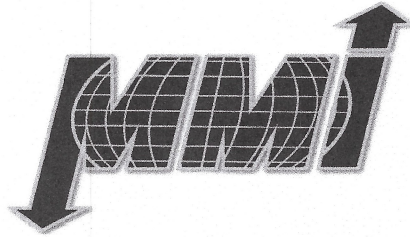
Brad Deets

Vice President – Supply and Marketing

cc: Parties of Record



**Head Office & Administration  
Office**  
3484 boul. Des Sources  
Suite 524  
Dollard-des-Ormeaux, Qc.  
Canada H9B 1Z9  
Tel: 514 798-1919  
Fax: 866 676-4777



**Vancouver Sales**  
22515 116th Avenue  
Suite 217  
Maple Ridge BC  
Canada V3X 0L3  
Tel: 604 464-2478  
Fax: 855-215-3030

**MMI Freight Systems 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:

MMI Freight Systems Inc. is a company that relies heavily on rail. Eighty percent of our business has been with CN /Trans X for over 15 years. The highly qualified sales and operations teams at CN/Trans X have been flawlessly implementing and executing our needs throughout. The commitment to service all our transportation needs has allowed MMI to grow and prosper since opening in 2007.

MMI Freight System Inc. is a fresh & frozen produce / seafood logistics company. We specialize in reefer supply chain solutions for our clients in the USA and Canada of which a majority of have asked for rail service door to door to all points for years.

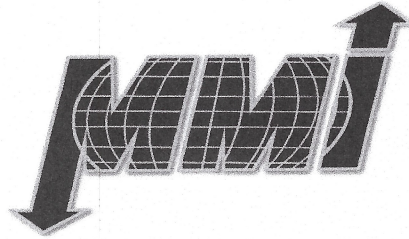
MMI Freight System Inc. supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

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.

MMI needs seamless reefer service from Mexico to USA to Canada. This would allow use greater expansion and growth for the future of our company. Multiple line haul rail and trucking and transfer places have dominated these lanes for years. This CN/KCS option is what we've been waiting for.



**Head Office & Administration**  
**Office**  
3484 boul. Des Sources  
Suite 524  
Dollard-des-Ormeaux, Qc.  
Canada H9B 1Z9  
Tel: 514 798-1919  
Fax: 866 676-4777



**Vancouver Sales**

22515 116th Avenue  
Suite 217  
Maple Ridge BC  
Canada V3X 0L3  
Tel: 604 464-2478  
Fax: 855-215-3030

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

For example:

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of produce & fish

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

MMI Freight Systems 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, reading 'Glenn Croxen'.

Glenn Croxen  
Managing Partner Director of Operations



MobilEx Terminal Box 3192 Stn Main  
Regina, SK S4P 3G7

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

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

**Dear Ms. Brown:**

MobilEx Terminal is a bulk ship loading facility, located in Thunder Bay, Ontario. We handle all types of Agricultural commodities for export, including Potash, Lentils, Durum Wheat, Milling Wheat, Peas and Canola. Our facility is a direct hit terminal, outfitted with a loop track for continuous train to vessel loading. CN Rail is our class 1 interchange partner, with which we communicate and coordinate all inbound and outbound unit train traffic. We have owned and operated this terminal since 2013 and appreciate the collaborative approach CN has taken with us, a customer, which in turn has opened new opportunities for significant increased volumes in 2021 and beyond.

MobilEx Terminal supports CN's acquisition of KCS. We feel a CN-KCS railway would offer a faster, safer, cleaner, and more cost-effective end to end option for North-South trade. From our experience with CN and their supply chain, we are confident they will be able to provide a seamless and competitive transportation corridor, that will provide new market opportunities, not available today, or through an alternative combination.

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

MobilEx Terminal is confident in and strongly supports CN's proposed acquisition of KCS. We look forward to pursuing new opportunities with them, as this CN - KCS deal comes together.

Sincerely,

A handwritten signature in blue ink, appearing to be "MobilEx Terminal", is written over a blue ink scribble.

MobilEx Terminal

cc: MobilGrain



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:

Molto Properties, owners, investors, and developer of industrial real estate works closely with CN in the Chicago region to provide property solutions for companies who rely on rail intermodal service.

Molto Properties supports CN's acquisition of KCS 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 intermodal service gives us confidence that a combined CN-KCS would be best positioned to serve our clients' needs.

The KCS acquisition would open new opportunities for carload business & intermodal from Mexico into the Chicago region by providing shorter distances than would be offered by the proposed KCS and CP on many key routes, including Laredo and Dallas to Chicago. New opportunities would mean companies looking for new facilities in the area which will drive development and new construction and economic activity. .

Molto Properties 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 "Mike Powers", written over a light blue rectangular background.

Michael Powers  
*Senior Principal & Chief Investment Officer, Molto Properties*

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:

I am writing you today to express our support regarding Canadian National Railway's (CN) acquisition of KCS. Montreal Gateway Terminals Partnership (MGT) supports the acquisition because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade.

MGT is the leading container terminal operator at the Port of Montreal, the international port closest to America's industrial heartland. Strategically positioned 1,600 kilometers inland on the St. Lawrence River, MGT is the shortest route connecting the US Northeast and Midwest market of 100 million consumers to Northern Europe and the Mediterranean. MGT has a diversified customer base and has been handling container volume for global shipping companies since 1971.

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.

MGT believes a CN and KCS combination will create a transcontinental railroad with the scale and reach to deliver improved levels of service to us and enable us to better serve our own customers and communities, while improving safety and enhancing competition.

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.

305 Curatteau  
Montréal, Québec H1L 6R6  
514-257-3040  
[www.mtrtml.com](http://www.mtrtml.com)

Partnership  
Efficacité  
Respect  
Intégrité  
Efficiency  
Partenariat  
Service  
Integrity



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 marine containers moving between international markets abroad and the North American industrial heartland.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

MGT 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,

Michael Fratianni  
President and Chief Executive Officer  
Montreal Gateway Terminals Partnership

cc. Dan Bresolin  
Vice President, Intermodal Sales and Marketing  
Canadian National Railway

Administration portuaire de Montréal  
2100, avenue Pierre-Dupuy, aile 1  
Montréal (Québec) Canada H3C 3R5  
T 514.283.7011

Montreal Port Authority  
2100 Pierre-Dupuy Avenue, Wing 1  
Montreal, Quebec Canada H3C 3R5  
T 514.283.7011

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 Montreal port Authority is a major international port, serviced by class one railway companies, connecting the movement of cargo in bulk and intermodal containers between Europe and North America's industrial heartland. CN has been operating at the Port of Montreal since the port's beginnings in the year 1830.

The Montreal Port Authority supports CN's acquisition of KCS 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 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 acquisition of KCS by CN will facilitate cargo movements between Europe, and KCS's existing markets through combined CN/KCS services.

...2

April 23, 2021

- 2 -

Cynthia T. Brown

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 shipments of "freight all kinds" (fak) in intermodal containers between Europe and KCS's existing network.

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

The Montreal Port Authority 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,

A handwritten signature in blue ink, appearing to be 'M. Imbleau', with a stylized, flowing script.

Martin Imbleau  
President and Chief Executive Officer

Cc: Jean-Jacques Ruest, President and Chief Executive Officer - CN





**MONTSHIP** INC.

**D. Brian McDonald**  
*President and  
Chief Executive Officer*

Montship Inc.  
Suite 400, West Tower  
2700 Matheson Blvd. East  
Mississauga, Ontario  
L4W 4V9

Tel.: 905.629.5904  
bmcdonald@montship.ca

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:

Montship Inc, established in 1925, is a full service shipping agency with offices across Canada, and in the U.S. (Trealmont Logistics USA). Our focus is on global, and North American supply chains, involving all modes of transport. Our history with CN goes back almost to our inception, and we are proud of the work we have done together to serve our North American and international customers. As a door-to-door service provider we rely heavily on the rail infrastructure to move our customers' goods to market. CN Rail has not only been a top of class rail provider, but just as importantly a safety and environmentally focused operator. These qualities are important to us, and the customers we serve. As our North American footprint grows, especially in the US and Mexican markets, having a reliable railway to connect these 3 countries is of critical importance. Direct rail service connectivity will enhance our current coverage and open new markets. As such, Montship Inc. (and our subsidiaries) is pleased to endorse CN's acquisition of KCS 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. Moreover, shippers and consignees of all size benefit if markets are more accessible. Most importantly, the ultimate winner is the consumer. 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.

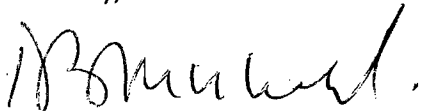
We look forward with optimism to expanding our business with CN/KCS as new markets are opened. As a user of several North American railways, and the owner of a trucking company (based in Winnipeg, Manitoba) we are very familiar with the benefits that rail connectivity provides, most notably cost and environmental.

Importantly, with the chronic shortage of truck drivers in North America, the expansion of rail coverage (through a single entity) provides superior reliability.

We are hopeful that 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.

Montship Inc. is confident and strongly supports CN's proposed acquisition of KCS for all of the reasons 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 "B McDonald", with a stylized flourish at the end.

*Brian McDonald*  
*President and CEO*



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

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

Dear Ms. Brown:

Kmp\_l % Rp\_l qnmp Pcdp\_rn Qct gq Jrb f\_q` ccl g t n t cb u g f AL \* g p c n \_ g g e r f c p e  
k m m p x c b g c c r d r p 4 w c \_ p q l m u

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

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

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

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

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

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

Sincerely,

Clive Morgan President

cc: Parties of Record





# MOTIVE RAIL, INC.

P.O. BOX 4283  
SCOTT CITY, MO 63780  
WWW.MOTIVERAIL.COM

PHONE: 573-334-1201  
FAX: 573-339-1204  
EMAIL: INFO@MOTIVERAIL.COM

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:

Motive Rail, Inc. (Motive) conducts rail operations at several locations connecting with Canadian National (CN). Motive operates an eleven-mile line in central Illinois handling unit grain trains. We also lease a portion of railroad for our short line in Quinnesec, MI for a large paper mill. We are constantly evaluating opportunities in conjunction with CN and their customers. Like all smaller railroads, we are always looking to find ways to expand our shipper's markets. Motive supports CN's acquisition of KCS because of the superior benefits a single-line CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service to KCS points and to Mexico. CN has multiple interchange points with KCS, making the union a good fit. We hope this will open new opportunities for our customers and us.

Thank you,

Jerry Respondek  
President/CEO  
Motive Rail, Inc.

cc: Parties of Record



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

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

Dear Ms. Brown:

Mphasis Ltd has provided next generation technology services, as well as architecture guidance, application development and application management services to CN since March 2019. In this capacity, CN is considered a top strategic customer of Mphasis.

As part of an engagement with CN, Mphasis takes pride in helping drive the CN goal of being regarded as a top performing international transportation and logistics company. As a supplier to CN, Mphasis supports CN's commitment to create value for both customers and shareholders by deepening customer engagement, leveraging the strength of CN's franchise and delivering operational and service excellence.

Mphasis is encouraged with the recent news of CN's proposed acquisition of KCS and the potential benefits that a CN-KCS railway could bring though faster, safer, cleaner and more direct service for North-South trade.

Mphasis is excited to partner with CN to help CN achieve its future vision for improved service for North-South trade.

Sincerely,

Eric Winston  
Executive Vice-President, General Counsel, Chief Ethics and Compliance Officer

# ***North American Freight Logistics***

111 – 250 Schoolhouse Street, Coquitlam, BC Canada V3K 6V7  
Tel: (604) 523-6235 ~ Fax: (604) 523-6237 ~ sales@nafl.ca ~ [www.nafl.ca](http://www.nafl.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:

N.A. Freight Logistics Ltd. is long standing customer of C.N. utilizing Intermodal service both in Canada and in and out of the U.S. We move various products from raw materials, finished food products and manufactured goods on behalf of our customer base.

N.A. Freight Logistics 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 we move various kinds of products from raw materials, finished food products and manufactured goods on behalf of our customer base we feel this acquisition will allow us to use C.N./KCS more often. This will allow us to move away from the various I.M.C.'s we use today to move goods on these lanes.

# ***North American Freight Logistics***

111 – 250 Schoolhouse Street, Coquitlam, BC Canada V3K 6V7  
Tel: (604) 523-6235 ~ Fax: (604) 523-6237 ~ sales@nafl.ca ~ [www.nafl.ca](http://www.nafl.ca)

---

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 skidded bagged rice from Stuttgart, AR to various Western Canada destinations and to Mississauga, ON.

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

- N.A. Freight Logistics 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,

*Jeff Vowles*

Jeffrey E. Vowles  
President, N.A. Freight Logistics 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:**

Nakina/ Longlac Lumber Inc. are a leading lumber producer and operates two sawmills in northern Ontario. Nakina/ Longlac Lumber Inc. ships approximately 400 carloads per year with CN.

Nakina/ Longlac Lumber 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.
  - 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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Darechuk".

Tom Darechuk  
President  
Nakina Lumber Inc.  
Longlac Lumber Inc.  
100-1120 Premier Way  
Thunder Bay, Ontario  
P7B 0A3





T O M O R R O W ' S   T E C H N O L O G Y   T O D A Y

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

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

Dear Ms. Brown:

NASCENT Technology LLC ("NASCENT") has provided and maintained our proprietary Automated Gate Solutions across CN's US and Canadian rail facilities for over a decade. As a long time technology provider to both CN and KCS, we have experienced first-hand each organization's forward thinking and collaborative cultures.

NASCENT supports CN's acquisition of KCS 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.

NASCENT 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.



T O M O R R O W ' S   T E C H N O L O G Y   T O D A Y

Sincerely,

Ray West  
President & CEO  
NASCENT Technology, LLC

cc: Parties of Record



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

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

**Dear Ms. Brown:**

National Silicates has a long cooperation with CN for all 5 manufactures sites in Canada from East to West Canada. We are working with CN in many areas from rail activity to customs brokerage or to export intermodal.

National Silicates supports CN's acquisition of KCS 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.

National Silicates as part of the PQ Corp, is using the CN services between US to Canada and vice versa with a portfolio of more than 300 rail cars (leased), tanker and hopper cars.

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.

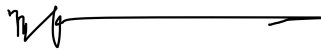
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of chemical products from east and west Canada to US.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- PQ group will be the beneficiary of better options to operate the rail supplying program between the 12 owned plants from east to West US and to complete the rail transport projects in Canada.



National Silicates 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,

Mike Vinca  
Purchasing and Logistics Manager  
National Silicates  
Toronto  
Ph # 416 225 7771 / ext. 148

A handwritten signature in black ink, appearing to read 'Mike Vinca', followed by a horizontal line.

cc: Parties of Record



**VINCE DE LUCA**  
CHIEF FINANCIAL OFFICER

**NATIONAL STEEL CAR LIMITED**  
P.O. BOX 2450  
HAMILTON, ONTARIO  
L8N 3J4

(905) 544-3317 EXT 3012

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

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

Dear Ms. Brown:

National Steel Car Limited is a supplier to the North American Railroad industry and to both Canadian National Railway and Kansas City Southern Railway. National Steel Car designs, engineers and builds new railroad freight cars for the industry and has done so since 1912.

National Steel Car supports CN's acquisition of KCS 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.

National Steel Car 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.

**Vince De Luca**  
Chief Financial Officer  
National Steel Car Limited



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

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

**Dear Ms. Brown:**

Nature's Path Foods has been a CN customer for many years. Our supply chain serves Canada & the USA, which is why we've partnered with CN. Overall, we are very pleased with our CN service & our business relationship.

Nature's Path 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.

Today, Nature's Path has a multi facet supply chain with partnerships with CN, BNSF & various 3PL's & OTR carriers. Expanded service offerings with the CN/KCS could be beneficial to open new markets in the US Midwest & Southwest.

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. Nature's Path 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,

Andrew Chow  
Transportation 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:

New World Fuel S.A. de C.V., has been a client of CN using the Alberta Canada terminal to our customers with terminals in Mexico.

New World Fuel 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.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of propane from Canada to Mexico.
  - CN's significant experience providing seamless intermodal service throughout their network and across borders.
- 1.
- New service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

Fuel 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 read 'GTorre', is positioned above a horizontal line.

X

New World Fuel S.A. de C.V.  
Guillermo Torre  
Partner





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

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

Dear Ms. Brown:

New World Global, LLC, has been a client of CN using the Alberta Canada terminal to our customers with terminals in Mexico.

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

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and 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. EB

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of propane from Canada to Mexico.
  - CN's significant experience providing seamless intermodal service throughout their network and across borders.
- 1.
- New service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

New World Global, 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,

X   
New World Global, LLC  
Esteban Benavides  
Partner



**NEW YORK AIR BRAKE**

New York Air Brake LLC

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:

New York Air Brake LLC is a supplier of freight and locomotive components for the rail industry. CN is one of our customers.

New York Air Brake 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.

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

Sincerely,

Gregory D. Dalpe  
SVP, Sales & Marketing  
New York Air Brake LLC

cc: Jason Ball  
Director, OE Freight

748 Starbuck Avenue, Watertown, New York 13601 Phone +1 315 786-5200 Administration Fax: +1 315 786-5676  
Marketing/Sales Fax : +1 315 786-5675



Knorr-Bremse Group

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

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

**Dear Ms. Brown:**

Nordic kraft L. P. is a leading major producer of NBSK pulp in Canada and that will ship approximately 2,000 carloads this year with CN.

Nordic Kraft L.P. supports CN's acquisition of KCS 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.

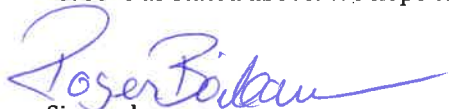
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction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

Kraft Nordic s.e.c. 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,

**Nordic Kraft L.P..**

**Roger Boileau**

Président | President

100-1100 Av. des Canadiens de Montréal

C 514-442-0144

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:**

North Atlantic International Logistics is a current customer of CN, shipping intermodal containers on various Canadian, U.S. and Mexico Transborder lanes. Over the years, we have built a true partnership with CN. Our customers using the intermodal service benefit from a reliable and cost effective solution to ship their goods across North America.

NAI supports CN's acquisition of KCS 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.

NAI offers logistics services to a variety of customers in North America. We pride ourselves in offering a single point of contact, keeping our customers informed and providing peace of mind by managing all activities with the carriers.

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.

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 customers' freight shipments between Canada, USA and Mexico.

- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- Seamless operation equals speed for our customers – for service, customer service, billing, customs, notifications, one logistic platform.
- CN is uniquely positioned to offer a route that avoids the Chicago-congested area, a critical component of converting truck to rail and competing against other rail suppliers.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average which would 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 their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Rob Birch', with a stylized flourish extending from the end.

Rob Birch  
President

cc: Parties of Record



**North Country**  
Chamber of Commerce

The Power of Region

Home of:

Adirondack Coast

Visitors Bureau

North American Center  
of Excellence for  
Transportation  
Equipment (NAmTrans)

North Country  
Service Corporation

North Country  
Industrial Council

Quebec - New York  
Corridor Coalition

SCORE

Serving:

Clinton

Essex

Franklin

Warren

Hamilton

Akwesasne

Southern Quebec

April 23, 2021

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

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

Dear Chairman Oberman:

The North Country Chamber of Commerce is the largest business and economic  
development organization in northern New York State, representing more than 4,200  
companies. We play an especially strategic role in support of U.S.-Canadian-Mexican  
economic partnership and the development of transportation systems conducive to the  
maximization of this dynamic.

With the foregoing in mind, we are supportive of CN's announced proposal to combine  
with Kansas City Southern (KCS), creating a premier railway for the 21st century  
economy with highly strategic and valuable connections in the United States, Mexico  
and Canada. We believe this combination would serve the interests of the United States  
very well, including the interests of New York State.

I have had the pleasure of working with CN for many years in collaborative efforts to  
foster cross border economic development between Canada and New York. They have  
consistently been strategic, cooperative, collaborative and forward looking in their  
approach and culture.

For all of the foregoing reasons, we support CN's proposed combination with KCS and  
encourage favorable consideration by the Board.

Sincerely,

Garry Douglas  
President and CEO



The Power of Region

# Northstar Frontier USA

PO Box 5005

Rancho Mirage, CA 92270

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

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

**Dear Ms. Brown:**

Northstar Frontier Services, INC and it's affiliates since 2003 have provided CN Rail with catering and housekeeping services to their Bunkhouses, Maintenance of Way Boarding Cars and Training Centers.

Northstar strongly supports CN's acquisition of KCS 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.

Northstar 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,

Craig W Bayless  
Co-Owner

cc: Parties of Record



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

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

Dear Ms. Brown:

NOVIPRO is an IT solution provider to CN, supporting key infrastructure and services, and has been for more than 10 years. As a partner, working on key initiatives, we have been part of multiple projects over the years.

NOVIPRO supports CN's acquisition of KCS 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.

NOVIPRO 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 "Alain Cormier".

Alain Cormier, Executive Director  
NOVIPRO Inc.

cc: Parties of Record





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

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

**Dear Ms. Brown:**

Ocean Spray has been a strategic partner with CN for over 15 years, particularly as a key carrier for transportation of intermodal full loads into and across Canada. Ocean Spray supports CN's acquisition of KCS 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, Ocean Spray uses intermodal both in Canada and from the US but is continually looking and evaluating to convert OTR business (finished food goods) from the US to Canada, in order to reduce costs and carbon footprint. Additionally, Ocean Spray is looking for diversification for commodities used in production such key plants as Kenosha, WI and Fort Worth, TX, which rely on key ingredients. Having seamless Rail options and the ability to pull in raw materials and ship out finished goods to distribution sites will allow Ocean Spray to be more competitive and enhance the supply chain.

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 finished consumer package goods from the Mid-West US to the South, including Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- We are not afraid to compete, more competition lowers cost and makes US manufacturers more competitive.
- KCS and CN have very little overlap (approximately 1 percent of our combined network) and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help customers reach new desirable markets directly and economically – we win when our customers win.
- 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.
- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Additionally, CN has a record of superior service at the borders, as well as more experience and greater success with intermodal, reducing friction for customers across geographies and transportation modes, that it would leverage and apply to KCS's business.
- Rail investment generates collaboration and business development opportunities
- 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

Ocean Spray 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,

Doug Ward

*Doug Ward*

Manager, North American Transportation  
Ocean Spray Cranberries, Inc.

cc: Parties of Record



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

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

**Dear Ms. Brown:**

OCR Canada is a strong supplier for CN in which we provide:

- Hardware mobile devices, tablets, Vehicle Mount Units & accessories
  - o Zebra Technologies
  - o Psion Technologies
  - o Handheld Group
  - o Apple
  - o Samsung
- other related IT equipment
  - o Mounts – RAM
  - o Rugged and non-rugged Keyboards
  - o Power supplies
  - o Cables ( power, communication, USB)
- Consumables
  - o Batteries
  - o Holsters
  - o Labels/Media/Paper
  - o RFID Tags
- WIFI expertise
  - o Site Survey Analysis
  - o Rogue Detection services
- Installation services
  - o Installation of wireless access points
  - o Running of network cabling
- Managed services
  - o Tech support
  - o MDM- Mobile Device Management
  - o Break Fix services

OCR 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 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.

OCR 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,

A handwritten signature in black ink that reads "Tony Mastrangeli". The script is cursive and fluid.

**Tony Mastrangeli**  
**Sr. Vice President & GM, OCR Canada**  
**M: 647-459-0515 W: [www.ocr.ca](http://www.ocr.ca)**

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:**

OEC Group is a global logistics provider with operations on 6 continents. We are longstanding loyal customers of CN and use their Intermodal services in Canada from Coast to Coast. Our relationship with CN spans 37 years and has grown year after year.

OEC 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.

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 combination of CN and KCS would drastically reduce our use of Road Transportation on the North-South Corridor. This change from Road Transportation to Rail Transportation will reduce our carbon footprint, reduce congestion on America's Highways and will make the roads safer for citizens to drive on.

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 Automobile parts from Mexico to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- It would greatly help us achieve our ESG Goals and increase our carbon offset programs.



OEC 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,



Landon Bibeau  
Chief Marketing Officer

cc: Parties of Record



821 Aubrey Avenue, Ste. B1  
Ardmore, PA 19003

Sunday, 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:

Oleum Energy Solutions, LLC (hereinafter "Oleum") was founded at the beginning of 2014 to provide supply chain management services primarily to the Oil and Gas Industry, and we have been working closely with the Canadian National Railway Company (hereinafter "CN") since then. Beyond shipping with CN, our company and team has worked hand-in-hand with CN on terminal operations and expansion, as well as identifying both new and changing markets into which we could collectively deliver high-value service to mutual clients. CN and Oleum have worked together throughout North America, but with a majority of business moving from the United States into Canada. Our relationship with CN is a close one, and that is by choice. Much of our business and many of our shipping routes allow for access to other railroads, including the Canadian Pacific Railway. However, our team – which boasts a combined 30+ years of "railroading" experience – consistently chooses CN due to the high level of service, responsiveness, and competitiveness that the company and its teams provide us.

Along these lines, I am writing to express our support for the proposed transaction between CN and the Kansas City Southern Railway Company (et al.) (hereinafter "KCS"). We are confident that a combination of CN and KCS would not only help Oleum further expand our business, but also in the "high-touch", high quality manner that we have provided elsewhere to our clients with CN's support. Of course, we very much appreciate the difficulty in executing these types of transactions and successfully combining two large companies such as CN and the KCS. However, in this instance, our confidence is only further bolstered by CN's successful track record of acquisitions and its proven ability to execute such integrations.

While our team see many benefits of the proposed CN-KCS transaction, there are several notable ones worth highlighting:

- Enhanced end-to-end single operator service;
- “High-touch” service in a larger geographic footprint (with very little overlap compared to CN’s and KCS’ existing respective service areas); and,
- Visible international support for railroads as one of the most environmentally friendly modes of transportation.

We realize that these transactions are wrought with complication, particularly given the size of CN and the KCS. However, the potential synergies and advantages within this specific combination abound, and our team feels obligated to voice our support so that this opportunity is not missed.

We thank you in advance for your hard work and consideration related to this deal, and we are grateful to be able to expressly voice our support as a customer and partner of CN’s. We look forward to your review of the proposed transaction, and we hope for an outcome in favor of this unique “win-win” combination.

Sincerely,



Bryan Hurtado  
CEO and Founder

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

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

Dear Ms. Brown:

On behalf of the Oshkosh Chamber of Commerce, please consider our 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. The Oshkosh Chamber is a business association consisting of 950 local manufacturing, retail and service businesses in the Oshkosh Area.


We believe that a combination of CN and KCS would help us to win in our markets and creates an opportunity to improve the competitiveness the local business community. 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 than currently available on trucks and provide shorter distances on many key routes. We are hopeful about this transaction. The 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. Further, 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 local manufacturers from Oshkosh to markets throughout the US and North America.

*A Five Star Accredited Chamber of Commerce*

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

Sincerely,



John A. Casper  
President & CEO



# OVERTURE

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

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

Dear Ms. Brown:

Overture Promotions is an award-winning promotional merchandise agency and has been the contracted supplier to CN since 2001. Overture provides a full suite of services to CN, including: a custom-built webstore, inventory/fulfillment and kitting, along with merchandise that supports CN's safety initiatives, special events, tradeshow and special recognition. When the COVID pandemic started, Overture also helped procure substantial quantities of PPE to CN, all of which was fully-compliant product that met/exceeded regulatory safety guidelines.

Overture Promotions supports CN's acquisition of KCS 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.

Overture Promotions 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,

*Cynthia Lavin*

Cynthia Lavin  
Vice President, Sales

cc: Parties of Record

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:

Parsec, Inc. has been a partner in North America's transportation infrastructure since we started as a small trucking company in 1949. We have grown to one of the largest intermodal contracting service providers supporting all major US and Canadian railroads as well as multiple international steamship lines. We have assisted in the growth of the freight industry as well as strengthened the economy of both countries by employing over 4,000 individuals. We have a very strong relationship with the Canadian National railroad (CN) and support them at multiple operations in the United States.

Parsec, 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. Over our past 70+ year history, we have seen mergers, acquisitions and partnerships of railroads and in every case, it has enhanced the throughput of goods and services. I firmly believe the CN/KCS acquisition will have the same benefit.

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

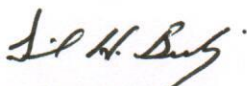
We are also very supportive of the positive impact of converting truck freight to rail on our environment for sustainability purposes and to reduce the overall carbon footprint.

CN's successful track record of acquisitions over the past 25+ years provides assurances 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 foresee any negative impacts to our company, the environment or market competition.

Parsec, Inc. is confident in and strongly supports CN's proposed acquisition of KCS for the reasons stated above. We hope that through your review, we see the premier 21<sup>st</sup> century railway come to life.

Sincerely,



David H. Budig  
President and 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:**

Paterson GlobalFoods Inc. ("Paterson") is a fully diversified grain company with origination locations in both Canada and the United States. Paterson ships grain, oilseeds, pulses, fertilizer as well as processed grain ingredients to destinations in Canada, the United States and Mexico. CN has become a key component of our supply chain and we are quite satisfied with the level of service and accountability that they have offered over our 100+ year relationship.

While Paterson has previously written to you in favour of the CP acquisition of KCS, Paterson was not at that time aware of the possibility of a CN/KCS combination. Of the two proposed acquisitions, Paterson prefers CN's acquisition of KCS because of the superior benefits a CN/KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade, specifically in and out of Southern Manitoba where Paterson has significant operations.

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.

Mexico is an important market for Paterson, and currently the most efficient way to access this marketplace out of Southern Manitoba is by interswitching BNSF cars to CN at Emerson, loading them at Winnipeg or Morris, MB, and then returning them to the BNSF at Emerson for furtherance to Mexico, where they are again switched to a third carrier for delivery in Mexico. Having a single line haul from origin in Manitoba to destination in Mexico will create significant efficiencies for both parties and will allow Paterson to be more competitive in this marketplace. Equally, single line-haul access to the Gulf with greater optionality than that created by the CP/KCS combination will allow Paterson to expand into these markets. Finally, given CN's dedication to intermodal, which is not shared by CP, we expect that the CN/KC combination may open new markets for Paterson for intermodal grain shipments.

Paterson 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 'ABP', is positioned above the printed name.

Andrew B. Paterson  
President and Chief Executive Officer  
Paterson GlobalFoods Inc.

cc: Parties of Record



# PEHLER OIL LLC

Farm • Residential • Commercial Fuels • Lubricants

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:

Pehler Oil LLC has been doing business with the CN since 2008. We are a fuel supplier that does DTL Direct to locomotive fueling. This process takes a lot of communication to keep trains on schedule. CN is very good at relaying information to us so we can fuel the locomotives in a safe and timely manner. Pehler Oil LLC and the CN Railroad have developed a very good relationship these past 13 years.

Pehler Oil 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.

Pehler Oil 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,



Bruce Speltz  
Owner



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**

Pembina Midstream (U.S.A.) Inc. (PMidUSA) is an LPG wholesale marketing entity, indirectly owned by Pembina Pipeline Corporation. PMidUSA utilizes pipeline, trucks and rail to access markets to sell products in the United States. Products marketed and sold by PMidUSA originate from 5 rail car loading facilities in which affiliates of Pembina Pipeline Corporation have an interest. Four of the five rail car loading facilities are served directly by CN Rail. PMidUSA sells LPGs to approximately 90 destinations in United States and CN is one of the primary rail carriers in respect of these destinations. We have an excellent business relationship with CN, so we offer this letter of support in respect of CN's prospective purchase

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

We believe that a combination of CN and KCS would enable Pembina to be more competitive to new and existing 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.

In 2020, PMidUSA sold approximately 4,000 rail cars of LPG, including over 300 cars that moved on the KCS/KCSM 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. 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 Pembina's ability to be competitive and cost effective from our Canadian loading facilities into the U.S. Gulf Coast and Mexican markets.
- CN has several interchange points with the KCS so rail traffic originating from Eastern Canada or the Eastern U.S could move with a single carrier to KCS destinations. Moving traffic from the east over the single Kansas City option would still require multiple railways in the route so the single-owner, single-operator service benefit would be lost.

PMidUSA is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above and we hope the transaction is approved.

Sincerely,



Chris Scherman  
Vice President, Marketing

Cc: Keith McClelland  
Todd Sande

Senior Legal Counsel  
Manager of Rail Strategic Planning

Pembina Pipeline Corporation  
Pembina Pipeline 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**

Pembina Pipeline Corporation is a leading energy transportation and midstream service provider that has been serving the North American energy industry for over 65 years. Pembina owns or partially owns 6 rail car loading facilities, 5 of which are served directly by CN Rail. These facilities load tank cars of propane, butanes, propylene and diesel fuel for both Pembina's account and for several 3<sup>rd</sup> party customers. Pembina markets its' LPG products to over 300 rail destinations in North America so competitive, efficient rail service is essential. CN is Pembina's primary rail carrier.

Pembina and CN have an excellent business relationship, so we offer this letter of support in respect of CN's prospective purchase

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

We believe that a combination of CN and KCS would enable Pembina to be more competitive to new and existing 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.

Pembina utilizes pipelines, trucks, ocean vessels and rail cars to access downstream markets. In 2020, Pembina loaded 68,000 rail cars including over 1,700 cars that moved on the KCS/KCSM network. CN handled 75% of the overall volume.

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 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 Pembina's ability to be competitive and cost effective from our loading facilities into the U.S. Gulf Coast and Mexican propane and butane markets.
- CN has several interchange points with the KCS so rail traffic originating from Eastern Canada or the Eastern U.S could move with a single carrier to KCS destinations. Moving traffic from the east over the single Kansas City option would still require multiple railways in the route so the single-owner, single-operator service benefit would be lost.

Pembina is confident in and strongly supports CN's proposed acquisition of KCS for all the reasons stated above and we hope the transaction is approved.

Sincerely,



Chris Scherman  
Vice President, Marketing

Cc: Keith McClelland  
Todd Sande

Senior Legal Counsel  
Manager of Rail Strategic Planning

Pembina Pipeline Corporation  
Pembina Pipeline Corporation



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

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

Dear Ms. Brown:

Pennsy Corp. is a privately held engineering company based in West Chester, Pennsylvania. Established in 1984, our focus is the engineering and sale of products into the freight rail industry. Pennsy's products are known throughout the railroads to increase component life and improve freight car performance. The products we develop help meet the railroads continuing need to improve operational performance, increase safety, and reduce maintenance costs.

Pennsy 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.

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.

Pennsy 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,

DocuSigned by:  
  
AD4887E6A62E41E...  
Manuel Tavares  
President Pennsy  
cc: Parties of Record

PENNSY Corporation  
515 S. Franklin Street, Ste 100  
West Chester, PA 19382  
(610) 692-8618 Phone (610) 692-6478 Fax

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

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

**Dear Ms. Brown:**

Pinnacle Renewable Energy Inc. is a longtime partner of CN with a 10 plus year commercial relationship moving product throughout Western Canadian ports destined to overseas markets.

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

We believe that a combination of CN and KCS could help us to win in markets in the future and 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 record of accomplishment 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 that will result in a faster, safer and more economical rail option to all Canadian companies. 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 KS should it go forward with an alternative combination.

Pinnacle Renewable Energy 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,



Mr. Vaughan Bassett  
SR. Vice President Sales and Logistics

cc: Parties of Record





April 21<sup>st</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:

**PiVAL International** is a full-service Supply Chain company offering Warehousing & Transportation Solutions to our customer base since 2003. Based out of Montreal Qc, PiVAL operates 5 Distribution Centers across Canada with over 1.3M square feet of capacity. Our Lachine QC and Oshawa ON are connected to CN Rail and we have been partners with CN since 2008.

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.

Over the past 10 years, PiVAL supported the General Motors supply chain in Oshawa bringing automotive parts from Mexico by rail utilizing the KCS connection through Jackson MS. Our international customers also benefit from Intermodal advantages of shipping to Mexico with the CN / KCS connection. Over the years, PiVAL has received over 10,000 carloads over this connection supporting the North American supply chain.

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

**PiVAL International** 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,



**Jon Chiniborch**

Vice-President – Sales & Marketing  
Montreal, QC, 514-918-8146



**Partners in Value Added Logistics!**



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

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

Dear Ms. Brown:

Pizza Pizza Ltd. is a franchised Canadian [pizza](#) quick-service restaurant with its headquarters in [Toronto, Ontario](#).<sup>[1]</sup> Its restaurants are mainly in the province of Ontario while others are located in [Quebec](#), [Nova Scotia](#), and [western Canada](#). Franchises in western Canada are mostly run through Alberta-based subsidiary [Pizza 73](#). It has over 500 locations, including over 150 non-traditional locations. 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.

Pizza Pizza 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.

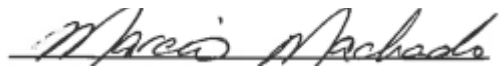
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions 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.

Pizza Pizza 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,

Marcio Machado Controller  
Commissary, Pizza Pizza Limited

A handwritten signature in black ink, reading "Marcio Machado", written over a horizontal line.

500 Kipling Avenue, Toronto, Ontario, M8Z 5E5

p: 416.967.1010;234

m: 647.281.1363

mmachado@pizzapizza.ca

**pizza pizza. PIZZA 73**

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:**

Platinum Track Services is a top tier supplier of Rail Maintenance Services, along with Capacity Expansion and Logistical support services to Canadian National Railway. We have successfully been providing exemplary services to CN Rail since 2014 in our capacity of Platinum Track.

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

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

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

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

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

Platinum Track 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,

Matt Spoleti, Partner, CFO

cc: Parties of Record

Platinum Track Services Inc.  
851 Haldimand Hwy 56  
York, Ontario N0A 1R0  
(905) 772-7272

**BRANDY D. CHRISTIAN**  
CHIEF EXECUTIVE OFFICER



**M. D. (MIKE) STOLZMAN**  
GENERAL MANAGER

## NEW ORLEANS PUBLIC BELT RAILROAD

---

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

Dear Ms. Brown:

The Port of New Orleans (Port NOLA) is a diverse deep-water port strategically located on the Mississippi River near the Gulf of Mexico -- with access to 30-plus major inland hubs such as Dallas, Memphis, Chicago and Canada via 14,500 miles of waterways, six Class I railroads and interstate roadways. Port NOLA works jointly with both the CN and KCS on international intermodal business moving in and out of the Port of New Orleans and the CN rail terminals in Memphis, Chicago and Toronto and the KCS rail terminal in Wylie, TX serving the Dallas-Fort Worth market. Additionally, both the CN and KCS provide rail service to the Port of New Orleans' industrial real estate tenants via the New Orleans Public Belt Railroad. New synergies would be created between Port NOLA and the combined CN-KCS railroad for markets like Kansas City and St. Louis due to enhanced intermodal networks and customer relationships.

The New Orleans Public Belt Railroad Corporation (NOPB) is a Class III switching railroad with a mission of serving the Port of New Orleans, local customers, and the New Orleans Rail Gateway. The NOPB connects six Class I railroads to each other and to properties in and near the Port complex. The NOPB interchanges with both CN and KCS on a daily basis.

Both Port NOLA and NOPB support CN's acquisition of KCS because of the strong benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for the North-South trade.

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

This merger offers a unique opportunity to fuel economic growth across North America while reducing freight congestion, helping the environment, and increasing transportation efficiencies.



**April 25, 2021**

**Page 2**

For these reasons, Port NOLA and NOPB are voicing strong support for the combination of CN and KCS, because it will provide expanded options and drive efficiencies for customers of all sizes. Port NOLA and NOPB urge the STB to approve CN's acquisition of KCS as swiftly as possible so that these systems can be integrated and the benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,



Brandy D. Christian  
Chief Executive Officer



1016 Boulevard Arthur-Sauvé, Porte J  
Saint-Eustache, Quebec  
J7R 4K3

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

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

**Dear Ms. Brown:**

Precision EFI is a manufacturing industry member which makes use of the Rail Logistics Supply chain.

Precision EFI supports CN's acquisition of KCS 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.

Precision EFI 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 "Sébastien Guay".

Sébastien Guay  
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:

Precision Vehicle Holdings supports CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering faster, safer, more direct and sustainable service 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 safety and service gives us confidence that a combined CN-KCS would be best positioned to serve the Auto Industry. Additionally, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option. We are hopeful about this transaction as a CN-KCS rail will be able to provide seamless transportation and service.

Precision is confident in and 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 "Bret Griffin".

Bret Griffin  
President and CEO

cc: Parties of Record



Premier Cooperative, Inc.  
2104 W. Park Court, Champaign, Illinois 61821  
Ph. (217) 355-1983 Fax (217) 599-0287

---

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

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

**Dear Ms. Brown:**

Premier Cooperative Inc is a farmer owned cooperative providing marketing of agricultural commodities and energy products. Premier Cooperative has twenty-four facilities located in central Illinois and operates on four railroads. The CN, NS, CSXT and the UP. We operate two significant rail facilities on the CN located in Rantoul IL and Thomasboro IL. Market access is the most important part of our business that provide the best opportunities for our local producers. The CN railroad currently provides that market access and adding the KCS will greatly improve that.

Premier supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner, and more direct service for North-South trade. This merger would open new opportunities for our farmer owners to market their grain.

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.



Premier Cooperative, Inc.  
2104 W. Park Court, Champaign, Illinois 61821  
Ph. (217) 355-1983 Fax (217) 599-0287

---

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. This merger would open new markets and improve the level of competition for rail access. 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. This would directly benefit our farmer owner customers because of the potential to improve the price they receive for their grain.
- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
- Allows companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.

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

Sincerely,

Tim Hughes

Chief Executive Officer

Premier Cooperative 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:

Priam Logistics Inc. is a full-service freight management company. We handle shipment of all sizes to all points in Canada and the US. We current move Intermodal shipment of grain and animal feed to all points from Manitoba to multiple points in eastern Canada. We have had a very positive long-term relationship with CN.

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

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.

There are several opportunities that are currently not logistically sound to move on a rail service. Most of this business is either not being awarded to us or it is moving over the over the road. A CN/KCS merger would allow us win more business and give us more options for rail rather that over the road.

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

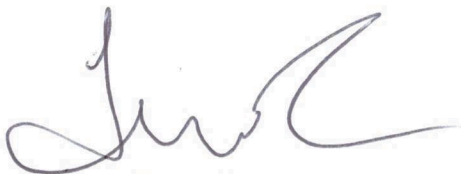


For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of grain and animal feed from Manitoba and Saskatchewan to Texas and Mexico
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- We also have opportunities where the cost of shipping some of our lower cost commodities to longer distances are not currently feasible. Any more cost effective and more operationally sound transportation would allow us to reach new markets.

Priam 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,



Troy Wasmuth  
President

Priam Logistics Inc.,



335 Connie Crescent  
Concord, Ontario L4K 5R2

416.332.4900  
416.987.9292

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:

Primetime is looking to work with CN on several opportunities across North America. The potential of these new reaches as a result of the proposed CN-KCS network could and would create new opportunities to further allow Primetime to meet its expectations on growth projections to better serve our customers.

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

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

This merger will provide seamless North South connectivity which help further integrate North American supply chains and allow Primetime to reach new points via rail that today would move OTR which aligns with the Primetime outlook on environmental sustainability.

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

Primetime 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,

Prime Time Messenger

Dan Vella  
Senior Vice 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:

Pro Reefer and Mobile Truck Services Inc. provides repairs and maintenance services for reefers and heaters for the CN fleet in Canada since the year 2012.

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

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

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

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

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

Pro Reefer Mobile and Truck 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,



Tom Vandermeer  
President

cc: Parties of Record



Produits Forestiers Arbec Inc.  
8000 boulevard Langelier, Suite 210  
St-Léonard, Québec  
CANADA H1P 3C6

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 Mrs. Brown,

*Produits Forestiers Arbec Inc.* has proudly been doing business with CN Rail for many years. Both our Oriented Strand Board (OSB) mills (Shawinigan, Quebec and Miramichi, New Brunswick) originate on CN Rail, and we greatly appreciate the expertise of CN Rail agents and account managers. Their service has been essential to simplifying our goals to get product to market. We are very satisfied with the sales, service and advice we have received over the years and look forward to a successful, if not symbiotic, relationship as we move forward.

*Produits Forestiers Arbec 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 accomplishments of success with superior service and safety gives us confidence that a combined CN-KCS would do well to serve our needs. Additionally, CN's successful performance history of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly integrate and collaborate with KCS.

*Produits Forestiers Arbec Inc.* relies on CN Rail routing to get our manufactured forest product goods to markets and locations we would otherwise be unable to reach by truck. We currently use Regular 60' Boxcars, Hi-Capacity Boxcars, AF Center beams, and Intermodal Services with CN Rail, to great success.

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.



Some examples:

- The combined companies' single-owner/single-operator service would enhance our ability to be competitive in the markets in which we operate, benefitting our shipments of OSB from our Canadian mills to Southern US states and into Mexico.
- 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 rail 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, and innovative transportation solutions that help *Produits Forestiers Arbec* reach new desirable markets directly and economically.

*Produits Forestiers Arbec* is confident in and strongly supports CN's proposed acquisition of KCS for all of the reasons as stated above. We look forward to mutually successful business with the combined forces of CN-KCS.

Sincerely,



---

Mrs. Suzanne Bellerose

Sales and Marketing Director  
Produits Forestiers Arbec Inc.

cc: Parties of Record

# Progress Rail

---

*A Caterpillar Company*

Re: Canadian National Railway Company and Kansas City Southern

Progress Rail, a Caterpillar Company, provides comprehensive rolling stock and infrastructure solutions to the global rail industry. Canadian National Railway Company (CN) is one of our valued customers.

I serve as the President and Chief Executive Officer at Progress Rail. Progress Rail provides locomotive, railcar and various infrastructure products to CN. This merger benefits our industry in various forms. At Progress Rail, we support the proposed combination of CN and KCS.

We do not anticipate negative impacts from a proposed merger, for now, from either our perspective as a vendor or from the perspective of a potential customer.

This merger benefits our industry in various forms. This merger appears to be a good match, as there is limited redundancy of CN's track network with KCS. This merger would help move freight from Canada to Mexico via a full-continent footprint, which helps customers avoid having to switch carriers for intercontinental shipments.

The new transportation services that a combined CN and KCS railway will bring to their customers through a more efficient and expanded footprint may stimulate growth in rail transportation and may provide increased opportunities for customers to shift additional freight to the rail system. All of these things may help support economic and employment growth in the United States and across the North American continent.

In turn, that growth could support investments in new rail capacity that benefit shippers, the public and suppliers like us alike.

We see the transaction as beneficial; we do not at this time anticipate any negative impacts. For these reasons, we hope to see these benefits come to light as soon as possible.

Sincerely,



Marty Haycraft  
President & CEO  
Progress Rail, A Caterpillar Company





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

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

Dear Ms. Brown:

ProKarma, Inc. ("PK") is a supplier of CN and provides information technology services for use in the operation of their business.

PK supports CN's acquisition of KCS 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.

PK 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,

  
Rupesh Manugula (Apr 23, 2021 16:08 EDT)

Rupesh Manugula  
Vice President Enterprise Solutions

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:

Propane Levac Propane Inc. is a valued CN customer, we have grown over the years and are always looking at new opportunities and have built a good reputation with a class one transport company.

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

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

In the propane industries we are in the needs of supplies relies on good service providers, and we value the opportunity to expand in new horizon such as Mexico.

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

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of Propane from Canada to South of the USA and into Mexico.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Having a company that as a good track record and that as proven over the years that they know how to run Trains at a cost friendly and a reliable pace.

Propane Levac Propane 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,

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

Christian Levac  
Vice President

cc: Parties of Record



**PSA Halifax Limited Partnership**

577 Marginal Road  
Halifax, Nova Scotia  
Canada B3H 4P6  
[www.psahalifax.com](http://www.psahalifax.com)  
[www.globalpsa.com](http://www.globalpsa.com)  
Company Registration No: 82886 2128 RT0001

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

Dear Ms. Brown:

PSA Halifax is Eastern Canada's Atlantic hub - a thriving container terminal operation in the port city of Halifax, Nova Scotia. As the first port of call on North America's east coast for ships transiting the Atlantic from Europe and South Asia, PSA Halifax offers a key gateway for United States and Canadian exporters and importers and the beginning of the line in the east for CN's railroad.

Owned by PSA International, PSA Halifax is part of a global portfolio comprising more than 60 deep-sea, rail and inland terminals, as well as affiliated businesses in distriparks, warehouses and marine services.

PSA Halifax supports CN's acquisition of KCS due to the superior benefits we believe that a CN-KCS railway would bring for our mutual customers – particularly as it is expected to offer faster, safer, cleaner and more direct service for North-South intermodal trades.

Where PSA Halifax offers its mutual customers a regular and effective daily intermodal connection to Chicago and Detroit with CN today, we believe that a combination of CN and KCS would help to reduce friction in the supply chain at critical rail interchanges points and allow us to extend the range of attractive US source and destination hubs offered to global carriers over Halifax, NS. We see improved access to key intermodal terminals and the advantage of single-line connections into important US markets as key value-add opportunities offered by the acquisition.

CN's strong track record of success with superior intermodal service and safety, gives us confidence that a combined CN-KCS would be best positioned to serve North America's east coast 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.



**PSA Halifax Limited Partnership**

577 Marginal Road  
Halifax, Nova Scotia  
Canada B3H 4P6  
[www.psahalifax.com](http://www.psahalifax.com)  
[www.globalpsa.com](http://www.globalpsa.com)  
Company Registration No: 82886 2128 RT0001

p2 / 24 April 2021

The combined company would create a network with enhanced end-to-end single-owner, single-operator service offering the potential for faster, safer and more economical rail options for our customers. We anticipate that this transaction creates a CN-KCS rail that is able to provide for efficient and seamless cross-border transportation, building on CN's vast experience of networked intermodal service coast-to-coast across North America.

PSA Halifax is confident in and supports CN's proposed acquisition of KCS for the reasons stated above.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "J. van Mossevelde", with the initials "J.P." written to the left.

Jan van Mossevelde  
Chief Executive Officer  
PSA Halifax Limited Partnership

cc: Jean-Jacques Ruest, President and CEO, CN  
Keith Reardon, Senior VP Consumer Product Supply Chain, CN  
Lonny Kubas, Assistant VP, Supply Chain, CN  
Dan Bresolin, VP, Intermodal Sales & Marketing, CN  
Andy Herriott, Chief Commercial Officer, PSA Halifax

# Puratos 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:**

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

Puratos 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.

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.

Puratos 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,



**Devin Colston** | Supply Chain Manager





TAILOR-MADE SUCCESS

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:

QSL America Inc is the parent company of numerous multimodal terminals in the United States with the largest being in Chicago and operating under North America Stevedoring Co. (NASCO). Since 2010, we have worked with CN on creating a transloading facility to assist in the movement of many commodities for North America and the United States for distribution into the Midwest and then throughout the country. In 2020, we handled over 10,000 rail cars transitioning to or from rail cars to other modes of transportation such as inland barge, truck or reload back to rail.

QSL America, 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.

QSL America, Inc recently opened operations in the Gulf with 3 locations in Houston, TX and one in New Orleans, LA, all of whom are serviced by rail. We can easily see how our existing relationship and mutual customer base could allow us to recreate a similar multimodal facility in the south to compare to the NASCO location in Chicago but now include Mexico in addition to Canada for a truly North America multimodal transportation system for the benefit of all the rail carriers and the movement of commerce within the country.

The combined company of CN-KCS 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.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Stephen H. Mosher', with a long, sweeping horizontal line extending to the right.

Stephen H. Mosher  
Executive Vice President  
3600 E. 95<sup>th</sup> Street  
Chicago, IL 60617



P.O. Box 128  
Madison, IL 62060  
888-875-7235 phone  
618-876-3042 fax

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

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

**Dear Ms. Brown:**

Quality Rail Service Inc has been a supplier/contractor for CN for the past 25 years. In the beginning, QRS did derailment site cleanup, then expanding into not just derailment site cleanup, but also now doing locomotive repair and rebuilds, locomotive truck rebuilds, load adjust transfer work as well as environmental restoration.

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

Quality Rail Service 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,

Kevin L Turley, President and CEO



Quality Railway Services Ltd  
319, Slate Avenue  
Stony Plain, Alberta T7Z 2Y2  
780-968-7168

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:

Quality Railway Services Ltd (QRS) is a vendor for Canadian National Railway (CN). QRS has been providing track maintenance and construction services to CN since 2015. CN is one of the best-managed clients and has Values and Principles that always enable others to thrive around them. North American economy thrives because of CN's services to the North American Farmers and Industry.

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

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

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

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

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

Quality Railway 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,  
Anthony Boyko  
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:

R. J. Corman Railroad Group has been a supplier for Canadian National for over 20 years. Some of the notable services that we provide CN include derailment services, storm response, railroad construction services and signaling work. R. J. Corman supports CN's acquisition of KCS because a CN-KCS railway would offer 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.

R. J. Corman Railroad 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,

Edward Quinn  
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:

Ragasa Industrias is a family-owned company with more than 100 years of experience in the oilseeds industry. Founded in 1917 by Raúl García as a crushing company, today Ragasa has the largest crushing soy facility in North America and is one of the primary importers of U.S. soybeans in Mexico, accounting for more than 95% of the soybeans we crush. Given the location of our plant in the Northern part of Mexico, the railway has become the best medium through which we transport our soybeans from our suppliers. Obtaining the most time efficient method of transportation is of the utmost important for us as our company and our customers are an important link in the country's agro-industrial chain. Ragasa not only transforms the products of the field for livestock consumption, but it also transforms them into products for the end-consumer through Nutrioli, the number one cooking oil brand in the Mexican market.

Ragasa Industrias supports CN's acquisition of KCS 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.

Current transit times in the last months have been extremely slow and are continuously jeopardizing our complete supply chain. From a lack of cars being assigned to our suppliers to delayed shipments that are halting our operations and those of our clients, we are in great need of an improved service. The CN-KCS network combination would thus provide a new service offering that will not only improve transit times and reliability, but will also reduce our equipment costs and upgrade our overall efficiency.

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 soybeans and canola from the United States and Canada to Mexico.

- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Access to grain elevators found in Canada and other parts of the United States that we have not been able to reach with the current railroad system.
- Diversification of our current product portfolio, as our current focus is on soybeans but would like to expand our sourcing options into the canola market.
- Establishing a one, combined railroad network would expedite and facilitate every point of our supply chain, allowing each and every single party involved in the operation to serve each other better.

For these reasons, Ragasa Industrias is a strong supporter for the combination of CN and KCS, as it will provide expanded options, and drive efficiencies for all of the involved parties. Ragasa Industrias approves CN's acquisition of KCS, as their integrated system will provide end-to-end benefits for all of the stakeholders.

Best Regards,



---

Francisco Belden

Commodities Procurement and Sales Director  
Ragasa Industrias





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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Randy Bennett, COO of Rail Logix Holdings, LLC headquartered in Houston, Texas. Rail Logix is a privately-owned rail yard operator specializing in storage, handling and switching of railcars for users in the petrochemical, energy, agricultural and logistic industries. Rail Logix combines world-class railcar handling, switching and staging services with augmented services such as railcar cleaning maintenance, and transloading. Designed for maximum efficiency, the Rail Logix's rail yards provide reliable, on-demand release of its users railcars to interchange with Class 1 carriers in a safe and economical manner.

Strategically located in both Texas and Louisiana, Rail Logix is poised to become the premier provider of railcar storage and handling solutions in the Gulf Coast region and beyond. With exciting new opportunities on the horizon, Rail Logix looks to continue its tradition of service excellence and commitment to safety while surpassing expectations as a conscientious and responsible neighbor in the communities in service.

CN's acquisition of KCS will allow our partnership to offer an enhanced service to our customers and would expedite the development of rail served sites throughout our network or properties. 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 our rail served

facilities including future sites 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 industries and local economy.

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, Rail Logix 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.

Rail 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,

*Randy Bennett*

Chief Operating Officer

Rail Logix Holdings, LLC  
Rail Logix, LP  
Rail Logix Ameriport, LLC  
Rail Logix Alamo Junction, LLC  
Rail Logix Lacassine, LLC  
Rail Logix Dayton, LLC

cc: Party of Record



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:**

Ray-Mont Logistics is an industry leader offering Integrated Supply Chain Solutions within North America for nearly 30 years. Deeply rooted in the company's growth over these years, has been a long-standing, agile, and mutually beneficial partnership with CN Rail since the company's inception in 1992. Ray-Mont Logistics currently operate three transloading facilities in Canada, strategically located in Vancouver, BC; Prince Rupert, BC; & Montreal, QC, all of which are rail served by CN daily. In addition, Ray-Mont Logistics recently announced the establishment of a Logistics Park, located in Mobile, AL in partnership with CN Rail, and Alabama Export Rail which is scheduled to open in 2022. Throughout the duration of its history together, Ray-Mont and CN have developed a constructive, positive, and innovative partnership, to better serve our mutual customers. By combining first class rail service of CN, the aforementioned transloading facilities within North America, and Ray-Mont's International Logistics Divisions, together CN and Ray-Mont have collaborated to provide cost effective, efficient, and integrated logistics solutions, to enhance the container supply chain in North America, for various industry sectors, such as Grain, Plastic Products, and Forest Products.

At Ray-Mont Logistics, it is our mission to facilitate international trade by enhancing the container supply chain, and it is only through the dynamic partnership with CN, that this mission was achieved in previous years. With this in mind, Ray-Mont Logistics supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring to the supply chain within North America, by offering faster, safer, cleaner, and a more direct service for North-South trade.

In addition, we believe that a combination of CN and KCS would help Ray-Mont Logistics to succeed within our markets. CN's superior service, carload and intermodal, superior safety, gives us confidence that a combined CN-KCS would be best positioned to serve our needs, particularly with Ray-Mont's upcoming United States expansion of transloading facilities scheduled in the upcoming years. Furthermore, CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS to enhance their existing network.



Ray-Mont Logistics is interconnected with the railroad industry throughout North America, which not only act as its foundation, but also, it's platform for future growth. In addition to the CN served facilities in Canada noted previously, Ray-Mont Logistics has a transloading facility located in Seattle, WA serviced by BNSF, a Charleston transloading facility set to open in June 2021 serviced by Palmetto Railroad, with dual access to CSX and Norfolk Southern, and is a large customer of both CN and CP Rail via their respective Intermodal networks within Canada. Annually within North America, Ray-Mont Logistics will receive in excess of 30,000 rail cars per year, plus an additional 20,000 intermodals per year, as a receiver, for transloading into ocean containers for international export.

As such, the combined company of CN and KCS 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 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, easier access of agricultural products in Kansas City area to our transload facilities throughout North America, to capitalize on Ray-Mont Logistics strategically located facilities coast to coast.
- Direct access to plastic producers in the Gulf Region, currently served by KCS. Ray-Mont Logistics currently offers cost competitive PE and PVC packaging opportunities in Prince Rupert, BC which is exclusively served by CN and Mobile, AL facility scheduled to open in 2022.
- CN's significant experience providing seamless intermodal service throughout their network and across border, critical to the growth of specialized grain producers, with no current rail access.
- Ability to access new exit ports, in the event of supply chain disruptions, with direct rail access on CN's proven intermodal service.

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

Sincerely,



Charles Raymond  
President

cc: Parties of Record



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

Re:FD 36514, CN-KCS Proposed Combination

Dear Ms. Brown:

My name is Joe Hinz and my business address is 205 – 2100 Airport Drive, Saskatoon, SK. I am the Director of Project Development for Red Leaf Pulp (RLP). In my role, I am responsible for determining the locations of RLP capital projects and development of reliable supply chains.

Red Leaf Pulp is developing the first non-wood pulp mill in Canada, producing a unique unbleached product demanded by the US\$250 Billion paper and packaging market. The combination of CN/KCS will allow Red Leaf Pulp to maximize shipping efficiencies and customer service to pulp agents and buyers in central United States and overseas markets.

Red Leaf Pulp supports CN's acquisition of KCS 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. Red Leaf Pulp has not often spoken favorably about railroad consolidation due to reduced competition, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We will ship market pulp from our CN-served facilities in Saskatchewan and other potential locations in western Canada and mid western United States to our customers in the Central, South Central and export markets.

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

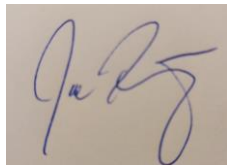
transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

We are very excited about the transaction because it will allow a combined CNKC to provide new, more efficient and reliable rail service options. 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 from Western Canada to South Central United States and export markets.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- CNKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. There are usually delays in shipping and customer service levels when shipments rely on regional service providers. This combination will streamline the above which will result in improved efficiency and greater customer satisfaction levels.

Red Leaf Pulp 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 Hinz

Red Leaf Pulp

cc: All 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:

Reefer Sales & Service is a key supplier and servicer of refrigerated transportation equipment for CN Rail, having worked with the Company for several years.

Reefer Sales & Service supports CN's acquisition of KCS 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 as well as the overall economy.

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

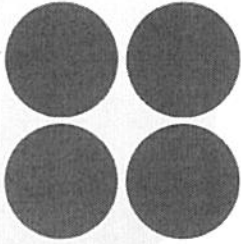
CN's successful track record of acquisitions over the past 25+ years also provides assurance that CN will effectively and seamlessly be able to integrate and partner with KCS.

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

Reefer Sales & Service 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,

Steven Henwood, Vice President  
Reefer Sales & Service (Toronto) Incorporated



Reliance Carriers Inc



2810 Argentia Road Unit#8&9  
Mississauga, ON, L5N 8L2  
Ph 905 670 9977, Fax 905 670 9922  
[www.reliancecarriers.com](http://www.reliancecarriers.com)  
[sonia@reliancecarriers.com](mailto:sonia@reliancecarriers.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:

RELIANCE CARRIERS INC. is a 3PL agent, primarily servicing our LTL customers based to and from Western Canada. CN's current market reach is limited in helping us penetrate new markets such as Texas where we plan to expand soon.

RELIANCE CARRIERS 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.

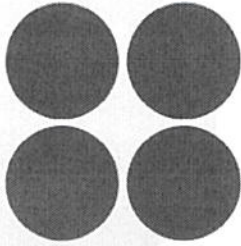
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions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

Currently, RELIANCE CARRIERS INC. is only using CN as their intermodal carrier and planning to expand import, export by using Ocean shipments.

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

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





**Reliance Carriers Inc**



2810 Argenta Road Unit#8&9  
Mississauga, ON, L5N 8L2  
Ph 905 670 9977, Fax 905 670 9922  
[www.reliancecarriers.com](http://www.reliancecarriers.com)  
[sonia@reliancecarriers.com](mailto:sonia@reliancecarriers.com)

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.
- Additional benefits:
  - ✓ Potential business growth
  - ✓ Enhancing import and export
  - ✓ Capable of hauling large loads
  - ✓ Increased customer base
  - ✓ Enhanced flow of goods cross borders

RELIANCE CARRIERS 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,

Sonia Aulakh  
Operations Manager  
Reliance Carriers Inc.

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



630.910.0600  
4343 COMMERCE COURT, SUITE 300  
LISLE, IL 60532  
[www.remprex.com](http://www.remprex.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:

REMPREX, LLC is a leading provider of technology and services to the North American railway industry. We partner with all of the Class I railroads to provide Intermodal and Automotive gate systems and remote support. We also operate several Intermodal terminals across the United States.

REMPREX, 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.

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

Sincerely,

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

Remy Diebes  
President & CEO  
REMPREX, LLC

cc: Parties of Record



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

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:

We at Revel Midstream Services are in full support of the above bid by CN to acquire the businesses of KCS. We believe the merger will enhance competition and hopefully a combined entity would provide better service.

Yours Truly,



Steve Beckman

President

Revel Midstream Services Inc.



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**

I am Vice-President, Transportation for Richardson International Limited ("Richardson"), Canada's leading agribusiness. Richardson was established in 1857, making it one of Canada's oldest companies. It continues to be privately-owned by the Richardson family, with its headquarters situated in Winnipeg, Manitoba.

Richardson is a vertically-integrated agribusiness, involved in the purchasing, handling, processing and export of North American grains and oilseeds. It owns and operates a network of grain terminals and crop input locations situated throughout Western Canada, along with port terminals in Vancouver and Prince Rupert (British Columbia), Thunder Bay and Hamilton (Ontario) and Sorel (Quebec).

Richardson canola processing plants are located in Yorkton (Saskatchewan) and Lethbridge (Alberta), with packaging operations in Lethbridge, Oakville (Ontario) and Memphis (Tennessee). In 2013, Richardson expanded its processing business to include oat milling and currently operates mills in Portage la Prairie (Manitoba), Martensville (Saskatchewan), Barrhead (Alberta), South Sioux City (Nebraska) and Bedford (United Kingdom).

Transportation logistics play a critical role in Richardson's operations and involve a number of transportation means including truck, rail and marine (barge, lakers and ocean freight). Approximately 50% of Richardson's facilities are served by CN. As a result, Richardson relies heavily on CN's service in order to achieve its business objectives. Quite simply put, if CN fails to provide adequate rail service, then Richardson's business will certainly fail.

When considering the proposed CN/KCS combination, Richardson sees the potential of resulting improved rail service. In particular, CN's ability to directly ship railcars from Richardson facilities in Canada to a wider number of destinations in the United States, including destinations significantly closer to Richardson's Memphis plant, offers obvious opportunities. Similarly, the ability for CN to move unit trains directly to Richardson customers situated in Mexico provides shipping opportunities that are currently limited. The growing opportunities for cross-border North American trade under the USMCA are more likely to be achieved with an efficient cross-border rail carrier such as the one that would result from the CN/KCS

**Richardson International Limited**

2800 One Lombard Place, Winnipeg, MB, Canada R3B 0X8 P. 204.934.5961 F. 204.947.2647

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





combination. Furthermore, we fail to see any prejudice that would result from the proposed combination.

For these reasons, Richardson supports the combination of CN and KCS and requests the Surface Transportation Board to grant its approval. We would be pleased to provide any further information that you may require for that purpose.

Yours truly,

A handwritten signature in black ink, reading "Bielik". The signature is written in a cursive style with a large, looping initial "B".

Robert Bielik,  
Vice-President, Transportation

Email: [robert.bielik@richardson.ca](mailto:robert.bielik@richardson.ca)

Direct Phone: 204.934.5498



RISE KOMBUCHA

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

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

**Dear Ms. Brown:**

RISE KOMBUCHA works with TransX for now more than 5 years. TransX is our main carrier for loads being shipped in Western Canada (rail or route in MB, SK, AB and BC).

RISE KOMBUCHA supports CN's acquisition of KCS 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 use of additional rails and routes either in Canada or USA would help Rise Kombucha's growth and would help develop our business in new provinces or 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:

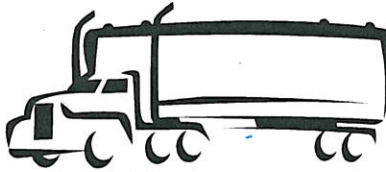
- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of LTL or FL from Montreal (CA) to the above-mentioned provinces.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

RISE KOMBUCHA 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,

RISE KOMBUCHA  
WILFRIED PEYREL – Supply Chain Director

cc: Parties of Record



**Rite-Way Truck & Trailer, LLC / Square Deal Truck & Trailer Service, Inc.**  
**24453 Mound Road, Warren, MI 48091**  
**(586) 755-3120 Phone: (586) 755 -9157 Fax**

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

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

**Dear Ms. Brown:**

Rite-Way Truck & Trailer, LLC provides repair services and parts to CN, when needed.

Rite-Way Truck & Trailer, 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.

Rite-Way Truck & Trailer, 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 'Ted Soboleski', with a long horizontal flourish extending to the right.

Ted Soboleski  
Director of Sales

TS:da

cc: Parties of Record



# ROBINSON

---

## BIOPRODUCTS 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:

Robinson Bioproducts has a close working relationship with TransX handling a large portion of a intramodal and rail loads across Canada.

Robinson Bioproducts supports CN's acquisition of KCS 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 use rail and intramodal transportation frequently across 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.

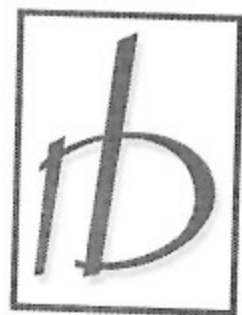
For example:

---

P.O. BOX 1666 #101 – 45 NORTH RAILWAY ST., OKOTOKS, ALBERTA, CANADA T1S 1B5

TEL: (403) 938-0556 FAX: (403) 938-0022 ORDER DESK: 1-888-968-0556 WWW.ROBINSONBIOPRODUCTS.COM





# ROBINSON

---

## BIOPRODUCTS INC

- 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 Porcine Plasma from Vercheres to Calgary.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

---

P.O. BOX 1666 #101 – 45 NORTH RAILWAY ST., OKOTOKS, ALBERTA, CANADA T1S 1B5

TEL: (403) 938-0556 FAX: (403) 938-0022 ORDER DESK: 1-888-968-0556 [WWW.ROBINSONBIOPRODUCTS.COM](http://WWW.ROBINSONBIOPRODUCTS.COM)



# ROBINSON


---

## BIOPRODUCTS INC

Robinson Bioproducts 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,

Dustin Robinson  
Purchasing manager



cc: Parties of Record

---

P.O. BOX 1666 #101 – 45 NORTH RAILWAY ST., OKOTOKS, ALBERTA, CANADA T1S 1B5

TEL: (403) 938-0556 FAX: (403) 938-0022 ORDER DESK: 1-888-968-0556 [WWW.ROBINSONBIOPRODUCTS.COM](http://WWW.ROBINSONBIOPRODUCTS.COM)

# CHISHOLM

INTERNATIONAL FOOD MERCHANTS SINCE 1938

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

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

Dear Ms. Brown:

Ronald A. Chisholm Limited has been in a business relationship with TransX/CN rail for 25 years +++.

Ronald A. Chisholm 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.

Our company deals mainly with Refrigerated cargo/food commodities and look forward to added options with this merger that will see us gain competitive advantages in shipping rail versus road.

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.

Ronald A. Chisholm 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,



Gavin Hoey  
Operations Manager, North American Meat Trade Division  
Ronald A. Chisholm Limited

---

RONALD A. CHISHOLM LIMITED

2 BLOOR STREET WEST, SUITE 3300, TORONTO, ONTARIO, M4W 3K3, CANADA • PHONE: (416) 967-6000 • [www.rachisholm.com](http://www.rachisholm.com)  
CANADA – UNITED STATES – AUSTRALIA – CZECH REPUBLIC – IRELAND



75 Rue Industrielle, Coteau-du-lac, Québec, J0P 1B0  
Tel : 514-866-1033; Fax : 514-866-8421

April 23rd, 2021

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

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

Dear Ms. Brown:

I am the Executive V.P & Chief Operating Officer at Ronsco where my duties include all sales, marketing, and operations oversight. Ronsco has been supplying critical parts and services to the North American rail industry for over 50 years and CN is one of our customers. Ronsco supports a proposed combination of CN and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network. The investment and growth will create new business opportunities for Ronsco with CN, but also critically provides access to new markets. The integrated CN/KC network provides Ronsco with a direct and efficient transport link into the Southern US and Mexican markets for the shipment of our products. We will have access to new and existing customers and markets that can only occur with the efficiency achieved with a combined CN and KCS.

CN's proven safety record, successful history of acquisitions and continual investments in upgrading facilities and capacity to serve customers will stimulate growth in rail transportation. This will provide new competitive options that support growth within a merged company and will shift freight from trucks on the highways to the rail system. All these initiatives will help support economic and employment growth in the United States and across North America under the USMCA trade agreement.

In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like Ronsco.

We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close.

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

Sincerely,

A handwritten signature in blue ink that reads "Kent Montgomery". The signature is written in a cursive, flowing style.

Kent Montgomery  
Executive V.P. & C.O.O.  
Ronsco Inc.  
75 Rue Industrielle  
Coteau De Lac, Quebec  
J0P 1B0





686335 Highway #2, Princeton, Ontario, Canada  
N0J1V0  
1-888-997-0993  
scott@roslin.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:**

Roslin Enterprises Inc. is shipping tank cars of renewable fuels feedstock from Ontario, Canada to Norco, Louisiana for the Renewable Fuel Industry. In the Renewable Fuel Industry the refining capacity is located in the Southern United States. Being a business based in Canada having the ability to ship product direct to the southern states is very positive for the future growth of our business.

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

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.



Roslin Enterprises currently ships a large percentage of its feedstock by truck. This merger would help us transition our business to larger portion of rail service. This will allow us to access markets in a direct and cost competitive manner. Renewable diesel and biodiesel manufacturing is expanding in the Southern United States. These manufacturers are unreachable by truck transportation from Canada. Minimizing our carbon footprint is a core value for Roslin Enterprises. By shifting more of our volume to rail we will be minimizing that carbon footprint and contributing to the global reduction of CO2. Allowing us to access the growing markets in the southern United States.

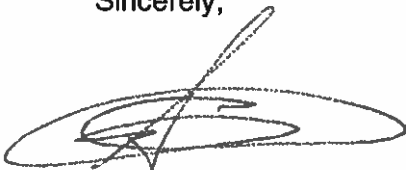
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction 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 Fats and Oils from Ontario, Canada to Norco, Louisiana
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Scott Dennis', is written over a large, faint, oval-shaped watermark or background graphic.

Scott Dennis  
President

cc: Parties of Record





# ROYAL CANADIAN STEEL INC.

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:

ROYAL CANADIAN STEEL deals with the CN Rail for our transportation & customs clearance needs and is very dependent and extremely satisfied with the timely service.

ROYAL CANADIAN STEEL supports CN's acquisition of KCS 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 Aluminum & Steel and can certainly explore the markets 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.

70 Titan Road, Brampton, Ontario, Canada L6T 4A3  
Tel: (905) 454-RCSI (7274) Fax: (905) 454-7220 / (905) 454-2786  
Website: [www.royalcanadiansteel.com](http://www.royalcanadiansteel.com)



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.

ROYAL CANADIAN STEEL 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,

Karim Jessani  
Vice President

Cc : Parties of Record



**RUETGERS Polymers Ltd.**

120 boul. de l'Industrie, Candiac (Québec) CANADA J5R 1J2

Phone: + 1 450.659.9693

Fax: + 1 450.659.0523

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:

Rütgers Polymers Ltd. is located in Candiac, Qc, and is part of the chemical manufacturing industry. Over the years, CN has become one of our main partners in transportation in order for us to grow our business in the Southern US market, as well as into Mexico.

Rütgers Polymers 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 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.

Rütgers Polymers ships daily by rail to multiple destinations all over North America. We are considering shipping more than 42,000 MT by rail to USA and Mexico on an annual basis.





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 between Canada and Mexico.
- Together, CN and KCS would have a robust network of end-to-end single owner, single operator services from Mexico to Canada – more than any other Class 1 railroad – with an enhanced ability to connect ports in the Atlantic, Pacific and the Gulf of Mexico.
- A combined CN-CKS 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.

Rütgers Polymers 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,

**Horatiu Piricsi, P Eng.**

Director Procurement, Outbound Logistics & Distribution

cc: Anthony Lippl, 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:

Sabretooth Global Logistics is a customer of CN and TransX, shipping intermodal across 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.

Sabretooth 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 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, Sabretooth Global is shipping across Canada as well as the US and with the CN/KCS combination, this will help us to tap into further markets in Mexico.

The combined company would create a network with enhanced end-to-end single-owner, single-operator service, which will result in a faster, safer and 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.

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

Sincerely,

Ryan Cosley, President  
Sabretooth Global Logistics



**Vallée-Jonction, Wednesday, April 21st, 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:**

Sartigan Railway is a short line railway operating in the greater Quebec City area. Our railway interchanges with CN at Joffre Yard in Charny, Quebec. CN is our most important business partner and they have supported the startup and continued expansion of our service since we began operations in 2013.

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

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

Presently our railway ships carloads of lumber weekly via the CN/KCS route to Mexico which is the destination for more than 90% of the lumber originated on our line.

We are partnering with a new transload operator, LogiBel Inc., to diversify our customer base. Part of the new terminal will be used for the unloading of plastic pellet feedstock for multiple manufacturers in our region. Almost all of the suppliers are on the Gulf

**399, RUE JEAN-MARIE ROUSSEAU, VALLÉE-JONCTION, QUÉBEC, G0S 3J0**

**COURRIEL : [INFO.BEAUCERAIL@GLOBETROTTER.NET](mailto:INFO.BEAUCERAIL@GLOBETROTTER.NET)**

**[WWW.BEAUCERAIL.CA](http://WWW.BEAUCERAIL.CA)**

**TÉLÉPHONE : 418-209-5848**

Coast and many are served by KCS. Needless to say that a CN/KCS combination would make pricing, billing and logistics simpler for all parties involved.

As our company restores sections of dormant railway to operation, many opportunities of transportation between Canada, the USA and Mexico will develop. To have a one stop shop for transportation to Mexico will encourage our local manufacturers to explore business opportunities which might otherwise have been an intimidating process.

In collaboration with LogiBel Inc and CN, we are planning a satellite intermodal terminal to the Laurentia Container Port project. We will load domestic container loads as well as maritime onto intermodal trains which will be integrated into CN trains in Quebec City or Montreal. With a CN/KCS merger, CN will be able to operate intermodal trains directly into Mexico. For a region as dependent on manufacturing as Southern Quebec, this is a dream proposal of door to door logistics for local suppliers of parts for Mexican auto makers, for our local meat packing plants, and new production facilities of fertilizer and magnesium to be located on our railway.

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.

Sartigan Railway 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,



---

Stephan Vachon  
VP - 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:**

La Société du Chemin de Fer de la Gaspésie (SCFG) works closely with CN to develop markets and ship rail traffic to/from the Eastern Canada. SCFG network runs on over 200 miles of tracks and two transload facilities. Main commodities handled include forest products, cement, and wind blades.

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

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

The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for our customers. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to offer new markets to our customers with faster transit times not having to transit via Chicago.
- Customers of both companies would benefit from faster, safer, more direct and more efficient service for North-South trade. Reducing our customer's and our equipment costs.
- 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 a more economical rail option for us where our customers 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 to access new markets that is not currently available.



For the reasons stated above, La Société du Chemin de Fer de la Gaspésie 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 a true USMCA railway with the most efficient lanes through the heartland of the US.

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

Sincerely,



Luc Levesque  
Directeur general  
418-392-5746  
Luc.levesque@scfgaspesie.com

cc: Parties of Record



## **SEA-SKY SHIPPING (NORTH AMERICA) COMPANY LTD.**

---

**8036 WINSTON ST, BURNABY, BC V5A 2H5, CANADA**  
**TEL: 604-431-8878 FAX: 604-431-8879 EMAIL: info.na@seasky-shipping.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:**

Sea-Sky Shipping (North America) Company Ltd. set up the long-term cooperation with CN from 2020. CN had helped us to ship a lot of SOC containers to from Vancouver to Toronto and from Canada to U.S. I think we have more cooperation with CN in the near future.

Sea-Sky Shipping (North America) Company 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.

I think our company will need the services of CN/KCS with our business developments. Actually, we are cooperated with a lot of freight forwarders to expand our business all over the U.S. And I believe CN/KCS will help us a lot for our business.

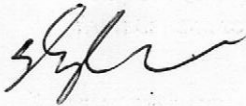
The combined company would create network with enhanced end-to-end single-owner, single-operator servicewhich will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction 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 SOC containers from Canada to U.S.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- It will offer the chance for us to find more import services from U.S. to Canada with this service network.

Sea-Sky Shipping (North America) Company 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,



Executive Deputy President  
Sea-Sky Shipping (North America) Company Ltd.

cc: Parties of Record

INVOICE  
CMT LOGISTICS INC.



Brookfield Place  
2300, 225 – 6<sup>th</sup> Ave SW  
Calgary, AB T2P 1N2

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:

SECURE Energy Services Inc. has a long standing positive working relationship with Canadian National Railway Company. SECURE Energy Services Inc. has rail terminals in Alberta, Saskatchewan and New Brunswick that all connect into CN Rail.

SECURE Energy 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 efficient 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.

SECURE Energy Services Inc. has ten Pipeline Connected Terminals, two Major Feeder Pipelines, four Crude by Rail Terminals, forty one Waste Handling Facilities which could benefit for transportation and the use of CN/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.



Brookfield Place  
2300, 225 – 6<sup>th</sup> Ave SW  
Calgary, AB T2P 1N2

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 and natural gas between our rail terminals in High Prairie, AB, Rycroft, AB, Manville, AB, Kindersley, SK, and Belledune, NB.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

We believe that a combination of CN and KCS will allow companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.

SECURE Energy 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,

**SECURE ENERGY SERVICES INC.**

DocuSigned by:  
  
BFD2DBD1D88A43B...  
Ryan Sully

Vice President, Commercial Development & Transportation

cc: Jason Valliere, Director of Marketing, Petroleum & Chemicals - CN



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

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

Dear Ms. Brown:

Sednove is a web application development company. We have developed the "The CN Employees' and Pensioners' Community Fund" which we have continued to support for almost 10 years. Since then, CN's contributions have increased from \$ 1 million to \$ 2.6 million. The generosity of CN employees and retirees, and the diligence of its many volunteers over the years, the Fund is one of the largest and most successful of its kind in Canada.

Sednove supports CN's acquisition of KCS 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.

Sednove 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,



Pierre Laplante CTO of Sednove



Chantal Bilodeau CEO of Sednove

cc: Parties of Record



**April 21<sup>st</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:**

SEGA Carriers is a logistics partner for CN that gives first and last mile truck services in Mexico for the last 7 years.

SEGA Carriers strongly supports CN's acquisition of KCS because of the many superior benefits a CN-KCS railway would bring to North America 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 increase 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.

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.

These are some benefits we see on the CN-KCS service:

- The combined company will help local business development and regional economies growth that will create more high paying jobs. Will also generate direct and indirect new jobs.
- CN's significant experience providing seamless intermodal and railcar services throughout their network and across borders will positively evolve the transportation industry.
- Cleaner transportation options for our environment, rail is the most fuel-efficient method of moving freight over land. As longer the distance moves by rail, bigger the environment benefit is.
- Rail investment generates collaboration and business development opportunities for companies like us that look for continues improvements in our service.

SEGA Carriers is confident in and strongly supports CN's proposed acquisition of KCS for all reasons mentioned previously. We hope to see the premier 21<sup>st</sup> century railway come to life very soon.

Sincerely,



Sergio E. Treviño  
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

CC: All Parties of Record

Dear Ms. Brown:

Serafina Energy Ltd. ("Serafina") is a Canadian energy producer with operations in Saskatchewan producing a non-dangerous or non-regulated good for the purposes of the Department of Transportation shipping classification. Serafina's product is highly sought after by a number of large oil refineries located on the USGC, most of which have direct connections to rail facilities served by CN and KCS. Further to this, Serafina's rail loading facility was strategically placed on a CN served rail line following an in-depth analysis of Canadian National's ("CN") capabilities to effectively and efficiently deliver our product to the USGC in comparison to Canadian Pacific. Serafina has been shipping our product with CN and in most cases on to KCS for the past 5 years and has been highly satisfied with CN and KCS's level of service. We are also particularly pleased with CN's commitment to ESG in every facet of their business which is important to Serafina when evaluating long-term partnerships.

Serafina supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, cleaner and more direct service for North-South trade within the context of our business relationships with southern US customers.

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 mentioned, Serafina's product is an optimal feedstock for US refineries which is due to the fact that transportation by rail allows for our product to be shipped "neat" or without any requirement of a diluent additive, which is otherwise required of our product when being shipped via Serafina's alternative pipeline transportation option. Receiving a "neat" product allows our customers to

optimize their feedstock slate and reduce waste within their refining process. As is the case with the majority of Serafina's target customers having connectivity to KCS served rail off-load facilities and CN provides Serafina with the best connectivity options to switch on to KCS rail lines.

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

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

Sincerely,

DocuSigned by:



283DE1E889AA41B...

John Lang-Hodge  
President and CFO



Services **NOLITREX** Inc.

**Jonquiere, 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:**

Services Nolitrex inc is an integrated rail trans loader that has a business partnership with CN for over forty years. CN and Services Nolitrex inc are achieving high quality rail services putting safety first, for its employees, clients and the population in general.

Services Nolitrex 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.

Services Nolitrex inc is currently experiencing delays in transit time for its Canada-USA-Mexico due to inter line to different rail companies. The merger of KCS with CN will enable us to upgrade our transit time from our facilities to our customer production plant in the US and 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 primary metals from Rio Tinto , Jonquiere, QC to Brenntag , Houston TX.



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

Services Nolitrex 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 "C.R." or "CR", is displayed on a light blue background.

Christian Ricard

President

Services **NOLITREX** Inc.

3462, rue de l'Énergie

Jonquière (QC) G7X 9H3

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

cc: Parties of Record

**SB** SHARP BASE COLD STORAGE

SHARP BASE SHIPPING AND TRANSPORT (CANADA) LTD.

Office :

1/F 3456, Bridgeway Street, Vancouver

British Columbia, Canada V5K 1B6

Phn: (604) 689 8238 Fax : (604) 689 3111

Warehouse & Cold Storage –Customs Bonded

2/F, 3456 Bridgeway Street,

Vancouver, B.C. Canada V5K 1B6

Phn : (604)298 6969 Fax : (604) 298 8566

Web Site : [www.sharpbase.com](http://www.sharpbase.com)

Date : 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:

Sharp Base Cold Storage is in the cold storage, transportation and freight forwarding business since 1979 and we worked with CN in shipping our shipments especially the fresh and frozen products from West Coast to East Coast for many years (over 10 years) . In those years, CN built a lots of new refrigerated equipment and this helped us to distribute the products for the supply chains in a most accuracy and efficiency way with their online tracking system and this created much more confidence by using their services .

We heard CN will merge services with KCS and that certainly helps to grow the economy in between Canada and USA and this will help us to use their Atlantic services to ship our Maple Logs rather than using trucks from Halifax, NS to Chicago / Gulf area and this can reduce the carbon dioxide pollution in air and helps our good environment

Sharp Base Cold Storage supports CN's acquisition of KCS 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 Maple logs from Montreal to Gulf Areas which we will truck from NS to Montreal for shipping in CN services
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Sharp Base Cold Storage is 100% 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 Law- President  
Sharp Base Cold Storage  
Sharp Base Shipping And Transport (Canada) Ltd.



April 23, 2021

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

Dear Ms. Brown,            Re: FD 36514, CN Rail / Kansas City Southern Railway Co.

The Shipping Federation of Canada, established in 1903, is a national trade association representing the owners, operators and agents of ocean-going vessels trading between North American and overseas ports. We are writing on behalf of our members whose international cargo ships call at United States ports on the west, east and/or Gulf coasts. Those member companies include container, breakbulk and bulk carriers, many providing door to door service to their clients, utilizing truck and rail service for the inland portion of the cargo transport. Our members support the proposed CN Rail acquisition of Kansas City Southern Lines.

The combination of CN Rail and KCS will allow international ocean shipping companies access to new markets, through U.S. gateway ports with an inland transportation alternative, leading to enhanced competition, both in terms of price and service for their customers, i.e., those beneficial cargo owners trading to and from international markets.

We thank you for the opportunity to express our support for this acquisition and are available to answer any questions the Board may have.

Yours truly,

A handwritten signature in black ink, appearing to read "M. H. Broad".

Michael H. Broad  
President

---

**SHIPPING FEDERATION OF CANADA**

625 René-Lévesque, Suite 800, Montreal, QC, H3B 1R2 (514-849-2325)  
1055 West Hastings, Suite 300, Vancouver, BC, V6E 2E9 (778-373-1518)  
[www.shipfed.ca](http://www.shipfed.ca)



Sidca Trading Ltd.  
PO Box 47575, Blue Mountain  
Coquitlam BC V3K 6T3  
604-931-9003  
[www.SidcaTrading.com](http://www.SidcaTrading.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:

Sidca Trading Ltd. has been working with CN for about 5 years to ship our material via intermodals, throughout Canada.

Sidca Trading 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.

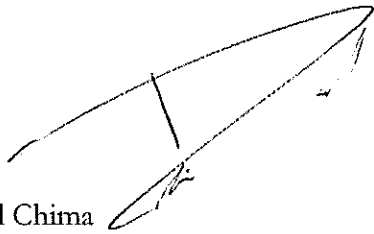


For example:

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

Sidca Trading 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,  
Sidca Trading Ltd.

A handwritten signature in black ink, appearing to read 'Paul Chima', written over a faint, stylized line graphic that resembles a large, elongated 'S' or a stylized letter 'C'.

Paul Chima  
Logistics Specialist

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:

Side Group Rail is a third party transload facility operator in Northern Alberta. We have 4 distinct locations and have been in business here since 1997. Our customer base is made up of agriculture, forestry, and oil & gas. From specialty organic oats, dimensional lumber, and frac sand, to wind turbine components. We ship and receive from/to both international and north American markets.

Side Group 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.

We believe that a combination of CN and KCS would help us to provide better service 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.

Side Group Rail's customers are seen as land locked. Our canola, oats, and pea crops are some of the best in the world but are unable to garner the best in world pricing due to delays in shipping times.



206-10625 West Side Drive, Grande Prairie, AB T8V 8E6 P. 780.513.6095 | [sidegrouprail.ca](http://sidegrouprail.ca)

GP Reload | GP Regional Logistics Park (GPRLP) | Gold Creek | Rycroft Reload

Extended days to market is a direct result of having to cross multiple rail systems. The addition of the KCS line would open up new markets and improve existing ones for both the import and export of goods to this region.

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 where they currently rely on trucks as a more timely and effective option.

We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination. Our region is, as is much of the north, only CN served.

We thank you for taking our needs into consideration while making your determination on this acquisition.

Yours truly,

A handwritten signature in blue ink, reading "Rhonda Side". The signature is fluid and cursive, with the first name "Rhonda" being more prominent than the last name "Side".

Rhonda Side  
Director  
Side Group Rail

**SIMPOLO TILE & STONE INTERNATIONAL CORP.**

2710 Slough Street Mississauga On. L4T 1G3

Cynthia T. Brown

Chief, Section of Administration

Office of Proceedings

Surface Transportation Board

395 E. Street, S.W.

Washington, DC 20423-0001

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

Dear Ms. Brown:

Simpolo Tile & Stone International Corp. is a client of CN and we have been doing business for over 5 years. Our company mainly import goods from China and wholesale in Canada, the goods have been shipped from all ports within China. The service and efficiency are amazing so far.

We might expand our business into U.S market in the near future, and we will consider CN as a primary transportation solution provider.

Simpolo Tile & Stone International 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.

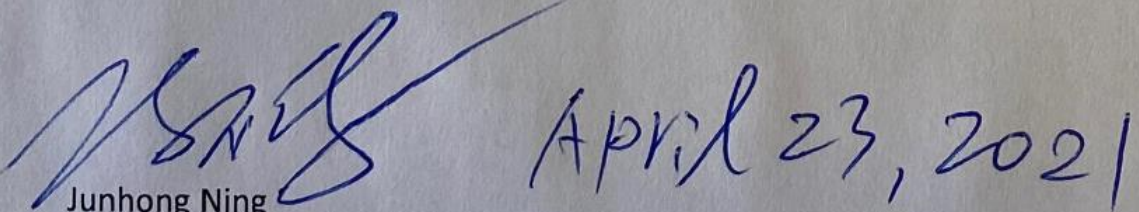
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions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

As an importer, we always import from overseas and we have been using ocean, rail and local trucking services. In past 5 years, CN provided us a one stop solution~ a real door to door services, that is very efficient and we believe it would help our business growth if the proposal is approved.

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 goods from Asia to North America including U.S. and Mexico
- CN's significant experience providing seamless intermodal service throughout their network and across borders.



Junhong Ning

Manager/Director

416 894 1756



Suite 2, 1515 Nicholson Street  
Prince George, BC, Canada V2N 1V7

p: 250.563.3423 or 1.800.842.7883 | f: 250.563.6272

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

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, CN-KCS Proposed Combination Manhattan—Control—Brooklyn**

Dear Ms. Brown:

Sinclar Group Forest Products Ltd. (Sinclar) was incorporated in 1962 and currently owns and operates three primary sawmills and wood pellet mill, among other business interests, in North Central British Columbia, Canada. Our lumber and wood pellet businesses are heavily dependent on rail to take our products to market and as such we've been working directly with Canadian National Railway (CN) as an origin shipper for over 50 years.

Sinclar supports CN's acquisition of KCS 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 allow us to quickly and reliably service our customers. 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.

Sinclar ships thousands of lumber and wood pellet railcars every year throughout North America. An expanded CN network provides Sinclar the opportunity to enhance our value with existing customer while creating opportunities for new customers to access our industry leading wood products.

The combined company would create a network with improved 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 softwood lumber from Western Canada to the U.S. Midwest and Southeast.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A more fluid railway reducing the transit times to and from key markets

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

Sincerely,



Greg Stewart,  
President

cc: Parties of Record





585 N Juniper Dr suite 250, Chandler, AZ 85226  
Tel: (480) 588-3200 Fax(480) 493-5617

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

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

Dear Ms. Brown:

SM Line Corporation is a steamship line that uses the CN's intermodal network for our import and export shipments through the Port of Vancouver, B.C. We have trusted the CN to handle our shipments in and out of North America since our entry in to the PNW trade in 2018. The CN has provided SM Line, and our customers, exceptional service during this time.

SM Line supports CN's acquisition of KCS 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.

SM Line currently has vessels calling on the U.S. and Canadian West Coast and we use a combination of truck and rail services to move our containers to and from those ports. Specifically, the CN moves our freight to/from points in Canada as well as Chicago and Detroit

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.



585 N Juniper Dr suite 250, Chandler, AZ 85226  
Tel: (480) 588-3200 Fax(480) 493-5617

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 customer's shipments of varying commodities via Vancouver to and from points in the Southern U.S.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Additionally, this new company would open up new markets for us south of the U.S. border.

SM Line 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 "Paul F. Schneider", written over a horizontal line.

Paul F Schneider  
Director, Intermodal  
SM Line Corporation

cc: Parties of Record



SNC Solutions & SNC Solutions Canada  
P.O. 305 | 496 N 600E Rd | Gibson City, IL. 60936  
snc@sncsolution.com | www.sncsolution.com  
O: 217-784-5212 | F: 217-784-5899

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

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

**Dear Ms. Brown,**

SNC Solutions is a construction company who provides a wide range of services designed for the construction industry, some of which include construction management, civil construction, underground & above ground utility, railroad rehabilitation & inspections, and trucking. Our crews are trained to handle any project whether it is new construction, emergency work, storm damage or general rehabilitation. SNC has extensively self-performed projects for Canadian National Railway throughout the last 10+ years with rail automation infrastructure, signal rehabilitation, communication infrastructure, and underground utilities construction.

SNC 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.

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.

SNC Solutions 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,

Jordan Sizemore & Tom Curtis  
SNC Solutions & SNC Solutions Canada  
O: 217-784-5212  
496 N 600E Rd.  
Gibson City, IL. 60936

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:**

SolidCAD is Canada's largest Autodesk Platinum Partner. We serve CN in maximizing their investment in Autodesk products and services.

SolidCAD supports CN's acquisition of KCS 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.

SolidCAD 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,

Anthony Chow  
National Director of Infrastructure/GIS



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

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

**Dear Ms. Brown:**

Societe du port ferroviaire de Baie-Comeau (SOPOR) is a not-for-profit organization and a shortline partner of CN for over 45 years. Together, we are part of the logistics chain for exports of aluminum and forest products.

SOPOR supports CN's acquisition of KCS 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 supply chain partner connected to CN, SOPOR want to continue to help industrial customers in Baie-Comeau (Quebec) remain competitive.

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 Baie-Comeau (Quebec) to U.S.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway



- The merger will provide seamless North South connectivity which help further integrate North American supply chains
- Rail investment generates collaboration and business development opportunities
- Help local business development and regional economies

SOPOR 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 "C. Berube". The signature is stylized with a large "C" and a horizontal line through the middle of the name.

Cedric Berube  
General Manager

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

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**

As leaders in the supply and delivery of Northern White proppant into the Western Canadian Sedimentary Basin from Wisconsin, at Source Energy Services we rail in over 500 cars per week of fracturing sand that is used for completion activity in the Western Canadian Sedimentary Basin (WCSB) via the CN Rail line. This enables five to ten active capital projects to go ahead with an average spend of \$200,000 per day, per completions site. These are multimillion-dollar (over \$50 million each) operations that depend on our CN Rail enabled supply chain. As CN's largest WCSB in-bound customer, over the years we have developed a mutually beneficial partnership that has enabled us to help shape the future of the oil and gas industry.

Source Energy 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.

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, augmenting our ability to be competitive in the markets in which we operate, and ultimately being beneficial for our shipments of fracturing sand throughout the WCSB. 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. As well, 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 Source Energy Services reach new markets directly and economically.

---

Source Energy Services 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,



**Scott Melbourn**  
COO  
Source Energy Services

cc: Parties of Record



## Special Areas Board

ALBERTA MUNICIPAL AFFAIRS

212 – 2<sup>ND</sup> Avenue West, Box 820, Hanna, Alberta, Canada T0J 1P0 Phone: (403) 854-5600 Fax: (403)854-5527

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 Special Areas Board and CN Rail are partners in the Oyen Regional Rail Park completed several years ago and have enjoyed a great working relationship and received satisfactory service with CN over this period. Together we have imported thousands of cars of frac sand from the US in support of Alberta and Saskatchewan's Oil and Gas Industry; pipeline construction equipment for TC Energy and its contractors and shipped CFB Suffield-based field personnel trucks – to bases in Europe. CN has always provided the necessary rail services support on a timely and efficient basis with the added advantage of direct main line access to primary North American markets and ports.

The Special Areas Board supports CN's acquisition of KCS 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 substantial number of trucking companies who transport agri-food commodities, grain, hay, and specialty crop products all the way to the Mexican border points. Having CN rail service available would provide the ability to ship these products directly to Mexican destinations thereby eliminating multiple handlings, lowering overall transport costs with less environmental impacts.

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



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

- providing 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.
- allowing companies to maintain cost and competitive advantage, improve cycle times to reduce fleet requirements. Direct rail service is more competitive than interline rail service.
- combining CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- creating a new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- merging to provide a seamless North-South connectivity which would 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.
- coming 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.
- investing in the communities CN operates in and engaging directly. CN spent over \$20 million USD in the past 4 years in local spending and Community Partnerships in the US.
- combining 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.
- investing, CN invests in technology and is prepared to extend 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 the Special Areas Board 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 'J. Christianson', with a long horizontal stroke extending to the right.

Jordon Christianson  
Chair, Special Areas Board

cc: Parties of Record



Surface Transportation Board  
395 E Street SW  
Washington, DC 20423

April 20, 2021

Sperry Rail Service is a supplier of Rail Flaw Detection services for numerous railroads that range from all North American Class 1 roads down to small shortline operators. Both the CN and KCS are customers of ours.

I, James K. O'Rourke, serve as the President at Sperry Rail Service, where my duties include managing the overall long standing relationship we have with both the CN and the KCS. Sperry Rail Service supports approval of the proposed combination of CN and KCS.

From our perspective as a supplier, the transaction is beneficial because it will strongly support growth and investment in the North American rail network.

Sperry is contracted by both the CN and KCS to provide a mission critical service which results in their respectively operating a safe and reliable organization. For many years the CN has been an innovator in safety and operational excellence and this merger can only bring their admirable practices to a larger percentage of the North American railroad network.

The new transportation services that CN/KCS will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CN/KCS, and will shift freight from trucks on the highways to the rail system. All of these things will help support economic and employment growth in the United States and across the Continent under the USMCA trade agreement.

In turn, that growth will support investments in new rail capacity that benefit shippers, the public, and suppliers like us alike.

We see the transaction as only beneficial; we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. For these reasons, we hope to see the transaction close and the benefits realized as soon as possible.

Signed

A blue ink signature of James K. O'Rourke, written in a cursive style.

James K. O'Rourke  
President  
Sperry Rail Service



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:

St Mary's Cement is a leading major producer of cement in the USA and in Canada and ship approximately 2,200 carloads per year.

St Marys Cement 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 network with enhanced end-to-end single-owner, single-operator service which will result in a faster and ultimately safer 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.

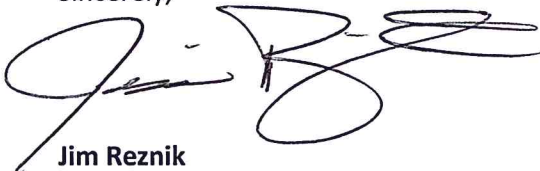
For example:

- 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 mergers over the last 20 years
- 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

St Marys Cement supports CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,



**Jim Reznik**

**Votorantim Cimentos**

**St Marys Cement** | Director of Logistics – North America

[james.reznik@vcimentos.com](mailto:james.reznik@vcimentos.com)

**Office: 313 849 4576**

**Cell: 734 787 1925**

**9333 Dearborn Street, Detroit, MI 48209**

---

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

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

# STANDARD

DISTRIBUTION CO.

EST. 1936

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

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

**Dear Ms. Brown:**

Standard Distribution Co. is a Third-Party Logistics company based in Cedar Falls, IA. We've been a partner of the CN since 2015 when we opened a box car transloading facility. Since then, the CN has played a critical role in developing our rail business.

Standard Distribution 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.

Our rail facility relies solely on the CN and we unload/load several hundred boxcars annually for some of the largest companies in 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 roll stock from the South to Cedar Falls, IA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.



Standard Distribution 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,

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

Andrew Poe  
Standard Distribution Co.

cc: Parties of Record

**PARKE WENTLING, MEMBER  
17TH LEGISLATIVE DISTRICT**

395 High Street • P.O. Box 17  
Conneaut Lake, PA 16316-0017  
Phone: (814) 382-7200

142 Main Street East • Suite 1W  
Girard, PA 16417  
Phone: (814) 774-3105

134 High Street  
New Wilmington, PA 16142  
By Appointment



**House of Representatives**  
Commonwealth of Pennsylvania  
Harrisburg

**COMMITTEES:**  
Aging & Older Adult Services  
Game & Fisheries  
Local Government  
Tourism and Recreational Development

P.O. Box 202017  
Harrisburg, PA 17120-2017  
Phone: (717) 783-5008

Email: [pwentling@pahousegop.com](mailto:pwentling@pahousegop.com)  
[www.RepWentling.com](http://www.RepWentling.com)  
Toll Free: (855) 249-2427

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

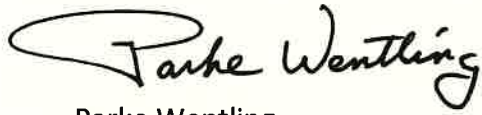
Dear Chairman Oberman,

Canadian National Railway Company (CN) recently announced its proposal to combine with Kansas City Southern (KCS), which would create a premier railway for the 21<sup>st</sup> century. This merger would connect ports in the United States, Mexico and Canada and facilitate trade and economic prosperity across the United States. I believe that this combination would serve the 17<sup>th</sup> District well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the area.

For many years, CN has been an integral part of the local transportation system. Their freight railroad safely and reliably connects businesses, large and small, to markets around the world. In addition, this fuel-efficient railroad offers a sustainable transportation alternative to trucking. CN and its US rail subsidiaries have operated in the United States for more than 100 years and CN is committed to being a strong local partner in every community where it operates.

Thank you for your consideration of Canadian National Railway Company's proposal to combine with Kansas City Southern. I encourage you to support this project.

Sincerely,

A handwritten signature in black ink that reads "Parke Wentling". The signature is written in a cursive style with a large, looping initial "P".

Parke Wentling  
State Representative  
17<sup>th</sup> Legislative District  
Crawford, Erie, Lawrence and Mercer Counties



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:

Stealth Monitoring is Dallas, Texas based security firm that designs, installs, and services life-safety and physical security systems that include video surveillance and access control. Stealth Monitoring provides and remotely monitors security cameras and other equipment for the Canadian National Railway Company ("CN") and a variety of other businesses in United States and Canada.

Stealth Monitoring supports CN's acquisition of the Kansas City Southern Railway Company ("KCS") 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.

Stealth Monitoring 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,



---

**Robert Cherun**  
Chief Executive Officer





**ATTENTION:** Surface Transportation Board

My name is Jeff Brandt and my business address is 7401 Hamlin Street, Schererville, IN 46375. I am Vice President, Transportation and Logistics for Stella-Jones Corporation. In my role, I am responsible for the management and execution of all transportation functions across our network.

Stella-Jones is a leading producer and marketer of pressure-treated wood products. The Company supplies North America's electrical utilities and telecommunication companies with utility poles, and the continent's railroad operators with railway ties and timbers. Stella-Jones also manufactures and distributes residential lumber and accessories to retailers for outdoor applications, as well as industrial products for construction and marine applications.

Stella-Jones Corporation supports approval of the CN/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible. Stella-Jones currently ships railway ties, transmission poles, lumber, and industrial products with CN from various plants and distribution yards in Canada and the US.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined 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.

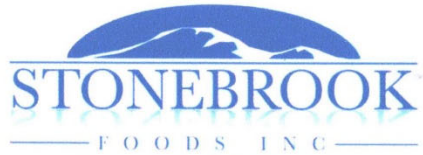
We are very excited about the transaction because it will allow a combined railroad to provide new, more efficient and reliable rail service options. This will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example, Stella-Jones will be able to ship direct either north into Canada from our most southern U.S. locations into Canada or South from Canadian locations into the southern U.S.

At the same time, the entirely complementary nature of CN's and KCS' 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 they will continue to interchange with all of their other existing interline partners.

For these reasons, Stella-Jones 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. Stella-Jones 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.

A handwritten signature in black ink that reads 'Jeff Brandt'.

Jeff Brandt  
Vice President, Transportation and Logistics



**Stonebrook Foods Inc.**

**Suite 135, #14 900 Village Lane  
Okotoks, Alberta T1S 1Z6**

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:

Stonebrook Foods has been doing business with CN for the past 18 months. We use CN to deliver LTL and FTL fresh/frozen meat products across Canada. We use CN for rail service and road service. Stonebrook 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.

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

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

The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of goods from Eastern Canada to Western Canada and vice versa.

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

Stonebrook 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 st century railway come to life.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ed Neighbours', with a stylized flourish extending to the right.

Ed Neighbours  
VP of Stonebrook Foods 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:**

Strato, Inc. is a supplier of railroad hardware to the Canadian National Railway Company.

Strato supports CN's acquisition of KCS 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.

Strato 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,

Daniel Foxx  
Vice 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:**

Stupp Bros., Inc. d/b/a Stupp Corporation is served both by the CN and KCS at our pipe manufacturing facility in Baton Rouge, La. Whether it is the CN bringing in steel coils from the Midwest, both class 1 railroads pulling 89' flats loaded with API line pipe, or the KCS taking scrap cars out the service and issue resolution from both class 1 railroads has been excellent over my 13 years at Stupp Corporation.

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

Stupp Bros., Inc. d/b/a Stupp Corporation is proud of our 13+ year relationship with CN and KCS and appreciate their outreach to us to discuss their plan for the combined CN-KCS network. Their request that the current major merger rules apply to any mergers involving KCS aligns with the customer-focused approach to business to which we have become accustomed. As the proposed merger develops, we hope that all parties show the same commitment to the current STB rules that CN has demonstrated. Stupp Corporation supports the merger of the CN and KCS railroads.

Sincerely,

*Nathan Sowell*

12555 Ronaldson Road  
Baton Rouge, Louisiana 70807

800.933.7473 office  
225.775.7610 fax

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





**STUPP**  
CORPORATION  

---

THE ENERGY-FILLED COMPANY™

Nathan Sowell  
Director of Project Management and Strategic Services  
Stupp Corporation  
225-678-3075

cc: Parties of Record

12555 Ronaldson Road  
Baton Rouge, Louisiana 70807

800.933.7473 **office**  
225.775.7610 **fax**

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



**STUPP**  
CORPORATION  

---

THE ENERGY-FILLED COMPANY™

12555 Ronaldson Road  
Baton Rouge, Louisiana 70807

800.933.7473 **office**  
225.775.7610 **fax**

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

# Suit-Kote Corporation

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

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

**Dear Ms. Brown:**

Suit-Kote Corporation is currently engaged with CN railroad for the transport of Bituminous Asphalt materials.

Suit-Kote supports CN's acquisition of KCS 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 current needs include use of CN rail as support to deliver asphalt materials from Nanticoke, Ontario Canada into U.S.A. and points in Western 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 Bituminous materials from Canada and Western U.S. to Cortland, N.Y.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Other benefits include optionality of carriers not currently available and other points of supply not currently cost beneficial.

Suit-Kote 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,

*Brent Hall*

Brent Hall  
Director of Procurement- Suit-Kote 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:

Sumitomo Canada Ltd is CN's major supplier for various track materials for more than 40 years.

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.

We hope to see the premier 21st century railway come to life.

Sincerely,



Denis Schaeffer  
Vice President & General Manager  
Sumitomo Canada Ltd

cc: Parties of Record



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

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

**Dear Ms. Brown:**

Superior Fuel is a commercial and residential fuel provider in the Upper Midwest. We also provide fueling facility management to the maritime industry. We deliver operational excellence by performing the highest quality facility operations and fuel delivery management.

Superior Fuel has a partnership that goes back decades with CN, and they are a vital multimodal transportation supply chain provider.

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

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

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



For example:

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

Superior Fuel 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 'Ryan Gunderson', with a long, sweeping horizontal line extending to the right.

Ryan Gunderson  
President  
Superior Fuel



1090 South Service Road East, 9-12, Oakville, Ontario L6J 2X8  
Telephone: 289 291 0182, Fax: 289 291 0183

Wednesday, 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:

Superior Truck & Trailer Repair Services Ltd. is a major service provider for the CN fleet. Some of the services provided are as follows:

- Overall fleet maintenance, from service to safety of chassis
- Body and fabrication work on trailers and containers
- Mobile repairs 24 hours 7 days
- Truck maintenance and repairs
- Intermodal yard maintenance

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

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



1090 South Service Road East, 9-12, Oakville, Ontario L6J 2X8  
Telephone: 289 291 0182, Fax: 289 291 0183

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

Superior Truck & Trailer Repair 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 "Krishnashanth", followed by a long horizontal line.

Krishnashanth Arasakrishnan  
President / Owner  
Superior Truck & Trailer Repair Services Ltd  
Mobile: 416 882 1755  
Office: 289 289 0182  
Fax: 289 289 0183

cc: Parties of Record



*Surplus Furniture & Mattress Warehouse*

90 Anne Street South, Unit 100

Barrie, Ontario, L4N 2E3

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

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

**Dear Ms. Brown:**

Surplus Furniture and Mattress Warehouse has been a long-standing customer of CN shipping from the US into Canada on a weekly basis

Surplus Furniture and Mattress Warehouse supports CN's acquisition of KCS 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 an 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 Furniture from Mexico to Canada.

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

Surplus Furniture and Warehouse 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 "Troy McLeod", written in a cursive style.

Troy McLeod  
Director of Logistics

cc: Parties of Record



SYSTEMS ENGINEERING TECHNOLOGIES CORPORATION  
6121 Lincolnia Road, Alexandria, Virginia 22312 • (703) 941-7887

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

**Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 SyTech Corporation of the United States supplies mission critical communications to various divisions within CN. SyTech supports CN's acquisition of KCS 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.

SyTech 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,

Aaron Armendariz  
Executive Vice President

A handwritten signature in blue ink, appearing to read 'Aaron Armendariz', is written over a faint, larger version of the same signature.

cc: Parties of Record



TALSOM

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

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

**Dear Ms. Brown:**

Talsom is working with CN since 2017 providing management consulting services in project management and change management.

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

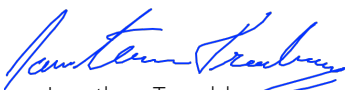
As a supplier to the railway industry, this transaction will be strategic as it will support the growth of trade between Mexico, USA and Canada and the growth of investment in rail network which will be both beneficial to us and also to the overall economy.

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

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

Talsom 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,



Jonathan Tremblay  
Vice-President

cc: Parties of Record

# Tech Mahindra

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

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

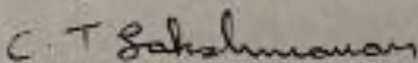
Dear Ms. Brown:

Tech Mahindra has been working with CN for the past 3 years, supporting them on their multiple strategic initiatives including the Positive train control (PTC) Testing, Telecom migration, End user computing, Desktop virtualization, Robotic process automation, Cloud application provisioning, Cloud predictive monitoring etc.

Tech Mahindra is very supportive of the acquisition of Kansas City Southern as we see the value in creating a larger network of trade between Canada, US and Mexico. The acquisition would be beneficial to the overall economy and growth of investment in rail network.

As a services supplier, we are proud to be associated with Canadian National Railway on this vision to create measurable business value. We strongly believe that with the successful acquisitions made by CN in the past years, this initiative will also be seamless and successful to integrate and partner with KCS.

Sincerely,

  
Lakshmanan Chidambaram

President - Strategic Verticals

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:**

Telecon Inc provides full turn-key National Fiber Optic cable structure and support services in Canada.

Telecon 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.

Telecon 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 "Gilles Langevin", written over a horizontal line.

Gilles Langevin  
Senior Manager  
National Long Haul

cc: Parties of Record



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:

Telkwa Coal Limited is potential customer of CN rail for the transport of metallurgical coal from its Project in British Columbia, Canada to a Ridely Terminals.

Telkwa Coal 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 metallurgical coal to new customers in the southern North America.

Telkwa Coal Limited is confident in and strongly supports CN's proposed acquisition of KCS. We hope to see the premier 21st century railway come to life.

Yours truly,

Dan Farmer

Project Manger, Telkwa Coal Limited



April 21, 2021

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,

I am writing to you with regards to the recent Canadian National Railway Company (CN) and Kansas City Southern (KCS) merger announcement. Tervita Corporation utilizes CN to move a significant portion of our 100,000 annual tonnes of scrap metal to commodity markets throughout North America. Further, Tervita Corporation provides rail response services to CN throughout Western Canada.

As a customer and supplier, Tervita is excited by this transformative transaction creating the first US-Mexico-Canada railroad. The combined networks expand market reach and support North American economic growth.

We're also encouraged by the environmental and safety benefits which will arise through the new single line routes by shifting trucks off crowded highways, yielding reduced traffic and lower emissions.

We look forward to our continued collaboration and helping the combined entity of CN / KCS achieve its business goals.

Please feel free to reach out to me if you would like to discuss the merger.

Regards,

John W. Cooper  
President and CEO  
Tervita Corporation

cc: Parties of Record

**Tervita Corporation**

**Calgary Head Office**  
1600, 140 10<sup>th</sup> Ave SE  
Calgary, AB Canada  
T: (403) 233-7565

**tervita.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

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:

Tetra Tech, Inc. (Tetra Tech) supports CN's acquisition of Kansas City Southern (KCS), because of the superior benefits a CN-KCS railway would bring by offering faster, safer, environmentally cleaner and more direct service for North-South trade.

Tetra Tech provides advanced track inspection technology to support CN's track inspection requirements. CN's investment and support of Tetra Tech's advanced track inspection technology program is an example of CN's uncompromising commitment to safety and a strong safety record. Furthermore, CN's investment in industry leading track inspection technology demonstrates their strong social, environmental and sustainability commitment. We are confident that these attributes and commitments would be leveraged and applied to KCS's business through CN's acquisition.

As a supplier to the railway industry and one of North America's largest engineering and science consulting firms, we can see this transaction is strategic, as it will support the growth of trade between Mexico, USA and Canada and it will benefit the overall economy. We also see tremendous environmental benefits from 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 only beneficial; we do not anticipate any negative impacts to our company, the environment or economy.

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

Sincerely,



Dan L. Batrack  
Chairman and CEO

cc: Derek Amidon  
Bernie Teufele  
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:**

TFI International Inc. has a longstanding healthy business relationship with CN whereas we conduct Intermodal freight movement through out Canada on a large scale. TFI 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.

TFI International Inc. feels this new entity would provide our business opportunities to expand our North American intermodal business through a service offering that currently does not exist.

The combined company would create a network with an 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.

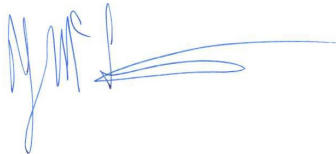
For example:

- 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 LTL and Truckload from Mexico to Canada and throughout the United States.

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

TFI 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 'B McGonigal', followed by a long, horizontal, slightly wavy line that extends to the right.

Bob McGonigal  
Executive Vice President  
TFI International Inc.

cc: Parties of Record



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

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

Dear Ms. Brown:

TG Appliance Group is looking to work with CN on several opportunities across North America. The potential of these new reaches as a result of the proposed CN-KCS network could and would create new opportunities to further allow TG to meet its expectations on growth projections to better serve our customers.

TG Appliance 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.

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

This merger will provide seamless North South connectivity which help further integrate North American supply chains and allow CTC to reach new points via rail that today would move OTR which aligns with the CTC outlook on environmental sustainability.

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

TG Appliance 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,  
Drew Fraser  
Vice President, Operations

A handwritten signature in black ink, appearing to read 'Drew Fraser', is written over a light blue horizontal line.

cc: Parties of Record



*Seasoned Experience*

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 Aloft Group, LLC specializes in intermodal transportation safety and has been providing CN consulting services in safety, risk management, and specialized software tools in support of rail safety for over six years.

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

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

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

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

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

**The Aloft Group, LLC**  
**PO Box 107**  
**Kilmarnock, VA 22482**  
**+1 505.306.5326**  
[www.thealoftgroup.com](http://www.thealoftgroup.com)



## *Seasoned Experience*

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

Sincerely,

*Thomas Lintner*

Thomas Lintner  
President & CEO  
The Aloft Group, LLC

cc: Parties of Record

The Aloft Group, LLC  
PO Box 107  
Kilmarnock, VA 22482  
+1 505.306.5326  
[www.thealoftgroup.com](http://www.thealoftgroup.com)



# THE GREENGROCER INC.

6110 Shawson Dr. Mississauga, ON L5T 1E64 Phone: 905-670-3621  
Fax: 905-670-8816

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Greengrocer Inc. is an importer of produce from USA and other countries and supplies produce to chain stores in GTA and Montreal for decades. TransX/CN has played an important role in our produce transportations from Washington and Idaho, USA to our warehouse in Mississauga, ON, Canada since 2012.

The Greengrocer 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 Greengrocer uses trucks and rail for our transportation needs and use TransX/CN today more specifically.

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 GREENGROCER INC.

6110 Shawson Dr. Mississauga, ON L5T 1E6 Phone: 905-670-3621  
Fax: 905-670-8816

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

The Greengrocer 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,

Bryon Sargeant  
Operation Manager

**The Greengrocer Inc.**

[6110 Shawson Dr.](#)

[Mississauga, ON L5T 1E6](#)

Phone: 905-670-3621

Fax: 905-670-8816

[bryon@greengrocerinc.ca](mailto:bryon@greengrocerinc.ca)

# THE HUMPHREY/ GROUP

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

**Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Humphrey Group is a preferred supplier to CN that provides corporate training and program materials in the areas of leadership communication since 2019.

The Humphrey 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.

The Humphrey 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,

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

Vytas Lenauskas, Vice President of Business Growth



The Mercury Group

169 Commack Road, Suite H#285

Commack, New York USA 11725

Office: 1-631-410-6345 | Fax: 1-631-410-1926

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

25 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 Mercury Group is a New York-based consulting firm specializing in global commodity management and finance. We have developed professional relationships with brokers, shippers, governments, port authorities, buyers and suppliers globally, and will use that network of international points of contact to customize our clients' needs.

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

We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. 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 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.



The Mercury Group

169 Commack Road, Suite H#285

Commack, New York USA 11725

Office: 1-631-410-6345 | Fax: 1-631-410-1926

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

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

Sincerely,



Anton C Posner  
Chief Executive Officer

cc: Parties of Record





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

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

Dear Ms. Brown:

Thomas, Large & Singer Inc. (TLS) has worked with Trans-x for almost 20 years and CN directly for about 4 years. We consider it to be a great partnership and prefer to use rail when we have the opportunity based on driver shortages and lower CO2 emissions.

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

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

TLS has just begun to work with a client that produces product in Mexico and we feel this will create an opportunity to reduce our volumes on the road and transition it to rail.

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.



Thomas, Large & Singer 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 "Anth Carter", is positioned above the printed name.

Anthony S. Carter, CA, CPA, CFA  
Chief Financial Officer

cc: Parties of Record





**THOMSON GROUP OF COMPANIES**  
DISTRIBUTION LOGISTICS MANAGEMENT

**Thomson Group of Companies – Thomson Terminals Limited**

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

**April 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:**

Thomson Terminals Limited is a long-standing customer of CN/TransX services.

Thomson Terminals 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.

Thomson Terminals 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,

**Jeff Wilder**  
Director of Sales & Marketing  
Thomson Group of Companies - Thomson Terminals Limited



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

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

**Dear Ms. Brown:**

Tideworks Technology, a privately held Washington State corporation, supports global marine terminal and rail operators with industry leading technology to add efficiency and assist in optimizing intermodal operations. Tideworks is currently engaged in a multi-year project with CN supporting the railroad's 'Smart Terminal' initiative which will result in operational efficiency, enhanced productivity and improved service to the broad community that relies on their transportation and logistics network.

Tideworks supports CN's acquisition of KCS 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.

Tideworks 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,  
Todd Tatterson  
Vice President  
Tideworks Technology

DocuSigned by:  
*T. H. Tatterson*  
5744E6F756264E7...  
T. H. Tatterson  
Tideworks Technology, Inc.  
Vice President - Business Development

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:**

Tiger Calcium Services Inc. is a chemical manufacturing company based in Alberta, Canada. We are the third largest calcium chloride producer in North America and we utilize the services of Canadian National Railway and Kansas City Southern Railway to ship and receive products throughout Canada, USA and Mexico. Our relationship with CN is almost 40 years old and CN, along with their partners, are an integral part of our supply chain and distribution network.

Tiger Calcium 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 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 or multiple short line railroads and provide shorter distances on many key routes. As our manufacturing plant in northern Alberta is only served by CN, 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.

Benefits to us will be:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, specifically our shipments of raw ingredients from Mexico and southern USA to Alberta and finished product from Alberta to our customers throughout the mid-western USA
- CN's safety culture, superior technology and operating experience would ensure safe operations across Canada, the U.S. and Mexico.
- CN can help our customers reduce GHG emissions by leveraging rail for the long haul and trucking over shorter distances



- CN's commitment to work with other class 1 railways to keep existing gateways open, including Kansas City, and collaborate to grow volume will enhance competition
- The merger will provide seamless North South connectivity which help further integrate North American supply chain
- Creating new market reach (expand market options) for both sourcing of inbound and outbound opportunities.
- CN has a track record of investing ahead of industry average to increase capacity, reliability and improve safety.

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

Sincerely,

Ron Schwartz

Vice President, Operations

Tiger Calcium Services Inc.



---

**420 W MARION**

**MONTICELLO, IL 61856**

---

**ATLANTA \* ATWOOD \* BEASON \* BEMENT \* CISCO \* EMERY \* JOHNSTON SIDING \* KRUGER \* LAPLACE  
MAROA \* MILMINE \* MONTICELLO \* PIERSON \* SEYMOUR**

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

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

**Dear Ms. Brown:**

Topflight Grain Cooperative Inc. has been a shipper on the CN since 1998. Our loading locations are located in Illinois and we ship corn and soybeans to multiple destinations.

Topflight supports CN's acquisition of KCS 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.

Topflight ships grain by truck and rail. We have loading locations on 3 class 1 railroads currently and have access to processors, ethanol plants, and the IL river with truck transportation.

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.

---

**PHONE: 217-762-2163**

**FAX: 217-762-5500**



- A combined CN-KCS will improve the North American transportation network and create a true USMCA railway.
- CN's proposal embraces the spirit of the new STB rules, including the requirement to enhance competition.

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

Sincerely,



Derrick Bruhn  
General Manager

cc: Parties of Record



42 Pinelands Ave. Stoney Creek, ON. Canada L8E 5X9 Ph. 905-662-4137 Fax. 905-662-8058

---

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

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

Dear Ms. Brown:

Toplift North America Inc. ( Part of the Top Lift Group of companies ) is a supplier of heavy equipment and a distributor all across Canada and the USA. We have been in close partnership with CN for over 28 years as we have a keen focus on intermodal container handling equipment.

Toplift North America supports CN's acquisition of KCS 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.

Toplift North America 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.

Best Regards,

David Shea  
President  
[dshea@toplift.com](mailto:dshea@toplift.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:**

Torq Energy Logistics Ltd is an independent logistics business headquartered in Calgary, Alberta and has operations across Saskatchewan, Alberta and British Columbia. Torq is a safety focused operator of a fleet of +250 tractor/trailer units and seven rail terminals. Torq has been a long-time transloading partner to CN in the movement of various energy related commodities outbound/inbound on CN's railway.

CN's values parallel our own and has proven to be a leader in safety and customer service within the rail space. Our shipper customers could benefit from enhanced, efficient, and economic market access into the US Midwest and Southern regions as well as Mexico. A combination of the subject entities could potentially increase efficiencies in rail freight turn times and result in Torq's growing competitiveness within our markets.

Torq Transload is confident in CN's ability to enhance Canadian shipper's market access in the US Midwest and Mexico under the proposed business combination. As always, we continue to support CN's growth in all areas and look forward to growing along with them.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Zielinski", is positioned above the printed name.

Jarrett Zielinski  
President & CEO  
Torq Energy Logistics Ltd.

cc: Parties of Record



*Town of Oyen*

P.O. BOX 360  
OYEN, AB T0J 2J0

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 Town of Oyen and CN Rail are partners in the Oyen Regional Rail Park completed a number of years ago and have enjoyed a great working relationship and received satisfactory service with CN over this period. Together we have imported thousands of cars of frac sand from the US in support of Alberta and Saskatchewan's Oil and Gas Industry; pipeline construction equipment for TC Energy and its contractors, and shipped CFB Suffield-based field personnel trucks – to bases in Europe. CN has always provided the necessary rail services support on a timely and efficient basis with the added advantage of direct main line access to primary North American markets and ports.

The Town of Oyen supports CN's acquisition of KCS 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 secure additional export business to the US and Mexico, and inbound import business for products such as European wind turbine components over USGC ports and direct from US manufacturers. 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 substantial number of trucking companies who transport agri-food commodities, grain, hay and specialty crop products all the way to Mexican border points. Having CN rail through service available would provide our ability to ship these products directly to Mexican destinations thereby eliminating multiple handlings, lowering overall transport costs with less environmental impacts.

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

*Pronghorn Country*

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.
- CN has a track record of investing in the communities it operates in and engages in directly. CN has 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 The Town of Oyen 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,



Doug Jones,  
Mayor, Town of Oyen



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

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

Dear Ms. Brown:

TRANSENERGY SERVICES LTD ("TransEnergy") is a rail terminal and services company operating on the CN rail system since 2006. We have transported energy, industrial products as well as agricultural commodities throughout Canada and the US and on occasion onto Asia.

TRANSENERGY SERVICES LTD supports CN's acquisition of KCS because of the anticipated superior benefits a CN-KCS railway would bring by offering more efficient direct service routing for our North-South trade.

We believe that a combination of CN and KCS would allow TransEnergy to compete more effectively with our competitors. CN's 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.

We are encouraged about all the direct routing that TransEnergy would be able to access. The combined company

- 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 TRANSENERGY SERVICES LTD reach new desirable markets directly and economically.
- Single-linehaul will provide not only greater visibility to our traffic, but will improve cycle times on our private cars

TRANSENERGY SERVICES LTD strongly supports CN's proposed acquisition of KCS for all of the aforementioned reasons as stated.

Sincerely,

*Tim LaFrance*

Tim LaFrance P.Eng.  
President & CEO



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

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

Dear Ms. Brown:

Since 1985 Trans-Frt. McNamara has excelled in delivering transportation, freight brokerage, logistics and distribution services throughout North America. Our mission is Service, Quality and Reliability. From locations in Ontario, Alberta, British Columbia and California, our modern fleet of more than 100 trucks and 220 trailers pickup and deliver LTL or Truckload service anywhere in North America. Our commitment to excellence includes constant load tracking, an aggressive maintenance policy, superior insurance coverage and an average fleet age of less than 2.5 years. Our relationship with CN has grown over the last year with forecasted volumes of 90+ intermodal containers from Ontario to British Columbia. CN has become a big part of our logistics services and have provided superior service. CN was able to provide us with competitive market pricing allowing us to secure this business and grow other lanes as well.

Trans-Frt. McNamara supports CN's acquisition of KCS because we would like the opportunity to extend intermodal service to our customers throughout the USA.

Trans-Frt McNamara 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



Greg Palmer  
Executive Vice President



**25 Rue Rolland Massé  
Val d'Or, Québec J9P 0E3  
Téléphone : 819-874-6476  
Fax : 819 824-5660**

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

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

**Dear Ms. Brown:**

Transrail FN 27 inc. has been working with CN's team of professionals for several years. We have jointly carried out several large-scale projects and will continue to expand with the help of a strategic partner such as CN. We are very pleased to be working with a company of this size and believe that the addition of KCS will open up business opportunities for us in North America.

Transrail FN 27 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 working jointly with CN on several mining projects and for clients in this industry. Our transshipment and intermodality services are perfectly aligned with CN services. In addition, we are seeing our customers' enthusiasm for solutions with a better ecological impact, which puts rail services in the foreground.

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 gondolas and containers from Canada to United States.

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

Transrail FN 27 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,



Benjamin Alexandre  
Operations Manager

cc: Parties of Record



Tel. 519.824.1345  
Fax. 519.822.7994

231 Speedvale Avenue West Guelph, Ontario N1H 1C5

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

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

**Dear Ms. Brown:**

Traxxside Logistics Inc. is bulk transloading company that handles bulk feed and food grade agricultural, chemical, and industrial products from throughout North America. CN's model of scheduled, precision rail service provides Traxxside and our customers the visibility and reliability we need to manage our supply chains efficiently and use rail to the best extent possible. Over time, CN continuously has added value to their service by enhancing shipping tools and adding new logistics services.

Traxxside supports CN's acquisition of KCS 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.

Traxxside is heavily reliant on carload rail service from CN and its connections to the rest of the North American rail network in the United States and Mexico. Our customers also rely on CN's intermodal and port partnerships for domestic and imported shipments of feed and food ingredients from around the globe.

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 customer's shipments of brown and brewers rice from Arkansas, Louisiana & Mississippi into Guelph, Ontario.



Tel. 519.824.1345  
Fax. 519.822.7994

231 Speedvale Avenue West Guelph, Ontario N1H 1C5

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

Traxxside 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 "D. K. Warne", written over a horizontal line.

David K. Warne  
General Manager

cc: Parties of Record



505 East Huntland Drive  
Suite 250  
Austin, Texas 78752

T 512.454.8716  
TRCcompanies.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 ("CN"), Grand Trunk Corporation, and CN's Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

Dear Ms. Brown:

TRC is a strong partner of CN's and has been providing design, management, and construction services to CN for over twenty years. TRC provides services to CN across their United States and Canadian network of facilities. Through this partnership TRC has worked to standardize and modernize CN's fueling and wastewater systems from risk assessment, design, construction, and preventative maintenance to enhance the entire life cycle of these systems. In addition, TRC has supported CN on numerous environmental, facility, and energy projects which continue to position the railroad as a leader in sustainability.

TRC supports CN's acquisition of KCS 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, the 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 will have 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.

TRC 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 "K. Beau Perry".

K. Beau Perry, P.E.  
Vice President - CES



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

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

Dear Ms. Brown:

Triumph Express Service Canada Inc is an integrated logistics provider which services shippers in all sectors and on both sides of the border. CN has been a valued partner of Triumph's for the last 5 years.

Triumph supports CN's acquisition of KCS 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.

Triumph is a leading logistics provider that utilizes rail to service markets throughout North America. Having access to North/South services through this acquisition would allow Triumph to provide more gateway options to its client base and more efficiently distribute goods.

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 finished from Mexico/Asia/US to Canada
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

***Don't just succeed... Triumph!***



3030 Orlando Drive, Mississauga, ON, L4V 1S8  
Tel No. (905) 673-9300 Fax No. (905) 673-9493  
Toll Free Phone (800) 793-5255  
[www.triumph.ca](http://www.triumph.ca)

Triumph 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,

Eddie Rei

Eddie Rei  
President

cc: Parties of Record

***Don't just succeed... Triumph!***



HUNT · GATHER · THRIVE

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

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

Dear Ms. Brown:

Tundra Technical Solutions USA and Tundra Technical Solutions Canada (Tundra) are key suppliers of recruitment services to Canadian National Railway Company (CN). Tundra provides recruitment of both full-time and contract employees to CN. Tundra has been an active supplier to CN since 2018 helping to create new jobs for thousands of employees over this period.

Tundra supports CN's acquisition of KCS on account of the superior benefits a CN-KCS railway would present, offering faster, safer, cleaner and a more direct service for North-South trade.

As a key 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 this acquisition will have on our environment, facilitating a shift away from truck freight to rail. Beyond the obvious environmental benefits expected from this acquisition Tundra also believes this acquisition will have a positive impact on road congestion around our cities by promoting rail transport.

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

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

Both Tundra Technical Solutions USA and Tundra Technical Solutions Canada are confident in and strongly support 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,

Micah Williams  
Global President  
Tundra Technical Solutions

Tundra Technical Solutions  
4711 Yonge Street, Suite 700  
Toronto, ON M2N 6K8  
Main Line: (416) 915-7878 Toll Free: 1 (866) 988-6372  
[www.tundratechnical.com](http://www.tundratechnical.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:

U.S. Oil has been asked to contact you regarding our strategic partnership with Canadian National Railway Company and their proposed acquisition of Kansas City Southern Railway Company.

The CN and U.S. Oil partnership is one of the oldest in our company's 70+ year history. Since 1979 U.S. Oil has been not only supplying CN with fuel for their needs, but we also ship a vast amount of petroleum products via their rail lines.

- U.S. Oil provides **70%** of Canadian National's United States operations Fuel requirements. Including **Renewable Diesel** product that contributes to the overall lowering of their carbon footprint.
- In 2019, U.S. Oil shipped via Canadian National Railway over **2.3 billion gls.** of petroleum products that provides the Northern U.S. with products ranging from Biodiesel and Butane to Ethanol and Diesel.

U.S. Oil supports CN's acquisition of KCS for several reasons...

- A merger of CN and KCS allows U.S. Oil to partner with CN and bring a range of renewable and traditional petrochemical products into the Southwestern region of the U.S. in a timely and cost-effective manner.
- The Southwest region of the U.S. is currently served by 2 dominant Western railroads. A CN-KCS merger would bring a new level of competition, pricing and service to businesses that operate in this market, thereby making their products and services more competitive.
- CN's successful track record of acquisitions over the past 25+ years provides an assurance that CN will effectively and seamlessly integrate and partner with KCS.
- With this merger it could create an additional Northern resource in providing essential energy needs to an impacted gulf region due to weather related storms that have crippled the Southern supply chain. This alone, is a huge step forward in supporting emergency back up energy needs.

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

We thank you for the opportunity to share our perspective with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Olson".

Kevin Olson  
Vice President Sales & Operations  
U.S. Oil Division of US Venture Inc.



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



Montréal, 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:

Ullix Information Systems Inc. provides online testing solutions to help CN automate its talent acquisition and talent development processes since 2018.

Ullix supports CN's acquisition of KCS 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.

Ullix 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 "Serge Bouhadana", written over a horizontal line.

Serge Bouhadana,  
President, Ullix Information Systems Inc.



**Ultimate Kronos Group**  
110 Matheson Blvd West, Suite 320,  
Mississauga, Ontario, L5R 4G7  
Canada  
ukg.com



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:

Ultimate Kronos Group (UKG) is a leading Human Capital Management software vendor and is a strategic supplier of Workforce Management Software to CN. We are currently deploying the first phase of our solution with CN and have started this initiative at the end of 2020.

At UKG, as leaders in our industry, we have seen many of our clients undergo merger transactions and benefit from the combination. CN's acquisition of KCS could bring the following benefits to the newly combined workforce:

- Better workforce management optimization
- Higher productivity because of a larger critical mass of employees
- Higher employee engagement and retention as they perceive more career opportunities and /or relocation options

We are confident that UKG can support CN with this transaction and we do not anticipate any negative impacts to our company or the success of the Workforce Management project currently underway.

Sincerely,

A handwritten signature in black ink, appearing to read 'Spiros', with a large, stylized flourish above it that loops around the name.

Spiros Paleologos, Group Vice President, UKG Canada

CC: Aron Ain, CEO UKG Inc  
Parties of Records



## UNION CITY TERMINAL 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 Union City Terminal Railroad headquartered in Union City, Tennessee. Union City Terminal 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 Union City Terminal 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.

Union City Terminal 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 Union City Terminal Railroad, as separate companies they have not been able to offer the kind of seamless service Union City Terminal Railroad seeks to offer our customers.

While CN's unique three coast network and our partnership with CN has provided significant benefits to Union City Terminal 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, Union City Terminal 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.

Union City Terminal 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  
Union City Terminal Railroad  
P. O. Box 926  
Union City, Tennessee 38281

cc: Parties of Record

UNION CITY TERMINAL RAILROAD  
P. O. BOX 926 UNION CITY, TENNESSEE 38281

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

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

**Dear Ms. Brown:**

United Petrochemical Canada Inc. has worked with CN directly and indirectly as a customer shipping crude by rail from Canada to US and other international destinations for over 10 years.

United Petrochemical 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.

Successful crude by rail can meet the long term needs of producers and shippers that are well connected at the origin and destination locations. CN has built out their extensive railway network and worked with producers, shippers and refining customers to optimize their network and provide competitive alternative transportation 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.

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 and undiluted bitumen from the Edmonton and Northern Alberta region to the US Gulf Coast refining network.
- 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 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.

United Petrochemical 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.

Sincerely,

Edward Koshka, P. Eng  
Executive Advisor and Director

cc: Parties of Record

April 21, 2021

To Whom It May Concern:

Universal Rail Systems Inc. ("Universal Rail"), a company headquartered in Sherwood Park, Alberta, Canada is one of Canada's largest independent contractors of railway construction and maintenance services. Universal Rail is a key supplier to Canadian National Railway ("CN").

I, Alfred Stanley, serving as Chief Executive Officer of Universal Rail Systems Inc., confirm that Universal Rail supports the approval of the proposed combination of CN and Kansas City Southern Railway Company ("KCS").

As a supplier to the rail industry, we believe this merger to be beneficial to the industry and its customers and that it will promote and support continued growth and investment in the North American rail network.

As a key supplier to CN in Canada with firsthand knowledge of its commitment to safety and to serving its customers, we have no doubt that CN will continue living up to their reputation of maintaining and upgrading equipment and facilities through their extensive and continuous investment in the industry. Furthermore, we believe the merger will bring synergies to the rail industry, right sizing the railroad's fleet and increasing efficiencies within the rail business.

The new transportation services that CN-KCS will bring to their customers will stimulate growth in rail transportation, provide new competitive options, and shift freight from trucks on the highways to the rail system, which we believe will result in a positive environmental impact. Together, these benefits will support economic and employment growth in the United States, in Canada, and across the Continent under the USMCA trade agreement and support investments in new rail capacity that will benefit shippers, the public, and suppliers alike.

In summary, we see this transaction as beneficial and we do not anticipate any negative impacts to the environment, to competition, to safety, or to any other public interest. Universal Rail is thus voicing strong support for this transaction and we respectfully urge you to approve CN's acquisition of KCS as swiftly as possible so that the positive impacts of this deal can be realized for the benefit of all stakeholders.

Respectfully,

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

Alfred Stanley  
Chief Executive Officer  
Universal Rail Systems

**Universal Rail Systems**

# 200, 50 Strathmoor Drive, Sherwood Park, AB T8H 2B6

Tel: 780.400.4104 Fax: 780.449.3800 [www.universailrail.com](http://www.universailrail.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,

V3 Companies specializes in civil & rail engineering services. V3 often works closely with CN in the Chicago region either working directly for CN or in association with helping clients find solutions for their rail needs.

V3 is supportive of CN's acquisition of KCS because of the benefits a CN-KCS railway would bring by offering fast, safe, clean and direct service for North-South trade.

We believe that a combination of CN and KCS would help us meet our clients rail needs in our market. CN's strong track record of success with intermodal & Carload service gives us confidence that a combined CN-KCS would be well positioned to serve our clients' needs.

The KCS acquisition would open new opportunities for carload business and intermodal from Mexico into the Chicago region. New opportunities would mean additional companies looking for new facilities in the area which will drive development, new construction, and the need for engineering design services.

V3 is confident in and supportive of CN's proposed acquisition of KCS for all the reasons as stated above.

Sincerely,  
V3 Companies



Ted Niemeyer  
Vice President Railroad Services

cc: Parties of Record

# Verplank

## DOCK CO.

TELEPHONE (616) 842-1448

P.O. BOX 8

FERRYSBURG, MICHIGAN 49409

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

Re: FD 36514, Canadian National Railway Company, Grand Trunk Corporation, and CN's Rail Operating 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 1956, Verplank 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. Verplank has a long-standing partnership that goes back many years with CN and they are a vital multimodal transportation supply chain provider.

Verplank supports CN's acquisition of KCS 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 Verplank 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 by securing inland transportation and access to deep water ocean and Great Lakes docks.

Verplank 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 'N. Gates', with a stylized flourish at the end.

Nathan Gates  
**President and COO**



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

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

**Dear Ms. Brown:**

Viandes Décarie uses Transx for Canadian Intermodal services with a strong business relationship for many years with a strong satisfied service.

Viandes Décarie supports CN's acquisition of KCS 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.

Viandes Décarie uses Canadian trial axel Road services.

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

Viandes Décarie 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.

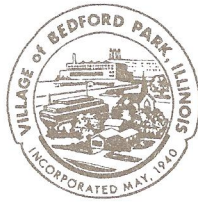
Sincerely,

*Samantha Lovell*

Samantha Lovell  
Agente logistique  
Viandes Décarie | 9595, boul. Métropolitain Est, Anjou  
T : 514.744.6641  
[www.viandesdecarie.com](http://www.viandesdecarie.com)

David R. Brady  
President

Yvette Solis  
Village Clerk



## VILLAGE OF BEDFORD PARK

6701 South Archer Road  
Bedford Park, Illinois 60501  
Phone: (708) 458-2067 • Fax: (708) 458-2079  
[www.villageofbedfordpark.com](http://www.villageofbedfordpark.com)

April 22, 2021

*Trustees:*  
Katrina M. Errant  
Anthony W. Kensik  
Dr. Thomas J. Pallardy  
Gail P. Rubel  
Terry J. Stocks  
Nancy A. Wesolowski

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

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

Dear Chairman Oberman:

Recently, Canadian National Railway Company (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 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 Village of Bedford Park, Illinois. I believe that this combination would serve the Village well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the Village and the Northeastern Illinois region.

For many years, CN has been an integral part of the transportation system in our area. Their freight railroad safely and reliably connects the Village of Bedford Park's 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 our local residents. CN and its US rail subsidiaries have operated in the U.S. for more than 100 years and CN is committed to being a strong local partner wherever it operates, including a positive and productive relationship with our Village. For 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,

David R. Brady  
Village President





## Village of Hanover Park Administration

Municipal Building  
2121 West Lake Street, Hanover Park, IL 60133  
630-823-5600 tel 630-823-5786 fax

[hpil.org](http://hpil.org)

**Village President**  
Rodney S. Craig

**Village Clerk**  
Eira L. Corral Sepúlveda

**Trustees**  
Liza Gutierrez  
James Kemper  
Herb Porter  
Bob Prigge  
Rick Roberts  
Sharmin Shahjahan

**Village Manager**  
Juliana A. Maller

April 22, 2021

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

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

Dear Chairman, Oberman:

Recently, Canadian National Railway Company (CN) announced its proposal to combine with Kansas City Southern (KCS), which would create the premier railway for the 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. I believe that this combination would serve the Village of Hanover Park and the Chicago region well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to our region.

The combined company would create a more efficient freight rail network that both our business and resident base rely on. We are hopeful this transaction will be able to provide more seamless transportation service that would not be available currently. In addition, the combined company's single-owner, single-operator service would enhance our ability to be competitive with other parts of the country and attract more businesses, jobs, and economic development to Northeastern Illinois.

We have maintained a strong working relationship with CN and have worked collaboratively with CN on a number of local issues in the Village like RR trespassing concerns. CN is committed to being a strong local partner in everyone community where it operates.

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

Sincerely,

Mayor Rodney S. Craig  
Village of Hanover Park, IL



MICHAEL P. COLLINS  
PRESIDENT

Michelle Gibas  
VILLAGE CLERK

TRUSTEES

Harry Benton  
Margie Bonuchi  
Kevin M. Calkins  
Patricia T. Kalkanis  
Cally Larson  
Brian Wojowski

April 25, 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:

Canadian National (CN) recently 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 Plainfield, Illinois. I believe that this combination would serve Plainfield well by expanding the collective reach of both railroads and bringing new, sustainable transportation solutions to businesses in the Village of Plainfield and Will County.

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

I have worked with CN for many years and appreciate their responsiveness and openness to the needs of local residents. CN has operated in the U.S. for more than 100 years and is committed to being a strong local partner in every community where it operates. We appreciate their commitment to the community as Plainfield is fortunate to be a recipient of an EcoConnexions From The Ground Up Grant. 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,

Michael P. Collins  
Village President

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



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

Dear Ms. Brown:

VIP Rail ULC is terminal industrial park that serves customers in the Chemical Valley of Sarnia Ontario. We provide last mile and first mile logistic solutions for customers that include transloading, warehousing, storage in transit and switching. CN serves our facility and ships products east/west and south as far as Texas. We look forward to the day our customer reach will extend as far as Mexico.

VIP 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.

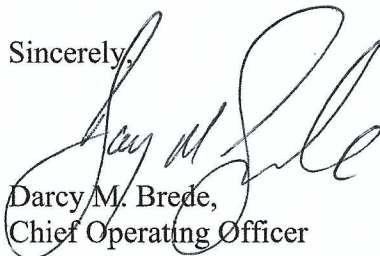
We believe that a combination of CN and KCS would help us to win in our markets. CN's strong track record of success with superior service, intermodal and safety gives us confidence that a combined CN-KCS would be best positioned to serve our needs. Additionally, CN's successful track record of acquisitions 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.

VIP 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.

300 Kenny Street, P.O. Box 411, Sarnia, Ontario N7T 7J2  
P: 519-383-7200 F: 519-383-7800  
[www.viprail.com](http://www.viprail.com) \* [office@viprail.com](mailto:office@viprail.com)

Sincerely,

A handwritten signature in black ink, appearing to read "Darcy M. Brede". The signature is fluid and cursive, with the first name "Darcy" being more prominent than the last name "Brede".

Darcy M. Brede,  
Chief Operating Officer

VIP Rail ULC

300 Kenny Street, P.O. Box 411, Sarnia, Ontario N7T 7J2

P: 519-383-7200 F: 519-383-7800

[www.viprail.com](http://www.viprail.com) \* [office@viprail.com](mailto:office@viprail.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:**

Viva Logistics Inc. is a refrigerated domestic intermodal and cross-border intermodal customer of both CN and TransX.

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

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.

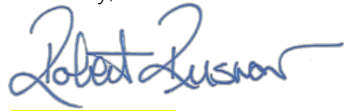
The combined company would create network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer and more economical rail option for us where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction 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 refrigerated produce from the USA to Canada.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

Viva 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,

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

Robert Rusnov

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 Chris Fedorchuk and my business address is 100-1475 Chevrier Blvd, Winnipeg Manitoba. I am the President of Volume Freight Solutions Inc. In my role, I am responsible for generating new business and overseeing all our departments of transportation including intermodal and railcars.

Volume Freight Solutions Inc is a third party logistics provider handling all modes of transportation. Our main market consists of shipping agricultural products with CP from the Prairies to Vancouver and Montreal. As well as loading boxcars and hopper cars from MB & SK to Texas for furtherance into Mexico with CP/KCS. Our growth into the cross-border intermodal market is an area of focus.

Volume Freight 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.

Volume Freight currently loads boxcars and hoppers cars in Winnipeg MB with Agricultural commodities destined throughout the US and for furtherance into Mexico. Having CN and KCS join operations we hope to see better access to equipment availability due to increased network velocity. A potential reduction in transit times between Winnipeg and the Mexican market. And shared systems with better information sharing and visibility.

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.

Volume Freight 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,

A handwritten signature in blue ink, consisting of several fluid, overlapping loops and strokes, positioned above the printed name.

Chris Fedorchuk  
President

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

**Vossloh North America**  
1819 Denver West Drive, Suite 450  
Lakewood, CO 80401  
Phone: +1 (303) 296-3500  
Fax: +1 (303) 297-2255  
[www.vossloh-north-america.com](http://www.vossloh-north-america.com)

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

**Dear Ms. Brown:**

Vossloh North America (VNA) is a long term track material provider and maintenance service provider to Canadian National.

VNA supports CN's acquisition of KCS 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.

VNA 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 "Eliseo Bandala", is written over a light blue horizontal line.

Eliseo Bandala  
President & CEO  
Rocla Concrete Tie, Inc.  
[Eliseo.Bandala@vossloh.com](mailto:Eliseo.Bandala@vossloh.com)  
720-480-9586

cc: Brett Urquhart, Zach Hansen,

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:

Voysus is a long-standing customer of CN. We ship predominately throughout Canada; however, we look to explore new gateways with our respective customers. Overall, our service with CN continues to exceed our expectation.

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

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

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

Voysus 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,

**Voysus Connections Experts INC**

Nushy Habib  
President

cc: Parties of Record



AV. SOR JUANA INES DE LA CRUZ # 331  
TLALNEPANTLA DE BAZ CENTRO,  
TLALNEPANTLA DE BAZ,  
EDO. DE MEXICO, C.P. 54000  
TELS: (55) 55 65 41 51, (55) 55 65 65 88  
(55) 53 90 50 25.

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

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

Dear Ms. Brown:

VULCAFRIO S.A. DE C.V. is a current vendor for both CN and KCSM providing chassis and container repair. For more than five years, we have provided service to both companies at the KCSM yards located in Toluca, San Luis Potosi and Salinas Victoria in the country of Mexico.

VULCAFRIO supports CN's acquisition of KCS. We believe that a combination of CN and KCS will generate more international trade, more containers and chassis that to be repaired. This will create more demand for labor in the local market in Mexico. The end result will be higher paying jobs for our Mexican employees. Additionally, CN's has a successful track record in Mexico. This provides us assurance that the CN -KCS combination will be able to integrate and partner effectively and seamlessly in Mexico.

The combined company would create a network which will result in a faster, safer and more economical rail option for the Mexican market. We are hopeful that this transaction will be approved.

Sincerely

A handwritten signature in cursive script, reading 'William Matthew Hinds'.

William Matthew Hinds  
Director  
Vulcafrío S.A. C.V.  
Tlalnepantla de Baz, EDM  
Mexico  
52 5525852342





PO Box 41153, Port Coquitlam, BC V3C 5Z9

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 Truck Corporation, and CN's Rail Operating Subsidiaries-  
Control-Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company,  
and the Texas Mexican Railway Company

Dear Ms. Brown:

W. Robins Consulting Ltd. (WRC) utilize the services of CN to ship regular volumes of mixed goods by Intermodal Container and railcar from Canadian origins to points in the United States. CN has provided exemplary service to WRC for close to 20 Years.

W. Robins Consulting 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. Additional, CN's successful track record 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 forest products and other dry goods from Canada to Mexico.

W. Robins Consulting 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 fruition.

Sincerely,

A handwritten signature in dark ink, appearing to read "W. Robins", followed by a long horizontal flourish line.

W. Robins, President  
W. Robins Consulting 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:

Warner Petroleum Corporation has been a partner with CN for many years and involved in product transportation. Warner has been awarded several Safe Handling awards from CN due to our commitment to safety and we value the relationship with CN.

Warner Petroleum 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.

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.

Warner Petroleum Corporation 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,

Jason R. Smith  
Vice President of Supply & Sales

cc: Parties of Record

2480 South Clare Avenue Clare, MI 48617  
Phone: (989) 386-4350 Fax: (989) 386-2045



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

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

Dear Ms. Brown:

Weber Oil Company, Inc. has supplied CN with diesel fuel for their locomotives since 2008.

Weber Oil Company, 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.

Weber Oil Company, 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,

Dennis K. Weber, CEO

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:

Weichert Workforce Mobility Inc. has been a supplier of North American employee relocation and assignment support services to CN for over four (4) years. In this capacity, Weichert works directly to support CN's deployment of key personnel throughout the region in order to effectively meet evolving competitive business requirements.

Weichert Workforce Mobility 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.

Weichert Workforce Mobility 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,



Stephen S. Jones, Esq.  
EVP General Counsel & Compliance  
Weichert Workforce Mobility Inc.

cc: Parties of Record



111 Rayette Road  
Concord, Ontario L4K 2E9 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 C.N.'s Rail Operating Subsidiaries—Control—Kansas City Southern, the Kansas City Southern Railway Company, Gateway Eastern Railway Company, and the Texas Mexican Railway Company**

**Dear Ms. Brown:**

Welded Tube of Canada Corp is a Canadian rail shipper using C.N. services to transport metal tube/pipe into Western Canada and the USA. The service C.N. provides into these shipping points is satisfactory to meet the needs of our current business.

Welded Tube of Canada Corp supports C.N.'s acquisition of KCS 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 C.N. and KCS would help us to win in our current markets and offer us opportunities in new markets. C.N.'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, C.N.'s successful track record of acquisitions over the past 25+ years also provides assurance that C.N. will effectively and seamlessly be able to integrate and partner with KCS.

Welded Tube is a manufacturer of metal tube and pipe products. We ship rail car units, as well as inter-modal.

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 metal tubes and pipe from our Canadian locations to the Texas & Mexican markets.
- C.N.'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 C.N. did not even try to benefit from the waiver.
- KCS and C.N. have very little overlap and several connection points which will facilitate the combined railway to create new innovative transportation solutions that help Welded Tube of Canada Corp reach new desirable markets directly and economically.

- Single-linehaul will provide not only greater visibility to our traffic but will improve cycle times on our private fleet
- C.N. has a record of superior service at the borders and greater success with intermodal reducing friction for customers across geographies and transportation modes. This will also create a faster, safer and more economical rail option for a customer who currently relies on trucks

Welded Tube of Canada Corp is confident in and strongly supports C.N.'s proposed acquisition of KCS for all of the reasons stated above. We hope to see the premier 21<sup>st</sup>-century railway come to life.

Sincerely,

*Roberto Amato*

Rob Amato, CCLP, CPIM  
Director, Logistics and Fleet Management

**Welded Tube of Canada Corp.**

☎ **905-669-1111 ext. 231** | 1-800-565-8823 (toll free)

☎ 416-518-3357 (Cell)

✉ [ramato@weldedtube.com](mailto:ramato@weldedtube.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:

Wellington Motor Freight is a current customer of CN, shipping intermodal containers on various Canadian, and U.S. Transborder lanes. Over the years, we have built a true partnership with CN. Our customers using the intermodal service benefit from a reliable and cost effective solution to ship their goods across North America.

WMF supports CN's acquisition of KCS 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.

WMF offers supply chain and transportation services to a variety of customers in North America. Our services include truckload, LTL, 3PL logistics and Cross Border transportation between Canada and anywhere in the lower 48 U.S. States.

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 customers' freight shipments between Canada and the USA.
- A combined CN-KCS will improve the North American Transportation Network and create a true USMCA railway.
- Seamless operation equals speed for our customers – for service, customer service, billing, customs, notifications, one logistic platform.
- CN is uniquely positioned to offer a route that avoids the Chicago-congested area, a critical component of converting truck to rail and competing against other rail suppliers.
- CN consumes approximately 15% less locomotive fuel per gross ton mile than the industry average which would 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 their recent investments in automated track inspection technology and car inspection portals to enhance the safety, speed, and reliability of the KCS network.

Wellington Motor Freight 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,



Derek Koza  
President & CEO

cc: Parties of Record

**Brian Ostlund**  
**Transportation & Logistics Manager**  
**Westaqua Commodity Group Ltd.**  
211-998 Harbourside Dr  
N. Vancouver, BC  
V7P 3T2

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

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

**Dear Ms. Brown:**

Westaqua is a CN customer, and has been for many years. We work with the CN to facilitate the trade and movement of agricultural commodities across the United States and Canada.

Westaqua supports CN's acquisition of KCS 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.

Westaqua has a consistent need for reliable rail service. Having the CN and the KCS as a single entity will allow us to better access and serve markets in other areas. This gives those customers potentially lower product cost and wider range of product options.

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.

Westaqua 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,

Brian Ostlund  
Transportation & Logistics Manager  
Westaqua Commodity Group Ltd.

cc: Parties of Record

## Western Clay Corp

April 23 2021

600 McLennan Ross Building,  
12220 Stony Plain Road, Edmonton,  
AB T5N 3Y4 Care of Sean Parker

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

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

Dear Ms. Brown:

Western Clay Corp has had tremendous response from CN from 2019 and they provided us with strategic key rate so we would be able to service our clients in Asia. Western Clay 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 had preliminary discussions with US based Oil Dry , one of the leader in supplying bentonite products for retail in North America. Their processing facilities are located in Kansas and Georgia. We also have interest from Texas and we think the acquisition will make servicing these customers much easier.

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.

Western Clay Corp plant is located adjacent to the rail track and we are required to move large volume across North America and to Asia with expected volume of 30,000 mt in 2021-2022.

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 bentonite from Camrose Alberta to the Great Lake region for foundries and to Kansas / Georgia for cat litter US producers
- 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.

Western Clay 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, reading "Pierre Thibault". The signature is fluid and cursive, with a long horizontal stroke at the end.

Pierre Thibault

Western Clay Corp CEO

cc: Parties of Record



20333 State Highway 249  
Suite 400  
Houston, TX. 77070

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

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

Dear Ms. Brown:

Windstar LPG, Inc. and its affiliated companies are active shippers of Refined Products and Natural Gas Liquids (NGLs) with both CN and KCS railroads from Canada to Mexico. For over 8 years we have been moving fuels from Canada/US to US/Mexico and during that time we have had the opportunity to work close with both parties and have built a strong business relationship with both parties.

Windstar LPG, 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 currently ship over 1,000 railcars per month of hydrocarbon fuels from the Canada/US to US/Mexico. For this movement to occur in a safe and financial responsible manner we rely on the services that both the CN and the KCS offer to us. We look to grow this business and see the value in having this acquisition take place, as it will streamline the process and yield a more efficient method 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 where we currently rely on trucks and provide shorter distances on many key routes. We are hopeful about this transaction as a CN-KCS rail will be able to provide the seamless transportation and service that would not be available through KCS should it go forward with an alternative combination.

For example:

- The combined company's single-owner, single-operator service would enhance our ability to be competitive in the markets in which we operate, benefiting our shipments of propane and refined products from Western Canada, the Bakken, and the Gulf Coast to Eastern and Central Mexico, where we have rail terminals that depend on this service for our wholesale and retail business in Mexico.



- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- The acquisition will allow for faster movements from point A to point B, as now an interchange between two railroads slows down traffic significantly. The faster movement will allow for more efficient use of equipment, which in turn will make for a more efficient network overall.

Windstar LPG, 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,



Daniel Tabora  
Chief Business Development Officer  
Windstar LPG, Inc.

cc: Parties of Record



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

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

**Dear Ms. Brown:**

Winoa USA Inc, a world leader for steel abrasives has partnered with CN since 2015 in getting our product to market from Welland, ON to Western Canada and Mexico.

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

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 into Texas, Alabama and other states in the U.S. 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.



W Abrasives®

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 abrasives from Ontario to the Southern U.S. and Mexico.
  - 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.
- 1.
- 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.

Winoa 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,

Ivan Arbelaez  
Supply Chain Manager

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



Wisconsin Great Northern Railroad, Inc.  
N6639 Dilly Lake Road  
Trego, WI 54888  
Office: 715-635-3200  
[www.spoonerttrainride.com](http://www.spoonerttrainride.com)

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

Dear Ms. Brown:

Wisconsin Great Northern Railroad (WGNS) operates 23 miles of trackage in northwestern Wisconsin. We interchange solely with the Canadian National (CN) and handle most of our traffic from them on a Haulage basis so our success is largely dependent on their success. As a family owned and operated local railroad we are always looking to find ways to expand our shipper's markets. WGN supports CN's acquisition of KCS because a single-line CN-KCS railway would offer our shipper's faster, safer, cleaner and more direct service to KCS points and also to Mexico. We hope this will open up new opportunities for our customers and us.

Thank you,

A handwritten signature in blue ink that reads "Greg Vreeland".

Greg Vreeland  
President & General Manager  
[greg@spoonerttrainride.com](mailto:greg@spoonerttrainride.com)

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:

Wolverine Terminals ULC is a Calgary, Alberta-based company focused on the safe and efficient development of energy related marine terminals at key ports in Canada and the U.S. As a Canadian subsidiary of Wexford Capital LP and Gulfport Energy Corporation, Wolverine's experienced team has resources and a strong track record of building and operating safe, environmentally responsible and successful energy service businesses. Wolverine is in the final investment phase of a marine terminal project in Prince Rupert, British Columbia. This project is expected to receive FID in the coming weeks and is scheduled to be online in January 2023. Wolverine has entered into long term agreements with CN to service this project and although KCS does not service this region, our experience leads us to believe a merger of this nature will have a positive impact on the overall Port of Prince Rupert leading to increased business for Wolverine.

Wolverine supports CN's acquisition of KCS 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.

Wolverine is currently developing a marine fuel bunkering service which will provide fuel delivery service to cargo vessels in the Port of Prince Rupert. The project requires rail service to ship marine fuel from North American suppliers to Prince Rupert. There are no other viable transportation alternatives to ship fuel to Prince Rupert. There are no existing pipelines to move marine fuel to Prince Rupert and it is impractical to move these products by truck.

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 Marine Fuel from Various suppliers throughout North America to customers entering Port of Prince Rupert for trade business.
- 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 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.

Wolverine 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,

A handwritten signature in blue ink, appearing to read 'Serge Bisson'.

Serge Bisson  
President – Wolverine Terminals ULC.

cc: Parties of Record





**ZIM Integrated Shipping Services (Canada) Ltd.**  
1155 Rene-Levesque West, Suite 400, Montreal, QC, H3B4R1  
**Tel. +1-514-875-4160 Email: kluge.volker@ca.zim.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:**

ZIM Integrated Shipping Services (Canada) Co. Ltd., is a long-time intermodal customer of CN. We are one of Canada's largest shipping companies and currently use CN services to transport our containers between various ports in Canada and inland destinations throughout Canada and the USA. The service that we receive from CN is excellent and due to this, we have been able to grow our business over the last few years.

ZIM supports CN's acquisition of KCS 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 the international intermodal business continues to expand, we believe that CN's acquisition of KCS will open additional opportunities for ZIM by providing single line routing to areas in the lower Midwest, Gulf coast and 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 containers from Vancouver to the Gulf coast.

**Innovative shipping dedicated to you**

**www.ZIM.com**





**ZIM Integrated Shipping Services (Canada) Ltd.**  
1155 Rene-Levesque West, Suite 400, Montreal, QC, H3B4R1  
**Tel. +1-514-875-4160 Email: kluge.volker@ca.zim.com**

- CN's significant experience providing seamless intermodal service throughout their network and across borders. We have many years' experience with CN's service from Vancouver to the US Midwest and believe their expertise will allow to expand our markets into other parts of the USA and Mexico.

ZIM Integrated Shipping Services (Canada) Co. Ltd., is confident in and strongly supports CN's proposed acquisition of KC<sup>3</sup> for all the reasons as stated above. We hope to see the premier 21<sup>st</sup> century railway come to life.

Sincerely,

Volker Kluge  
President

ZIM Integrated Shipping Services (Canada) Co. Ltd.

Cc:: Robert Pearson - CN



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

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

Dear Ms. Brown:

ZTR is a supply partner to CN, as well as other Class 1 Railroads and operators globally providing locomotive controls and other technologies.

We are supportive of the acquisition of KCS because of the benefits provided to the market by a network connecting Atlantic and Pacific ports with Canadian, American, and Mexican borders. Such a network would offer a fast, safe, clean and direct service for North-South trade.

As a supplier to the railway industry, we view the consolidation of KCS as strategic - it will support the growth of trade within North America and the growth of investment in the rail network which will benefit our company and we are confident the overall economy.

We are also receptive to the positive environmental and safety impacts of converting truck freight traffic to rail due to the energy efficiency of rail, and reduction of traffic on already crowded roads.

We see the acquisition of KCS as beneficial, we do not anticipate any negative impacts to the market at large, our company, or the environment.

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Brian W. Nelson', written over a horizontal line.

Brian W. Nelson  
Sales Director

cc: Parties of Record



Atlantic Container Line

---

50 Cardinal Drive • Westfield, New Jersey 07090 • Tel.: 908-518-5300

Writer's Direct Number:

Phone: (908) 518-5710

Fax: (908) 518-7326

E-mail: [BMcBride@ACLCargo.com](mailto:BMcBride@ACLCargo.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:**

Atlantic Container Line has been a customer of CN's for over 50 years. Our long-standing partnership via the port of Halifax serving all major inland points in North America has been one of the cornerstones of our business. CN is totally committed to their service product and we have been completely satisfied with them.

Atlantic Container Line supports CN's acquisition of KCS 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.

ACL currently uses CN as well as CSX and Norfolk Southern for rail services. We also use multiple motor carriers in all major cities we serve in North America.

## Atlantic Container Line

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.

ACL 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,

*Brian McBride*

Brian McBride  
Vice President Logistics

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:

Alliance Energy Services is an international wholesale propane marketing company based in North Kansas City, Missouri. We have been working with the Canadian National Railway Company (CN railroad) transporting propane via rail for over six years. We built-out a propane rail terminal located on a CN direct line. CN was very instrumental in helping us develop this site. We have also worked with the Kansas City Southern Railway Company (KCS) on some project planning and propane deals into Mexico. Both companies have proven to be excellent partners for our company.

Alliance Energy 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 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.

We are also very interested in the concept of keeping jobs and infrastructure in Kansas City. This is another reason why we support the CN's acquisition of KCS and keeping the headquarters in the Kansas City area.



We have increased our rail shipping each year and have plans to expand in different markets starting this year. This acquisition will secure our confidence in the approaching markets and our project plans.

Alliance Energy Services strongly supports CN's proposed acquisition of KCS for all the reasons mentioned in this letter. Please feel free to reach out to me directly with any questions or further comments of support.

Sincerely,

A handwritten signature in blue ink that reads "Jason Doyle". The signature is fluid and cursive, with the first name "Jason" and last name "Doyle" clearly legible.

Jason Doyle  
President

Cc: Parties of Record



April 25, 2021

John O'Neil – Operations

110 Copper Creek Drive – Suite 201B

Markham, On

T: 905-493-5035 ext. 100 C: 416-728-2421

E: [joneil@contourlogistics.ca](mailto:joneil@contourlogistics.ca)

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

**Dear Ms. Brown:**

Contour Logistics is a third-party logistics provider heavily involved in imports and exports for many of our clients worldwide. We depend on and have received excellent service from CN and its subsidiaries for over 20 years. We also have opportunities in Mexico to both the US and Canada that currently are not being facilitated but could be.

Contour 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.

We are currently using over the road services to move most of our business to and from the US due to the lack of intermodal options.

A combination of CN and KCS would vastly change our ways of moving freight not to mention the impact on the environment.

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 all products to and from all cities US to Canada.

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

Contour Logistics 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,

John O'Neil  
President

A handwritten signature in black ink, appearing to be "JO", written in a cursive style.



# DUBO International Logistics Inc

302094

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

ENTERED  
Office of Proceedings  
April 22, 2021  
Part of  
Public Record

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

**Dear Ms. Brown:**

DUBO International Logistics Inc is a customer of TransX Group of Companies since March 2021. François DuPlessis, one of the owners of DUBO Intl was a TransX employee from 1998 – 2005 and 2018 – Jan2021. TransX has been a great business partner.

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

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.

DUBO International Logistics Inc. is a freight forwarder that uses all types of transportations in Canada and in the USA whether it's ROAD, INTERMODAL, AIR or MARITIME.

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 Vortex Coatings, St-Jean Packaging from Canada to the USA, from USA to Canada and USA to USA.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

DUBO International 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,

A handwritten signature in black ink, appearing to read 'F. DuPlessis', followed by a long horizontal flourish.

François DuPlessis  
Co-Owner  
DUBO International Logistics Inc

cc: Parties of Record





North America RHQs 8730  
Stony Point Parkway Suite  
400  
Richmond, Virginia 23235  
[www.one-line.com](http://www.one-line.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:

Ocean Network Express (ONE) is global ocean container transportation company that utilizes intermodal rail services to transport ocean containers for both import cargo and export cargo to/from the US, Canada and Mexico. ONE relies on the CN and KCS railroad networks and services to connect North America to global markets in Asia, Europe, Africa and South America.

ONE supports CN's acquisition of KCS 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 global markets in which we operate, benefiting our customers shipments of a variety of commodities to and from North America.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.

ONE 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 "Ronnie Armstrong".

Ronnie Armstrong  
Vice President, Inland Operations

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:

The Prince Rupert Port Authority (PRPA) is responsible for the overall planning, development, marketing, and management of the commercial port facilities within the Port of Prince Rupert, one of the fastest growing gateways in North America. Served exclusively by CN, the Port of Prince Rupert is a strategic gateway to enable trade between Asia and North America, facilitating more than \$70 billion in trade annually.

The Port of Prince Rupert's container terminal, owned and operated by DP World, is a key point of entry for US imports of retail goods, consumer products, and auto parts to Chicago, Memphis and the entire US Midwest. The second expansion of the container terminal has just commenced which will establish nearly 2 million TEUs of capacity by 2024, and a second 2M TEU container terminal is in the early stages of investigation culminating to establish significant capacity for US import and export activity. The many strategic advantages of the Prince Rupert gateway have contributed to a strong value proposition of speed and reliability of service for US importers in addition to adding capacity for US export industries. In addition, the capacity at the Port of Prince Rupert has provided US importers and exporters much needed resiliency in their supply chains during periods of port congestion on the west coast.

PRPA and CN have been supply chain partners for decades, and much of our success can be attributed to the special working relationship we have together. PRPA and CN collaborate on infrastructure investments to our mutual benefit and approach common challenges and opportunities as a team to best serve the import and export industries we serve together. PRPA and CN regularly collaborate on joint marketing efforts and work together on everything from long term strategy to day-to-day operations to better the current and future needs of the industries we support and the economic benefits they create.

PRPA supports CN's acquisition of KCS because of the superior benefits a CN-KCS railway would bring by offering faster, safer, and more direct service for North-South trade. In addition, the CN system linking Asia to the heartland of North America via the Port of Prince Rupert represents the lowest carbon intensity of any west coast trade route to the US Midwest assisting US importers in achieving their own carbon reduction objectives in their supply chains.

We believe that a combination of CN and KCS would help us better serve the needs of US import and export sectors. CN's strong track record of success with superior service, operational

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

The combined company would create a network with enhanced end-to-end single-owner, single-operator service which will result in a faster, safer, and more economical service into key US markets. 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, footwear and apparel, furniture, appliances, electronics and other consumer goods into KCS's intermodal terminals in Kansas City, Dallas, Jackson, Kendleton and West Monroe.
- CN's significant experience providing seamless intermodal service throughout their network and across borders.
- Importers in the US Midwest and South are too reliant on the Ports of Los Angeles and Long Beach and suffer from significant delays due to port congestion, as clearly demonstrated over the last 6 months. The Port of Prince Rupert offers importers the opportunity to diversify their port of entry, mitigate supply chain risks and ensure fast, reliable service.
- Transpacific sailing times are 3 days faster in Prince Rupert compared to the Ports of Los Angeles and Long Beach, meaning that containers are already in-transit to their final destination before they are unloaded in California.
- CN has demonstrated a strong commitment to invest in network capacity to support future growth, which has been a critical success factor in the growth and development of the Port of Prince Rupert.
- The CN system linking Asia to the heartland of North America via the Port of Prince Rupert represents the lowest carbon intensity of any west coast trade route to the US Midwest.

PRPA 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,

**PRINCE RUPERT PORT AUTHORITY**



Shaun Stevenson  
President & Chief Executive Officer

CC: Parties of Record