

BEFORE THE SURFACE TRANSPORTATION BOARD

301895

Finance Docket No. 36500

CANADIAN PACIFIC RAILWAY LIMITED, ET AL. – CONTROL –
KANSAS CITY SOUTHERN, ET AL.

ENTERED
Office of Proceedings
April 6, 2021
Part of
Public Record

**APPLICANTS' SECOND SUBMISSION OF STATEMENTS
SUPPORTING PROPOSED TRANSACTION**

Applicants¹ respectfully submit the accompanying 45 statements of support from shippers and other supporters for the Board's consideration, bringing the total submitted to date to 304. These supporters have asked Applicants to submit their statements and letters to the Board on their behalf or have submitted them directly and asked Applicants to serve on all parties of record.

¹ As set forth in Applicants' Notice of Intent to File (CP-1/KCS-1), "Applicants" are Canadian Pacific Railway Limited, Canadian Pacific Railway Company, and their U.S. rail carrier subsidiaries Soo Line Railroad Company, Central Maine & Quebec Railway US Inc., Dakota, Minnesota & Eastern Railroad Corporation, and Delaware and Hudson Railway Company, Inc. (collectively "CP") and Kansas City Southern and its U.S. rail carrier subsidiaries The Kansas City Southern Railway Company, Gateway Eastern Railway Company, and The Texas Mexican Railway Company (collectively "KCS") (CP and KCS collectively, "Applicants").

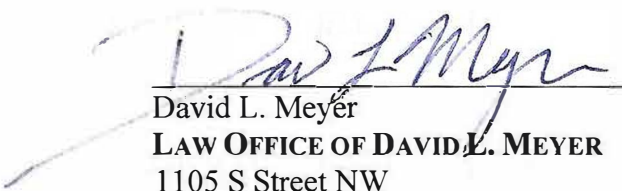
Respectfully submitted,

/s/ William A. Mullins

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Counsel for CP

Attorneys for Applicants

April 6, 2021

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Stephen Weipert
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Brandy D. Christian
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Witness

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Stephane Landry
Justin Barnes
Brad Flegel
Rocky M. Boucher
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Edward Kaletzke
Lee Beer, Jerry Svoboda
Ana Luisa Montes Trejo
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Andrew J. Hager, Jr.
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Simpson Seeds Inc.
SSAB Americas
TSIM Internacional, S.A. de C.V.
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Witness

Chris Mashek
Nick King
Béland Audet
Brad Deets
Dan Dix
Karen Philipation
Ronnie Armstrong
Robert Bielik
Greg Simpson
Sean Keenan
Horacio Cesar Flores Lopez
Todd J. Link
Grant Saar

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Davey Tree Expert Company
Knox Kershaw Inc.
L.B. Foster
National Steel Car Limited
ORR Safety
Progress Rail
R. J. Corman Railroad Group LLC
The Timken Company

Witness

Richard McLeer
Jeffrey T. Lytle
Brent Repenning
Jaky Felix
Jason Lupachow
Gregory J. Aziz
Robert Johnson
Marty Haycraft
Chase Armstrong
John Saeger

CERTIFICATE OF SERVICE

I hereby certify that I have caused the foregoing Applicants' Second Submission of Statements Supporting Proposed Transaction to be served electronically or by first class mail, postage pre- paid, on all parties of record in this proceeding.

/s/ *Sonia Gupta*
Sonia Gupta

April 6, 2021



ATTENTION: Surface Transportation Board

My name is Ana López Mestre Martínez and my business address is Ave. Paseo de la Reforma No. 295-3, Col. Cuauhtémoc, Alcaldía Cuauhtémoc, Ciudad de México 06500. I am the Executive Vicepresident and General Director of American Chamber of Commerce o Mexico, A.C.

In my role, I am responsible for the optimal operation and administration of the Chamber; supervision of its activities and personnel; as well as conclusion of contracts, promote the admission of partners and issue membership credentials of partners, approval of publications, among others.

American Chamber of Commerce of Mexico, A.C. is an independent, non-partisan and non-profit organization, dedicated to promote trade and business opportunities between Mexico and the United States. We generate more than 2.5 million direct formal jobs and 6 million indirect jobs, representing 21% of the national GDP, contributing significantly to the social and economic development of Mexico.

KCS has been a member of American Chamber of Commerce since 2005, promoting the values we stand for: free trade, Rule of Law and social responsibility. As part of our business community, KCS has been supportive of the best corporate practices and business competitiveness.

American Chamber of Commerce of Mexico, A.C supports safe, efficient and improved service options and transportation competition in the markets we serve, to the benefit of rail customers and other stakeholders

We support Northamerica's integration and promote access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement, including transportation and railroad options.

VERIFICATION

I Ana López Mestre Martínez, declare under penalty of perjury under the laws of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30th 2021.

[Ana López Mestre Martínez]



102 North St. PO Box 7
Marquette IA 52158-0007
Phone: 563-873-3735 Fax: 563-873-2122
marqcity@alpinecom.net

March 31, 2021

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Stephen Weipert and I am Mayor for the City of Marquette, Iowa. The City of Marquette is filing this letter in support of the proposed combination between Canadian Pacific and Kansas City Southern and asks that the Surface Transportation Board take quick action to approve it.

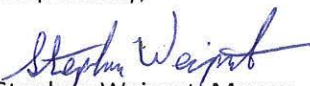
Marquette was founded as a railroad terminus for the neighboring town of McGregor in 1874 with many residents that have family members that work (or worked) for the railroad. We have a large Depot Museum dedicated to railroad history. CP recently built 2 new operational buildings in our community. CP is an important member of our community and economy. They have been a responsive and responsible operator. They provide businesses in our area and region with an important artery for their transportation needs – in some cases taking trucks off the highways, which we strongly support. The continued partnership will benefit the City of Marquette.

Marquette sees the proposed transaction as a win-win. By giving CP greater market reach, the combined network will provide better transportation options for our businesses and support economic and job growth. Marquette see no downsides.

From Marquette's perspective, the transaction promises to provide improved service options and invigorate transportation competition. The combined CPKC 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 our community reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, Marquette has no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of communities and customers.

Marquette sees this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Respectfully,


Stephen Weipert, Mayor

City of Marquette, Iowa

WYLIE ECONOMIC DEVELOPMENT

My name is Jason Greiner and my organization's address is 250 South Hwy 78, Wylie, TX. 75098. I am the Executive Director of the Wylie Economic Development Corporation. As the Director of the EDC, I facilitate new investment and job creation in our community as well as support our community's economic development strategies.

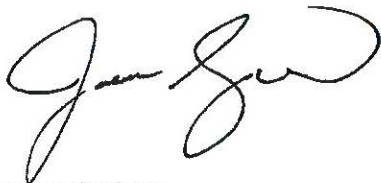
The City of Wylie has enjoyed a long relationship with the railroad. Wylie's story began back in the 1880s and our growth (and success) is directly tied to the railroad. The first Gulf, Colorado, and Santa Fe Railway train rolled into Wylie on October 13, 1886, and our community has grown with the railroad ever since. In fact, Wylie was incorporated in November 1887 along the railroad right-of-way. A lot has changed over the 100+ years, but the future looks even brighter. The recently announced 220-acre Wylie Logistics Park is immediately adjacent to KCS' David L. Starling Wylie Intermodal Terminal and offers 2.4 million square feet of potential building capacity.

The Wylie EDC supports the approval of the CP/KCS combination. We believe that the transaction would provide significant benefits that we are eager to see realized as soon as possible. From our perspective, the transaction promises to provide improved service options and invigorate transportation competition and facilitate economic development efforts in communities like ours. The combined CPKC 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 the businesses in Wylie, the DFW Region and all of North Central Texas reach new markets more efficiently. We believe strongly that this consolidation will create new economic development opportunities creating significant investment and job creation.

We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. We believe there is a need for a true USMCA railroad option. This merger offers a unique opportunity to fuel economic growth across North America while reducing freight congestion, helping the environment, and strengthening competition in the freight and transportation marketplace.

For these reasons, the Wylie EDC is voicing strong support for the combination of CP and KCS because we believe it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. The Wylie EDC urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these two systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

Sincerely,



Jason Greiner
Executive Director

Wylie Economic Development Corporation
250 South Hwy 78 Wylie, Texas 75098
(972) 442-7901 • www.WylieEDC.com

VERIFICATION

I Jason Green, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on the 30th day of March 2021.

Jason Green



NEW ORLEANS PUBLIC BELT RAILROAD

April 1, 2021

Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Sir or Madame:

My name is Brandy Christian, and I am the President and CEO of The Board of Commissioners of the Port of New Orleans (Port NOLA) and the CEO of the New Orleans Public Belt Railroad Commission for the Port of New Orleans (NOPB). The corporate address of both organizations that I oversee is 1350 Port of New Orleans Place, New Orleans, Louisiana 70130. In my role, I am responsible for executive management of Port NOLA and the NOPB.

The Port of New Orleans 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 the KCS on international intermodal business moving in and out of the Port of New Orleans and the KCS rail terminal in Wylie, Texas, serving the Dallas-Fort Worth market. Additionally, the KCS provides rail service to Port NOLA's industrial real estate tenants via the New Orleans Public Belt Railroad.

The 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 NOLA complex. The NOPB interchanges with KCS on a daily basis.

Both Port NOLA and NOPB have benefitted from a strong relationship with KCS and have worked even more closely on growing volume moving by rail through the New Orleans corridor since the re-start of intermodal service between New Orleans and Wylie in 2018.

Both Port NOLA and NOPB support approval of the CP/KCS combination. The transaction would provide significant benefits and enhanced rail network connectivity that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition and economic development. The combined CPKC 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 the businesses in our State reach new markets more efficiently.

And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. We believe strongly that this consolidation will create new economic development opportunities creating significant investment and job creation.

We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada that under the USMCA trade agreement. It is important that there be a true USMCA railroad option

This merger offers a unique opportunity to fuel economic growth across North America while reducing freight congestion, helping the environment, and strengthening competition in the freight transport marketplace.

For these reasons, Port NOLA and NOPB are voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Port NOLA and NOPB urge the STB to approve CP'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.

Sincerely,

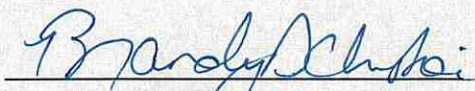


Brandy D. Christian
Chief Executive Officer

VERIFICATION

I Brandy D. Christian, declare under penalty of perjury under the laws of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 01 April 2021.


Brandy D. Christian



2021 "Año de la Independencia"

Ciudad y Puerto de Lázaro Cárdenas,
Michoacán a 30 de marzo de 2021.

A QUIEN CORRESPONDA.

Presente.

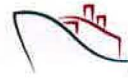
ING. JORGE LUIS CRUZ BALLADO, en mi carácter de Director General de **Administración Portuaria Integral de Lázaro Cárdenas, S.A. de C.V.**, concesionaria del Puerto de Lázaro Cárdenas, Michoacán, con domicilio en Boulevard de las Islas número 1, colonia Isla del Cayacal, ciudad Lázaro Cárdenas, Michoacán, correo electrónico: dirgral@puertolazarocardenas.com.mx, ante Ustedes con el debido respeto comparezco y expongo:

Sobre el particular, me permito hacer su conocimiento que la empresa Kansas City Southern (KCS), durante los últimos 15 años ha venido prestando el servicio ferroviario de movimiento carga de y hacia el Puerto de Lázaro Cárdenas, con excelentes resultados, constituyéndose en actor principal del desarrollo de este puerto del Pacífico mexicano.

Es por ello, que esta APILAC apoya la aprobación de la combinación de KCS, por parte de la empresa Canadian Pacific Railway (CP), lo cual se considera como una excelente noticia, ya que incrementará el potencial competitivo de este puerto proporcionando beneficios importantes a las tres naciones, Estados Unidos de América, Canadá y México.

Desde nuestra visión, la combinación CP/KCS proporcionará servicios de transporte de mercancías más amplios que seguramente incrementarán la conectividad ferroviaria, lo cual facilitará el tránsito de carga pesada y apoyará a disminuir los tiempos de traslado a los principales puertos en las costas del Golfo, el Atlántico y el Pacífico de los EE.UU., Así como a los mercados extranjeros clave, ayudando a los dueños de la carga a llegar tanto a los mercados existentes como a los nuevos mercados de manera más eficiente.





2021 "Año de la Independencia"

Como Administrador Portuario no tengo ninguna duda de que CPKC podrá integrar sus operaciones sin problemas en beneficio de los clientes ferroviarios y otras partes interesadas. Es por ello, que existe mucho interés con dicha transacción porque permitirá que la combinación CPKC, proporcione opciones nuevas de servicio ferroviario, más eficientes y confiables, lo que fortalecerá la competencia de otros transportistas ferroviarios y otros medios de transportes, que dan servicio a nuestros mercados. Por ejemplo:

- Existe particular entusiasmo con el papel que desempeñarán las nuevas rutas de una sola línea de CPKC, en la expansión del acceso a los mercados en crecimiento en los Estados Unidos, México y Canadá bajo el acuerdo comercial T-MEC. Es indispensable que exista una verdadera opción de ferrocarril del T-MEC.
- Las nuevas ofertas de servicios de CPKC mejorarán los tiempos de tránsito y la confiabilidad, lo que reducirá los costos de nuestros equipos y mejorará nuestra eficiencia.
- Se fortalecerá la logística en la importación de materiales y la exportación de productos terminados.
- Se eliminarán costos que se ocasionaban a los clientes en los cruces de ferrocarril que existían al entregar KCS a CP y viceversa.
- Se prevé que plantas procesadoras de Canadá, se instalen en Lázaro Cárdenas y otras partes de México, recibiendo la materia prima vía marítima en el puerto y su distribución sea a través del ferrocarril CPKC.

Por estas razones, la Administración Portuaria Integral de Lázaro Cárdenas, S.A. de C.V., expresa su sólido apoyo a la combinación de CP y KCS, ya que mejorará la competencia, brindará opciones más amplias e impulsará la eficiencia para clientes de todos los tamaños.

Por lo anterior, esta Entidad exhorta al Surface Transportación Board a aprobar la adquisición de KCS por parte de CP a la brevedad posible, para que estos sistemas puedan integrarse y los beneficios de extremo a extremo de este acuerdo se puedan realizar en beneficio de todas las partes interesadas.

Sin otro particular, aprovecho la ocasión para enviarle un cordial saludo.

ING. JORGE LUIS CRUZ BALLADO
Director General de Administración Portuaria
Integral de Lázaro Cárdenas, S.A. de C.V.



[Translation of Preceding Letter from Administración Portuaria Integral de Lázaro Cárdenas,
signed by Jorge Luis Cruz Ballado]

Communications

Lázaro Cárdenas

Secretariat of Communications and Transportation

2021 “Year of Independence”

City and Port of Lázaro Cárdenas, Michoacán

March 30, 2021

To whom it may concern,

Engineer Jorge Luis Cruz Ballado, Director General of the Port Authority of Lázaro Cárdenas, Corp., concessionaire of Port Lázaro Cárdenas, Michoacán, located at the Boulevard de las Islas number 1, island colony of Cayacal, city of Lázaro Cárdenas, Michoacán, email address: dirgral@puertolazarocardenas.com.mx, hereby set out with due respect:

In particular, I would like to share that the company, Kansas City Southern (KCS), has been providing for the past 15 years railway cargo service to and from Port Lázaro Cárdenas, with success, becoming a key player in the development of this port of the Mexican Pacific.

Thus, APILAC supports the approval of the merging of KCS and the company, Canadian Pacific Railway (CP), which is to be considered great news as it will increase the competition potential of this port, providing important benefits to three nations, the United States of America, Canada and Mexico.

In our view, the merging of CP and KCS will provide broader services for the transportation of goods that will surely increase railway connectivity which in turn will facilitate the transportation of heavy cargo and help decrease transportation time to the main U.S. ports on the coasts of the Gulf, the Atlantic, and the Pacific. The same goes for key foreign markets, helping cargo owners transport to existing markets, as well as new markets in the most efficient way.

As Port Director, I have no doubts that CPKC can integrate their operations without issue for the benefit of the railway clients and other interested parties. Thus there is much interest in this particular transaction because it will allow the merging of CPKC to present new options for railway services that are more efficient and reliable, which will strengthen the competition of other railway transporters and other modes of transportation that serve our markets. For example:

- There is particular enthusiasm for the role of the new routes created by the combined single CPKC line in the expanded access to growing markets in the United States, Mexico and Canada under the trade/business agreement T-MEC. It is essential that a real T-MEC railway option exists.
- The new opportunities under CPKC services will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.

- It will strengthen the logistics of importing materials and exporting finished products.
- It will eliminate costs clients paid when KCS railroads crossed CP's, and vice versa.
- It is expected that Canadian processing plants will open in Lázaro Cárdenas and other parts of Mexico, receiving raw material through maritime port and distributing through CPKC railways.

For these reasons, the Port Authority of Lázaro Cárdenas, Corp., expresses its utmost support for the merging of CP and KCS, for it will improve competition, offer broader opportunities, and promote efficiency for clients of all sizes.

Therefore, this entity urges the Surface Transportation Board to approve the acquisition of KCS by CP as early as possible so that these systems can be integrated and all benefits of this agreement can be provided to all interested parties.

Sincerely,

Engineer Jorge Luis Cruz Ballado

Director General of the Port Authority of Lázaro Cárdenas, Corp.



March 31, 2021

Attn:
Surface Transportation Board
395 E Street SW
Washington, DC 20423

To Whom It May Concern:

RE: Shipper Support Letter

As the Director of Procurement for Algoma Steel Inc. ("Algoma"), I am responsible for procurement and logistics for Algoma, which scope covers bulk raw materials, equipment and other components for maintenance, repair and operations; as well warehousing and logistics contracting with railways, barges and trucking firms.

Algoma is a fully-integrated steel producer located on the Great Lakes in Sault Ste. Marie, Ontario, Canada. Our operations consist of producing value-added finished steel products from iron ore and other raw materials. Algoma is a leading flat-rolled steel producer in North America, one of the Canada's largest steel producers by volume and only plate manufacturer, with total iron capacity of up to 3.6 million tons per year, and total potential liquid steel capacity is 3.2 million tons per year. Algoma ships its steel products to diverse geographical bases covering Canada, USA and Mexico, and has a strategic supplier relationship with Canadian Pacific Railway.

Algoma supports the potential merger between Canadian Pacific Railway ("CP") and Kansas City Southern ("KCS"). The CP/KCS transaction would provide significant benefits that we are eager to see realized as soon as possible.

In our view, the transaction provides opportunities to reduce freight congestion, helping the environment, and strengthening competition in the freight transport marketplace. The combination promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CP/KCS network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. As we have limited sales in Texas and Mexico, we see this as an opportunity to grow our business with a single consolidated railway which will offer us competitive and reliable services.

We ship over 12,000 rail-car loads annually, which CP shares a significant portion of our overall business and has worked with us effectively over the years. We transship to CP at Sudbury, Ontario via a short line railroad owned by Genessee & Wyoming Inc. which is connected to our Sault Ste. Marie operations.

Although CP has provided us with good service, its market reach is limited today, as their lines only go as far south as Kansas City. By combining the railroads to create the rail network seamlessly connecting the U.S., Mexico and Canada, the CP/KCS merger offers all the benefits of a multi-national, end-to-end merger.

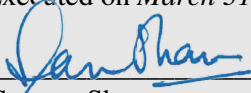
CP/KCS's new service offerings will improve transit times and reliability which will in turn reduce our equipment costs and improve our efficiency. As a single carrier, we expect CP/KCS to provide us with quicker turnaround times by reducing the times at switching / interchange stations and provide us competitive rates.

Algoma encourages the approval of the CP/KCS transaction such that these systems can be integrated and the end-to-end benefits can be realized for the benefit of all stakeholders.

VERIFICATION

I, Sameer Sharma I hereby attest that the above statements are true and accurate to the best of my knowledge. Further, I certify that I am qualified and authorized to submit this letter.

Executed on *March 31st, 2021*.



Sameer Sharma

STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Stephane Landry and my business address is 1053 Blvd Ducharme, La Tuque, QC, CA ,G9X 3C3. I am Director Transport & Distribution of Arbec Lumber Inc. In my role, I am responsible for the Logistic Team for the finished Products.

Arbec Lumber Inc is shipping an average of 200 railcars a year throught CP/KCS to our customer in Taxes. The good services that we had with both railways gave us the opportunity to develop new customers and keep the one that already have.

Arbec Lumber Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads’ strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Arbec Lumber Inc. has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We are very excited about the transaction because it will allow a combined CPKC 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,

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC’s new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency.
- Access to more equipments.

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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

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

For these reasons, Arbec Lumber Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Arbec Lumber Inc, urges the STB to approve CP'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.

Executed on March 31st 2021.

Stephane Landry





3000 N. Sam Houston Pkwy. E.
Houston, TX 77032
Tel: (281) 871 7900
Fax: (281) 871 7940
Website: www.bentonite.com

ATTENTION: Surface Transportation Board

Bentonite Performance Minerals (BPM) ships BPM product from our bentonite plants on the Canadian Pacific Railway (CP) from Chicago into Canada and from Tracy, MN to Chicago to connect with other class 1 railroads to large customers. Kansas City Southern Railroad (KCS) is one of the class 1 railroads out of our barite plant. The CP railroad has been a valuable supplier of rail services and BPM looks forward to growing that relationship with them.

BPM supports approval of the CP/KCS combination. The transaction would provide significant benefits to BPM that we are eager to see realized as soon as possible.

From BPM's perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, BPM has no doubt that CPKC will be able to integrate its operations to the benefit of rail customers and other stakeholders.

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

BPM recognizes from experience that single-line rail service options offer superior service.

The transaction should allow a combined CPKC 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,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of bentonite and barite from Wyoming to Texas/ Mexico and from Louisiana into Canada.

- We are BPM anticipates that the new CPKC single-line routes will expand access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. With increased business rail car inventory has decreased dramatically and improved transit times will help better satisfy our customers needs.

The complementary nature of CP's and KCS' networks, will not have any adverse effects on competition. It will make these carriers a better alternative relative to the other options that already exist, since CPKC will continue to interchange with all of their other existing interline partners.

Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, BPM is confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For the foregoing reasons, BPM is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. BPM recommends that the STB to approve CP'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.

Respectfully,

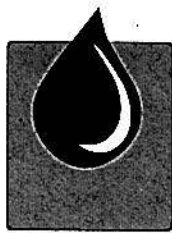
BENTONITE PERFORMANCE MINERALS

By: *Justin Barnes*

Name: Justin Barnes

Title: Logistics Manager

Date: 4/1/21



BOSS
LUBRICANTS



Serving Canada
Made In Canada

STB Finance Docket No. 36500

CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Brad Flegel and our business address is # 104, 6303 - 30th Street SE, Calgary, Alberta, Canada. I am the Vice President of Operations at Boss Lubricants. In my role, I am responsible for various operational aspects of our business including the procurement of lubricant supply that is shipped in railcars from various suppliers who are mostly located in the United States & Canada.

Boss Lubricants is a family-owned business which is currently entering its 28th year of operation. Over this period, we have chosen CP Rail as our primary rail service provider to ensure our railcars are quickly and efficiently delivered to our Calgary head office location. We have enjoyed working with CP Rail as they have helped us grow and flourish as a company.

Boss Lubricants supports the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Boss Lubricants has not often spoke favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

Boss Lubricants relies on the supply of lubricants in order to serve and facilitate our customers across Canada. Our company sources these lubricant supplies all over North America in locations such as Minnesota, Ohio, Louisiana, & Texas.

CP Rail has always done their best to provide good service, but its market reach is limited today as their lines only go as far south as Kansas City. If CP Rail could interline with other railroads to reach further markets and locations beyond Kansas City and reduce shipping delays this would only prove beneficial to Boss Lubricants going forward.

Personally, I know from experience and having many conversations with our suppliers who have single-line rail options at their locations, that single-line rail service options are the way to go forward to ensure and provide the best service possible. Boss Lubricants are very excited about the transaction because we feel it will allow a combined CPKC 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.

112, 6303 - 30 Street S.E. / Calgary, Alberta, Canada / T2C 1R4
tel: (403) 279-2223 / fax: (403) 279-2272 / toll free: 1-800-844-9457
www.bosslubricants.com

Brandon • Calgary • Edmonton • Lethbridge • Red Deer • Regina • Saskatoon • Toronto



BOSS

LUBRICANTS



Boss Lubricants are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Boss Lubricants currently have railcars that are shipped out of Galena Park Texas and Shreveport Louisiana. Having new single routes will allow for these railcars a faster and quicker delivery of supply to our location in Calgary Canada, which in turn will allow us to provide better service and reliability to our customers.

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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

We have always been aware that CP and KCS have held high standards of safety and operational effectiveness in their respective organizations. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers.

For these reasons, Boss Lubricants is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Boss Lubricants urges the STB to approve CP's acquisition of KCS as quick 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.

Sincerely,

Brad Flegel, VP of Operations

Boss Lubricants

112, 6303 - 30 Street S.E. / Calgary, Alberta, Canada / T2C 1R4
tel: (403) 279-2223 / fax: (403) 279-2272 / toll free: 1-800-844-9457
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STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Rocky M. Boucher and my business address is 324 Bluff Road, Newport, VT 05855, United States. I am the Director of Sales, Veneer Operations for Columbia Forest Products. In my role, I am responsible for sales for Columbia Forest Products' four hardwood veneer mills.

Columbia Forest Products is North America's leading manufacturer of hardwood plywood and hardwood veneer products, which are used to create high-quality cabinetry, fine furniture, architectural millwork and commercial fixtures. Columbia's products are sold through a network of wholesale distributors, mass merchandisers and original equipment manufacturers. Employee-owned and headquartered in Greensboro, NC, Columbia has approximately 2,000 employee-owners and operates plants throughout the United States and Canada.

Rail transportation enables us to deliver our products to customers in the United States. We use CP to ship our products from both our CP-served production plant in Newport, VT and Presque Isle, ME (via the Main Northern Railway which has a haulage agreement with CP) to various destinations in the state of Oregon.

Our relationship with CP has evolved since the CP's acquisition of the CMQ in 2020 and we continue to explore opportunities to grow our rail business with them. The consistent and reliable service of CP allow us to meet the requirements of our customers and extend our reach into new and expanding markets. We directly benefit from the value of CP's service, which is demonstrated by competitive rates, network reach, transit times and industry leading safety practices. Our shippers work extensively with their CP counter-parts on transport solutions for our customers and to find freight solutions to keep our costs competitive with our US and Canadian based competitors. These have been long-standing relationships that continue to grow more productive and beneficial over time.

Columbia Forest Products supports approval of the CP/KCS combination as it relates to the service and cost savings opportunities it would represent as they have been described. The transaction as communicated would provide significant benefits that we are eager to see realized as soon as possible.

Innovating
Responsibly.™

Address Line 1
Address Line 2
City State Zip

[P] 000.000.0000
[F] 000.000.0000
[T] 000.000.0000

cfpwood.com

For our perspective, the transaction promises to provide improved service options for several markets that we serve. The combined CPKC 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.

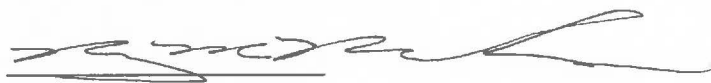
We are very interested in the transaction because it will reportedly allow a combined CPKC to provide new, more efficient and reliable rail service options. This should strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings could expand market reach and offer new competitive transportation options for our shipments of hardwood veneer to Laredo, TX and the Mexican market which is an important market for Columbia Forest Products.
- CPKC's new service offerings may improve transit times and reliability, which has the potential to reduce our equipment costs and improve our efficiency.
- Columbia Forest Products supports environmental sustainability and encourages the addition to provide new competition against other railroads.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. Ideally this transaction will address that.

For these reasons, Columbia Forest Products is supportive of the combination of CP and KCS.

Executed on March 30, 2021



Rocky M. Boucher

**Innovating
Responsibly™**

Address Line 1
Address Line 2
City State Zip

[P] 000.000.0000
[F] 000.000.0000
[T] 000.000.0000

cfpwood.com



ATTENTION: Surface Transportation Board

My name is Campbell Jones and I am the Chief Operating Officer of Covia Holdings LLC ("Covia"), with a business address of 3 Summit Park Drive, Independence, OH 44131. In my role as COO, I am responsible for Mining, Manufacturing, and Logistics operations.

Covia has a long history of working with both the CP and KCS. We have three mining facilities that originate on the CP and use the KCS as a connecting carrier for shipments into Mexico.

Covia supports approval of the CP/KCS combination. We expect this transaction could provide benefits to Covia that we are eager to see realized as soon as possible.

From our perspective, the transaction is likely to provide Covia with increased service options. We expect that a combined CPKC 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 better reach our existing markets and new markets. CP market reach is limited today, as its lines only go as far south as Kansas City. This transaction would potentially allow a combined CPKC to provide expanded service options. We are particularly enthusiastic about the role new CPKC single-line routes could play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. We would value there being a more complete USMCA railroad option as we currently ship from Canada to Mexico on a mixed carrier intermodal network. As separate companies, CP and KCS have not been able to offer the kind of seamless, single-line service we anticipate they will be able to offer following the CP/KCS combination.

For these reasons, Covia is voicing support for the combination of CP and KCS. Covia urges the STB to approve CP's acquisition of KCS as swiftly as possible.

VERIFICATION

I Campbell Jones, in my capacity as Chief Operating Officer of Covia Holdings LLC and not in a personal capacity, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on April 2, 2021 [date].

Campbell Jones [Signature]

Campbell Jones



Corporate Office
100 Kingsley Park Drive
Fort Mill, SC 29715
www.domtar.com

March 31, 2021

The Honorable Martin J. Oberman
Chairman
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

REGARDS: Proposed merger of the CP and KCS

I am writing on behalf of Domtar in preliminary support of the proposed purchase of the Kansas City Southern Railroad by the Canadian Pacific Railroad. We see potential in the transaction to provide benefits along certain routes.

Domtar is a leading provider of a wide variety of fiber-based products, including communication, specialty and packaging papers, market pulp and airlaid nonwovens. With approximately 6,600 employees serving more than 50 countries around the world, Domtar is driven by a commitment to turn sustainable wood fiber into useful products that people rely on every day. Domtar's annual sales are approximately \$3.7 billion, and its common stock is traded on the New York and Toronto Stock Exchanges. Domtar's principal executive office is in Fort Mill, South Carolina.

My business address is 234 Kingsley Park Drive, Fort Mill, South Carolina 29715 and my telephone number is 803/802-8041. I serve as Domtar's vice president for government relations.

Domtar is served by the Kansas City Southern at our Ashdown, Arkansas facility and by the Canadian Pacific at our Kamloops, British Columbia, Dryden, Ontario and Espanola, Ontario sites. We are proud of the business relationships we have forged with the two railroads.

Domtar will be reviewing the specific details of this transaction in the coming months. We are optimistic we can reach a suitable accord before the Surface Transportation Board makes its final decision.

The CPKC has the potential to unlock several new routes for some of our Canadian products to start flowing into United States customers.

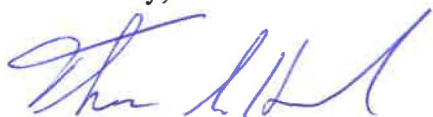
Chairman Martin J. Oberman, STB
March 31, 2021
Page two

Domtar is heavily dependent on connections to North American ports, especially on the east and west coasts. The Canadian Pacific is a good business partner that provides our Canadian pulp, particularly Dryden and Kamloops to port access in Vancouver. Considering the markets we serve from Ashdown we favor using ports along the east and west coasts of the United States. We hope that the CPKC will see enhanced traffic destined for ports along the east and west coasts of the United States and that Domtar will benefit from improved connections to ports such as Charleston, Savannah and Los Angeles/Long Beach.

At each of the four facilities mentioned above, Domtar is impressed with the safety commitment shown by both railroads. We have every reason to believe this commitment will remain.

With best regards, I remain

Sincerely,



Thomas S. Howard
Vice-President Government Relations

VERIFICATION

I Thomas S. Howard, declare [or certify, verify, or state] under penalty of perjury ["under the laws of the United States," if executed outside of the United States] that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 31 March 2021 [date].



[Signature]

[Insert typed name] Thomas S. Howard



RELOAD INC.

250 Sutherland Ave.
Winnipeg, MB R2W 5M2
Phone (204) 582-2341 Fax (204) 582-7169
Email: ekaletzke@mymts.net

March 30, 2021

ATTENTION:

Surface Transportation Board
395 E Street SW
Washington, DC 20423

My name is Edward Kaletzke; I am Vice President of E.J.R. Reload Inc. , 250 Sutherland Avenue, Winnipeg Manitoba R2W 5M2.

E.J.R. Reload Inc. (EJR) operates as the Canadian Pacific Railway (CP) Transfer Facility in Winnipeg, Manitoba. We receive / offload / deliver bulk railcar shipments of automobiles, steel, lumber, and aggregate commodities on behalf of CP Rail's customer base here in Winnipeg and Manitoba. Previously we had been a lumber railcar reload facility for CP. We have had a close working relationship with CP for the past 40 years. EJR values the long- standing business relationship with CP. EJR has dealt with many CP associates throughout the 40 years, some notable strengths of the company that has enhanced our business include: safety record, operation excellence, high level of customer satisfaction and expansion and diversification.

A significant portion of the shipments received at our facility originates from the southern United States. In addition, most recently, Manitoba businesses have shown an interest in shipping steel goods by railcar from Mexico into Manitoba. The new Canada-United States-Mexico Agreement (CUSMA) reinforces the commitment to an enhanced trading relationship between the three countries. Current railcar shipments originating beyond Kansas City need to be interlined with other railroads and often cause delays in transit time. The approval of the Canadian Pacific Railway (CP) / Kansas City Southern (KCS) combination would allow for more timely, direct line rail shipments and possibly open up new market points; thus benefiting businesses in Manitoba.

To date, we have experienced limited opportunities or missed out on opportunities due to CP's current limited market reach. EJR supports approval of the CP/KCS combination. The transaction would support a more efficient, competitive rail transportation network with significant expanded market reach that would be reflective of the new CUSMA agreement and have economic benefits for all three countries.

Rail based traffic has been proven to be the safest, most cost effective and most environmentally sensitive way to ship / move goods. CP has proven their commitment to

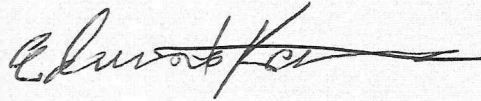
service and safety. We expect those ideals to be further enhanced by the proposed new single line hauls across the combined network.

For these reasons, EJR is voicing strong support for the combination of CP and KCS. The combination will enhance competition, provide expanded options and drive efficiencies for businesses of all sizes. EJR urges the Surface Transportation Board to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

Executed on: March 30, 2021.

Edward Kaletzke
Vice President
E.J.R. Reload Inc.

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



FARMERS CO-OPERATIVE OF HANSKA



SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Lee Beer and my business address is 103 E First Street, Hanska Minnesota. I am the Grain Division Manager of the Farmers Coop of Hanska. In my role, I am responsible for merchandizing corn and soybeans into the markets as well as arranging freight.

Farmers Coop of Hanska New Ulm Minnesota site sits on the CP line. The Coop has a long relationship with CP loading singles and shuttles. CP has been a very good partner for the Coop.

Farmers Coop of Hanska supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Farmers Coop of Hanska has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We ship grain from our CP-served facilities in Central Minnesota to our customers with elevators/terminals in the South Central and Gulf region mainly the Texas Coast.

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

103 EAST FIRST STREET

PO BOX 6

HANSKA, MN 56041

PHONE: 507-439-6244

FAX: 507-439-6542

An Equal Opportunity Employer



FARMERS CO-OPERATIVE OF HANSKA



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

We are very excited about the transaction because it will allow a combined CPKC 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, CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of corn from 2021 and beyond.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Having access to a single line rail service is and always has been a large benefit in our time management along with our cost structures and competitiveness.
- The communication piece associated with rail service will be much improved dealing with single line service. Always easier to talk with one contact rather than several.

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



FARMERS CO-OPERATIVE OF HANSKA



At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

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

For these reasons, Farmers Coop of Hanska is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Farmers Coop of Hanska urges the STB to approve CP'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.



FARMERS CO-OPERATIVE OF HANSKA



VERIFICATION

I Lee Beer, Grain Division Manager at Farmers Coop of Hanska, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 30th Day of March 2021].



Lee Beer



FARMERS CO-OPERATIVE OF HANSKA



ATTENTION: Surface Transportation Board

My name is Jerry Svoboda and my business address is 103 East 1st Street, Hanska, MN. I am General Manager of Farmers Co-operative of Hanska. In my role, I am responsible for serving the needs of the farmer/members by offering competitive grain markets as well as inputs such as fertilizer, fuel, propane gas and feed products.

Farmers Co-operative of Hanska is a shipper of grain utilizing the network of the Canadian Pacific Railway. The corn and soybeans we ship are mostly destined for export to the Pacific Northwest. We view the proposed merger as an opportunity ship corn from south central Minnesota to southern markets including Mexico which could benefit our farmer members significantly.

Farmers Co-operative of Hanska supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Farmers Co-operative of Hanska has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

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

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

We are very excited about the transaction because it will allow a combined CPKC 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,

103 EAST FIRST STREET

PO BOX 6

HANSKA, MN 56041

PHONE: 507-439-6244

FAX: 507-439-6542

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- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. In our experience, using multiple rail services cause delays in train movement compared to rail cars dropped off at interchanges. This causes issues for us in staffing when cars do not arrive when expected or are held up by the transfer from one rail line to the other

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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

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

For these reasons, Farmer Co-operative of Hanska is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Farmers Co-operative of Hanska urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Jerry Svoboda, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 29, 2021


Jerry Svoboda



FERROSERVICIOS

SUPPORT LETTER

FERROSERVICIOS, S.A. DE C.V. residing at on State Highway 100 k.m. 3.6 El Colorado - Higuerrillas, Ejido San Ildefonso, Colón, Qro. C.P. 76270. FERROSERVICIOS, S.A. DE C.V. That it is a Mexican company constituted in accordance with the laws of the United Mexican States according to Public Deed No. 68,610 dated October 24, 2006, granted before the Notary Public No. 4 of the City of Querétaro, Qro.

ANA LUISA MONTES TREJO, legal representative, of the company FERROSERVICIOS S.A DE C.V. accredited with Public Deed number 68,610 dated october 24, 2006, granted before the faith of Notary Public No. 4 of the notarial demarcation of Querétaro, stating under protest of telling the truth that to date said Faculties and powers have not been revoked. Or limited in any way.

We inform you that the commercial relationships that are maintained with the KANSAS CITY SHOUTHER company have been totally and absolutely satisfactory, so surely this combination of CP / KCS will bring important benefits to our relationships that we are sure will be greatly improved with this fusion.

Our company believes that the foregoing promises to provide better service options and will strengthen transportation competition in the markets we serve.

The CPKC Network, combined, will allow us with a single line access to the main ports on the US Gulf, Atlantic and Pacific coasts, as well as to key markets abroad, we are convinced that the service It will be more efficient and of operational excellence, there is no doubt that CPKC will carry out its operations without problems and for the benefit of railway customers.

FERROSERVICIOS S.A. DE C.V.



(442) 278 1600



Carr. Estatal 100 km 36, San Ildefonso, Colón,
Pedro Escobedo, Qro. CP. 76700



www.ferroservicios.com



FERROSERVICIOS for the aforementioned, FERROSERVICIOS S.A. DE C.V., sees this merger as satisfactory, beneficial and without disadvantages, by virtue of an offer of innovative, efficient and reliable rail services CPKS, It has even offered to improve transit times and which will reduce costs coupled with the simple network connectivity between CP and KCS.

Attentive to the above, FERROSERVICIOS S.A. DE C.V. expresses its solidarity support for the combination of CP and KCS, showing its support to STB, so that the integration of these systems is approved for the benefit of all.

VERIFICATION

ANA LUISA MONTES TREJO

Legal representative of **FERROSERVICIO S.A. DE C.V.**

Under protest of telling the truth and under the laws of the United States, that the foregoing is true and correct. In addition, I certify that I have enough and sufficient power to do so.

FERROSERVICIOS S.A. DE C.V.



(442) 278 1600



Carr. Estatal 100 km 36, San Idelfonso, Colón,
Pedro Escobedo, Qro. CP. 76700



www.ferroservicios.com



600 Carpenter Ave E
PO Box 68
Forest River, ND 58233
(T) 701-248-3261
(F) 701-248-3766

ATTENTION: Surface Transportation Board

My name is Brian Schanilec, and my business address is 600 Carpenter Ave E, Forest River ND 58233. I am the President and Owner of Forest River Bean Co., Inc. In my role, I am responsible for overseeing all aspects of business, management, and marketing.

Forest River Bean specializes in Dry Edible Beans that we ship all over the world. We are currently on a Canadian Pacific line (sidetrack) and have been very pleased with the service that we maintain. We ship beans in Boxcars and Hopper cars in many different types of pack to many different ports around the United States. We have been shipping most of our Boxcars to Mexico to help with their supply demands.

Forest River Bean is in full support of approval of the CP/KCS combination. The operation would give significant benefits that we are ready to achieve as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Forest River Bean has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively). We know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior.

We are very excited about the transaction because it will allow a combined CPKC 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.

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of edible beans from North Dakota to Southern United States, ports, and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Single line service is the most efficient means within the railroad industry.

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

For these reasons, Forest River Bean is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Forest River Bean urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, Brian Schanilec, declare, under penalty of that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 3-31-2021


[Insert typed name]

**FULLERTON FARMERS ELEVATOR
202 MINNEAPOLIS AVE
FULLERTON ND 58441**

ATTENTION: Surface Transportation Board

My name is Andrew J Hager, Jr. and my business address is 202 Minneapolis Ave, Fullerton ND. I am the General Manager of the Fullerton Farmers Elevator. In my role, I am responsible for overall management of the company including the grain merchandising.

Fullerton Farmers Elevator uses the CP rail to ship our grain commodities to outside markets.

Fullerton Farmers Elevator supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Fullerton Farmers Elevator has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another Class I consolidation.

CP has provided us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City. A merger would provide a more effective way for market expansion.

We are very excited about the transaction because it will allow a combined CPKC 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,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of bulk grain from Fullerton, ND to St. Louis, center gulf, Texas gulf and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

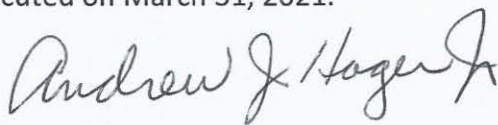
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

For these reasons, the Fullerton Farmers Elevator is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. The Fullerton Farmers Elevator urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

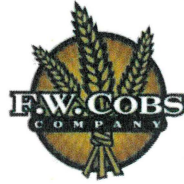
VERIFICATION

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

Executed on March 31, 2021.

A handwritten signature in black ink that reads "Andrew J Hager Jr". The signature is written in a cursive, flowing style.

Andrew J Hager, Jr.



**STB Finance Docket No. 36500
CP-KCS Proposed Combination**

ATTENTION: Surface Transportation Board

My name is Ryan Wimble and my business address is 993 Maquam Shore Road, Saint Albans Bay, VT. I am the Logistics Manager of FW Cobs Company. In my role, I am responsible for the oversight and management of all our shipping and receiving needs for our entire book of business.

FW Cobs is a partner with CP, shipping the majority of our grain shipments from our Loreburn, SK facility which resides on CP property. We deal in primarily organic feed grade grains and use CP to ship hundreds of rail cars on an annual basis both to Eastern and Western United States. We receive weekly service from CP and crews work well with our elevator staff as well as myself at FW Cobs headquarters.

FW Cobs Company supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. FW Cobs Company has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

FW Cobs Company ships organic feed grade grains into the US and is always looking for new markets to access in order to grow and expand our business. While CP has provided us with good service, its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that FW Cobs could utilize to expand our market offering. And we know from experience (both our own, and that of our competitors who have single-line rail options at their origins) that single-line rail service options are far superior in providing efficiencies.

We are very excited about the transaction because it will allow a combined CPKC 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,

CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of organic grain from Loreburn SK to the US.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

-
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This is especially important for FW Cobs as a portion of our fleet are private hopper cars and improved transit time equates to faster turning of our assets.
 - The potential for advancing business opportunities in the organic grain industry should they exist in the southern United States on new CPKC lines

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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without the service disruptions that have accompanied some past rail mergers. We assume this will work similar to how the most recent acquisition of the Central Maine Quebec railway where rail rates, routing and further information would be provided well in advance of our shipping desires. This is a much larger scale but FW COBS assumes caution and clear communication on any pertinent business related updates will be taken care of by assigned representatives at CPRS.

For these reasons, FW Cobs Company is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. FW Cobs Company urges the STB to approve CP'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.

Sincerely,



Ryan Wimble
FW Cobs Company



We protect what matters most™

March 31, 2021

Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear STB Board Members,

My name is Michael Donoghue, Manager, National Rail Services, at GAF. Our corporate office is located at 1 Campus Drive Parsippany, NJ 07054. I am responsible for all rail matters including pricing, operations, and rail fleet management for both the US and Canada.

GAF is the largest roofing manufacturer in North America. We have major plant production locations in many key areas of the US. Rail is an intricate part of our supply chain network for both raw materials and finished goods. GAF ships on all Class 1 railroads and many Class 2 and Class 3 short lines. Our Minneapolis plant is served by CP and our Tuscaloosa AL plant by KCS. The success of our service commitments to our customers relies on a robust fluid rail network.

In the past, we have viewed most rail mergers with a bit of skepticism and have concluded that bringing two large railroads together creates an uncompetitive marketplace and questionable rail synergies. However, from our perspective, the transaction of CP-KCS promises to provide improved service options and invigorate transportation competition in the markets we serve. We see no redundancy in track operations and view this as an end-to-end transaction linking the two railroads together at one interchange. The combined CP-KCS network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts, as well as, to key overseas markets – would help us reach our existing as well as provide more flexibility in reaching new markets. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CP-KCS will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We wholly support this transaction and hope the board accepts this merger in a timely manner.

Sincerely,

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

Michael Donoghue
Manager, National Rail Services



GLOBAL COMPANIES LLC 800 South Street, Suite 500 P.O. Box 9161 Waltham, MA 02454-9161 ph: 781-894-8800 fx: 781-398-9000

SHIPPER SUPPORT LETTER

ATTENTION: Surface Transportation Board

My name is Ken Chaney and my business address is c/o Global Companies LLC, 800 South Street, Waltham MA 02454. I am the Rail Commercial Manager of Global Companies LLC. In my role, I am responsible for commercial relationships with railroads, railcar leasing companies, and associated vendors.

Global Companies LLC has oil terminal facilities in North Dakota and New York that are directly serviced by the CP Railroad. We view CP Railroad as a key business partner, especially transportation of oil products into the New York/New England area.

Global Companies LLC supports approval of the CP/KCS combination.

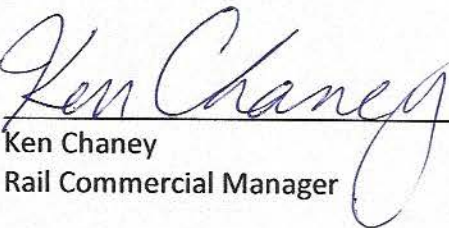
For our perspective, the combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – could help us reach new markets more efficiently.

For these reasons, Global Companies LLC is voicing support for the combination of CP and KCS.

VERIFICATION

I, Ken Chaney, in my capacity as Rail Commercial Manager of Global Companies LLC, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on April 1, 2021.

 [Signature]
Ken Chaney
Rail Commercial Manager

Reference: STB Finance Docket No. 36500, CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is James Spataro and my business address is 7 Renaissance Square, 7th Floor. I am Director of Operations for Interoceanic Corporation. In my role, I am responsible for the corporate Supply Chain Logistics.

Interoceanic Corporation and its subsidiary PCI Nitrogen Corp. are marketers and producers of a variety of fertilizers. PCI produces Ammonia Sulfate (AMS), Ammonia Thiosulfate (ATS), Sulfuric Acid, and a net buyer of Ammonia and Molten Sulfur. We currently ship products throughout the United States and would like to be able to buy and sell products in Canada and Mexico and with the merger of the CP and KCS Lines we can increase our sales market as well as expand our raw material purchasing ability over time.

Interoceanic Corporation supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Interoceanic Corporation has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

We ship numerous types of dry and liquid fertilizers to our customers throughout North America. In addition, we arrange for the shipment of raw materials needed to produce our fertilizers from our supplier across America to our plant in Pasadena, TX.

We have approached CP in the past to provide us with good service, but its market reach is limited today, as its lines only go as far south as Kansas City. CP must interline with other railroads to reach destinations beyond Kansas City that we ship to (or that could expand the markets we serve effectively).

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

We are very excited about the transaction because it will allow a combined CPKC 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,

- CPKC's new single-line haul offerings will expand market reach and potentially offer new competitive transportation options for our shipments of Ammonium Sulfate & Ammonium ThioSulfate fertilizers, and Sulfuric Acid, from the U.S. to Canada and Central and Southeastern Mexico, as well as Molten Sulfur from Canada to the U.S.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. For shipments of fertilizer from our TX plant up to CPKC-served points in Canada, we anticipate a 3 to 5 days transit-time savings using a CPKC single-line routing, and, for shipments of sulfur south from Canada to TX, 2-3 days of reduced transit time, thereby increasing the amount of turns for our private railcar fleet.

KCS and CP have had a cooperative relationship in the past, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. In particular, the formation of CPKC will be of limited utility to Interoceanic Corporation unless CPKC gains the right to directly serve the Canadian market on outbound shipments of finished product from our PCI Nitrogen plant in Pasadena, TX (via the PTR), in much the same way that KCS currently has the right to serve our plant in relation to outbound cross-border fertilizer traffic to Mexico. Similarly, CPKC should also gain the right to directly handle inbound movements of sulfur from Canada to our plant via the PTR. This transaction will greatly improve our transportation options, provided that CPKC is granted these rights as a merger condition.

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all current interline partners.

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

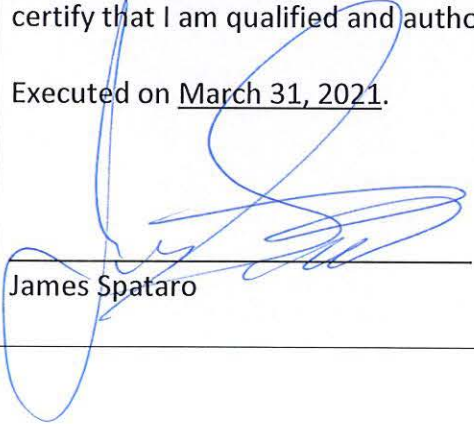
combination, we do not anticipate the kinds of service meltdown, congestion, and car supply difficulties that accompanied the UP/SP and, to a lesser extent, the BNSF/ATSF mergers of the 1990s.

For these reasons, Interoceanic Corporation / PCI Nitrogen Corporation is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Interoceanic Corporation / PCI Nitrogen Corporation urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be expeditiously integrated, and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I, James Spataro, declare under penalty of perjury, under the laws of the United States, if executed outside of the United States, that the foregoing is true and correct to the best of my knowledge. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 31, 2021.


James Spataro





J. D. IRVING, LIMITED

Sawmills Division

P. O. Box 5777, 300 Union Street, Saint John, New Brunswick, Canada E2L 4M3

Tel: (506) 632-7777 **www.jdirvinglumber.com**

Surface Transportation Board
395 E Street SW
Washington, DC 20423

ATTENTION: Surface Transportation Board

J. D. Irving Limited (Sawmills Group) has been dealing with Canadian Pacific for several years. We have weekly shipments of lumber and building material that travel over their tracks to several destinations.

We support approval of the CP/KCS combination. The transaction would provide significant benefits that would give us access to more markets.

J.D. Irving Limited has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

With our fleet of center beams, CP can offer competitive rates and service to our customer base. This will give us more options to market and permit us to leverage our volume with more carriers.

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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

We share the same focus to quality and safety that both CP and KCS envision.

For these reasons, J. D. Irving Limited is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. We urges the STB to approve CP's acquisition of KCS 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.

Respectfully yours,

André Beaulieu

Director of Sales and Transportation, J. D. Irving Sawmills



Kensal Farmers Elevator Co.
PO Box 68
Kensal ND 58455
701-435-2451 fax 701-435-2214

March 30, 2021

ATTENTION: Surface Transportation Board

My name is Chris Mashek, and my business address is 611 Parker Street, Kensal, ND. I am the General Manager of Kensal Farmers Elevator Company. In my role, I am responsible for the buying and selling of grain and agricultural inputs.

Kensal Farmers Elevator Company, is a two station (grain elevator), farmer owned, company. We are located on the North Dakota CP Mainline, going through the middle part of North Dakota. We primarily ship Spring Wheat, Corn, and Soybeans, on the CP railroad. We are a shuttle loading facility, which means we load 110 car unit trains, to various export and domestic markets. We ship primarily to West Coast ports as well as St Louis, and eastern domestic markets. The Eastern domestic markets are critical for us. We, as a CP shipper, believe this CP/KCS combination would allow us to compete much more effectively, with our primary rail competitor BNSF, benefiting our local farmer owners. There are times, currently, we are not competitive in the Corn and Soybean origination, locally, because of the strength of the BNSF, in the western and southern routes. Opening up new competitive shipping opportunities, is critical for us, to survive and compete long term.

We have grown alongside the CP, over the years, starting off as a single car rail (boxcar) loader, in the early 1900's. Our successes and failures are in large part driven by the CP's competitiveness over the years. Many more successes than failures, but some of both. Some of the failures were out of our collective control, (weather), etc., but the CP has been responsive, trying to listen to customer thoughts and concerns, taking the approach as a business partner, to help you succeed. This merger would help CP/KCS compete in regions (South and Western Midwest), we as a shipper, currently have very limited or essentially no access, currently.

Kensal Farmers Elevator Company supports approval of the CP/KCS combination. It is critical to the future of our small business, that the CP be able to offer competitive rates to shippers, shipping in all directions, of North America. We believe, the transaction would provide uniquely significant benefits, and increased rail competitiveness. We believe the combined CP/KCS entity would offer us as a shipper, all the benefits of increased markets and market share, with very little downside, attached to previous rail combinations. It would offer us the ability to grow, alongside our most reliable grain trading partners, Canada and Mexico. We don't feel there is any overlap in service, and routes, that has accompanied other proposed rail combinations. From a rail market share standpoint, the combined entity, would still be the smallest Class I railroad.



Kensal Farmers Elevator Co.
PO Box 68
Kensal ND 58455
701-435-2451 fax 701-435-2214

March 30, 2021

We have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Single Line operations are much more efficient, from a shipper's perspective. It will improve our shipping options, a great deal, ultimately making us much more competitive, as a farmer owned small business.

In closing, Kensal Farmers Elevator Company would encourage swift approval, of the CP/KCS combination.

Thank you for your consideration,

VERIFICATION

I, Chris Mashek, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 3/30/21.

Chris Mashek

Chris Mashek



My name is Nick King and my business address is 18105 Dairy Lane Jordan ,MN 55352. I am Director of Klingberg Trucking. In my role, I am responsible for all aspects of transportation at Klingberg Trucking.

Klingberg Trucking is a Trucking Company that specializes in Trans loading, hazmat & Non Hazmat Liquid tanker movements also 53 Dry vans & Dump truck Capacity .

Klingberg Trucking supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

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

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

For these reasons, Klingberg Trucking is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Klingberg Trucking urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Nick king, declare under penalty of perjury under the laws of the United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 4/2/21 [date].

Nick King [Signature]



STB Finance Docket No. 36500
CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is BÉLAND AUDET and my business address is 4545, Villeneuve Street, Lac-Mégantic (Qc) G6B 2C2 CANADA. I am LOGIBEL's General Manager. In my role, I am responsible for all the operations of storage and transshipment.

At this moment, LOGIBEL has no relationship with CP and/or KCS, but we are looking forward to get a relationship after the CP/KCS combination. LOGIBEL supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

LOGIBEL has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

The CP/KCS combination will allow LOGIBEL to develop business links with new customers. We will be able to develop the Mexican market. Many of our customers import raw materials related to steel and petroleum products, such as plastics. Also, this merger would allow us to expand our lumber shipping services to Mexico.

We are very excited about the transaction because it will allow a combined CPKC 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,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of lumber from Canada to Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

ESTRIE

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

BEAUCE

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



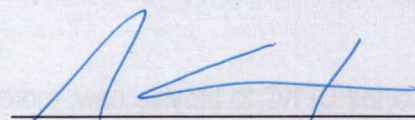
KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

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

For these reasons, LOGIBEL is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. LOGIBEL urges the STB to approve CP'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.

Executed on March 29, 2021

 [Signature]
BÉLAND AUDET, general manager, LOGIBEL

ESTRIE

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

2

BEAUCE

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



ATTENTION: Surface Transportation Board

My name is Brad Deets and my business address is 3800, 205 – 5th Ave SW; Calgary, AB, T2P 2V7. I am VP – Supply and Marketing of Midstream Energy Partners. In my role, I am responsible for the North American commercial activity within the LPG sector.

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 CP's network, CP has always been fair and reasonable in helping us move cars efficiently and economically and in turn helping Midstream Energy Partners grow our business.

Midstream Energy Partners supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders. Midstream Energy Partners has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

In the past CP has always provided Midstream Energy Partners with good service. As I look forward, with an expanded market reach beyond Kansas City, I envision CP to find market and transportation efficiencies that will all product to move more fluidly throughout North America.

We are very excited about the transaction because it will allow a combined CPKC 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,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of 2,000 rail cars per year and growing.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.



MIDSTREAM L.P.O.

- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. In our business, rail freight and car costs represent the largest cost by a significant amount. Any ability to reduce those costs and allow us to reinvest in our business will create growth for both Midstream Energy Partners and the economy as a whole.

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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

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

For these reasons, Midstream Energy Partners is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. Midstream Energy Partners urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I BRAD DEETS, declare under penalty of perjury United States that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on MARCH 19, 2020

BRAD DEETS [Signature]
Brad Deets



2626 1st Ave. South | P.O. Box 818 | Fort Dodge, IA 50501

My name is Dan Dix and my business address is 2626 1st Ave. South, Fort Dodge, IA 50501. I am the General Manager of NEW Cooperative, Inc. In my role, I am responsible for the leadership of a grain and supply company with over 5500 farmer owners.

NEW Cooperative, Inc. supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC 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 our farmers reach new markets. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders.

We are very excited about the transaction because it will allow a combined CPKC 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,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of Corn and Soybeans from north central Iowa to Southern US Feeder Markets, Gulf for export, and Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

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

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

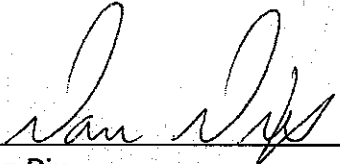
We have been struck by the attention of CP and KCS to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction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

For these reasons, NEW Cooperative, Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. NEW Cooperative and its 5500 member owners urge the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Dan Dix, declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on March 30, 2021.

 [Signature]
Dan Dix



Phone 403 477 0568
karenp@crosskeymarketing.net

March 31, 2021

ATTENTION: Surface Transportation Board

My name is Karen Philipation. I am the Transportation Manager for North West Terminal Ltd (NWT) located at Unity Saskatchewan. In my role, I am responsible for NWT rail logistics. The business relationship between CP and NWT has been and will continue to be critical for our success. There is no question to our support of the purchase of the KCS by CP Rail. Both CP/KCS operate a safe efficient railway and the idea of operating under one umbrella will only enhance those activities. The idea of a seamless route from our facility to Mexico and return opens the door for opportunities not currently available to us under the current Rule 11 operation.

North West Terminal not only handles several grain commodities, but also has an ethanol plant that requires a steady input of feed grain or now corn originating in the Kansas City area. Also, onsite we load crude oil and propane both of which should benefit from this integrated network. Although NWT is dual served by both CN and CP Rail this pending acquisition will provide necessary competition for CN to the Gulf Coast. The key to our success is to have as many destination and port options as possible for rail competition. This acquisition does just that. The result will be competitive rates and service that will be good for shippers on both sides of the border.

Over the last few years CP Rail have been actively seeking business and following that up with service as promised. This increased intensity has caused NWT to search out new markets and possibilities. The addition of KCS just expands that potential market existentially.

In our opinion, CP Rail would have to be the best suitor for the KCS. Any other Class One carrier that acquired KCS might disrupt any competitive balance that currently exists. This would be especially true in the north/south corridors. Based on a seamless single line service the acquisition makes sense. Combine that with the gained operating efficiencies, it will make the CP/KCS a significant carrier option compared to the other Class One operators.

All these factors would demand that NWT shows its support for the acquisition and is extremely excited about the potential possibilities it will provide.

Karen Philipation

Signed Per NORTH WEST TERMINAL LTD.



North America RHQs
8730 Stony Point Parkway
Suite 400
Richmond, Virginia 23235
www.one-line.com

SUPPORT LETTER

ATTENTION: Surface Transportation Board
RE: Finance Docket No. 36500, CP/KCS Combination

My name is Ronnie Armstrong, and my business address is 377 E, Butterfield Road Suite 500 Lombard, IL 60148. I am the Vice President, Inland Operations at Ocean Network Express, (North America) Inc. In my role, I am responsible for procurement decisions for the North America market, including rail services.

Ocean Network Express (ONE) entrusts a portion of our rail business to KCS's network which presently offers direct connections for our shipments moving in the gulf region of the United States.

ONE supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic and Pacific coasts as well as to key overseas markets – would help us reach our existing markets and new markets more efficiently. And, with the two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other ONE has not often spoken favorably about railroad consolidation, but we see this transaction as uniquely beneficial, with none of the downsides that might result from another round of Class I consolidation.

ONE relies upon KCS's service for the transit of containerized freight in a safe, efficient, and cost-effective manner. KCS has provided us with excellent service, but its market reach is limited today by the reach of its network.

We are very excited about the transaction because it will allow a combined CPKC 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,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our containerized freight shipments.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. This will unlock new opportunities for ONE and promote growth for our services through the expanded North America network.

KCS and CP have had a cooperative relationship in the past, but as separate companies they have not been able to offer the kind of seamless, single-line service we have come to expect from our transportation providers. As a result, this transaction will improve ONE's transportation options.



North America RHQs
8730 Stony Point Parkway
Suite 400
Richmond, Virginia 23235
www.one-line.com

For these reasons, Ocean Network Express, (North America) Inc. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. ONE. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these two rail networks can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

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

Executed on March 30, 2021 .

A handwritten signature in black ink, appearing to read "Ronnie Armstrong", written over a horizontal line.



March 31, 2021

ATTENTION: Surface Transportation Board

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 CP. As a result, Richardson relies heavily on CP's service in order to achieve its business objectives. Quite simply put, if CP fails to provide adequate rail service, then Richardson's business will certainly fail.

When considering the proposed CP/KCS combination, Richardson sees the potential of resulting improved rail service. In particular, CP'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 CP 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 CP/KCS combination. Furthermore, we fail to see any prejudice that would result from the proposed combination.

For these reasons, Richardson supports the combination of CP 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.

Richardson International Limited

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

www.richardson.ca



Yours truly,

A handwritten signature in black ink, appearing to read "Bielik". The signature is fluid and cursive, with a large loop at the beginning.

Robert Bielik,
Vice-President, Transportation

Email: robert.bielik@richardson.ca
Direct Phone: 204.934.5498



P: 306.693.2132 TF: 1.877.252.9431 F: 306.693.4489
HEAD OFFICE: 1170 North Service Road Moose Jaw, Saskatchewan
MAIL ADDRESS: Box 1136 Moose Jaw, Saskatchewan Canada S6H 4P8

STB Finance Docket No. 36500 CP-KCS Proposed Combination

ATTENTION: Surface Transportation Board

My name is Greg Simpson, and my business address is 1170 North Service Road, Moose Jaw, SK. I am the President and CEO of Simpson Seeds Inc.

Simpson Seeds is a processor and exporter of Saskatchewan grown pulse crops with three facilities located in central Saskatchewan responsible for exporting approximately 150,000MT of pulses annually. Two of these facilities rely solely on CP for hopper car and boxcar access to both of Canada's major export ports (Vancouver and Montreal) and complete market access into Mexico. CP has been a great and reliable partner for the last 30 years, and we rely on their service to ensure that our Canadian pulse crops remain competitive in international markets.

Simpson Seeds fully supports the approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

The transaction promises to provide improved service options and invigorate transportation competition in the markets. The combined CPKC network – with new single-line hauls and access to premier ports on the U.S. Gulf, Atlantic, and Pacific coasts and key overseas markets – would help us reach our existing markets new markets more efficiently. With the two railroads' intense focus on safety and their track record of operational excellence, I do not doubt that CPKC will integrate its operations seamlessly to the benefit of rail customers and other stakeholders. While Simpson Seeds does not typically support railroad consolidation as it can take away from the industry's competitive nature, we see this transaction as being uniquely positive to the entire North American agricultural market. We would have none of the downsides typically seen from a Class I consolidation.

Currently, the Mexican Market imports approximately 40-60,000 MT of lentils annually over the rail. As it stands, while CP does provide us with good service, their market reach has been limited as any service farther south than Kansas City must connect with other railroads. With this merger, we expect CP's rates to be more competitive into Mexico due to the elimination of interchange fees.

For Simpson Seeds to access CNs' lower rates, we have to load product in trucks, ship it into North Dakota or Montana, and trans-load it onto the BNSF, resulting in more low prices paid to our farmers. Additionally, the environmental impact of running trucks three trucks on 14 hours round trip to load a single hopper car is not sustainable.



P: 306.693.2132 TF: 1.877.252.9431 F: 306.693.4489
HEAD OFFICE: 1170 North Service Road Moose Jaw, Saskatchewan
MAIL ADDRESS: Box 1136 Moose Jaw, Saskatchewan Canada S6H 4P8

CP's ability to directly access the Mexican market would have an immediate positive impact on both our facilities and the farmers we represent. Our exports to Mexico has dropped from 12,000 MT per year to 5,000 MT per year because of the current rates. Based on today's price for lentils, the drop in exports represents millions in lost revenue by us and the farmers we represent.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient, and reliable rail service options. CP's acquisition of KC will strengthen competition against the other, larger rail carriers and trucks that serve our markets. For example,

- CPKC's new single-line haul offerings will expand market reach and offer new competitive transportation options for our shipments of lentils from Saskatchewan, right into the heart of Mexico.
- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico, and Canada under the USMCA trade agreement. There must be a valid USMCA railroad option.
- CPKC's new service offerings will improve transit times and reliability, which will reduce our equipment costs and improve our efficiency. Due to the logistics of interline rates, it can cause significant delays and opportunities for costly errors that a single-line service would all but eliminate.

KCS and CP have had a cooperative relationship in the past, and CP-KCS joint routes are among our transportation options. Still, as separate companies, they have not offered the kind of seamless, single-line service we have come to expect from our transportation providers. This transaction will improve our transportation options.

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

We believe CP and KCS are committed to safety and operational effectiveness. Given the straightforward network connectivity between CP and KCS, and the fact that CP and KCS are the two smallest U.S. Class I railroads, we are confident that they will be able to implement their transaction without service disruption.

For these reasons, Simpson Seeds is voicing strong support for the combination of CP and KCS because it will enhance competition, provide expanded options, and drive efficiencies for customers of all sizes. Simpson Seeds urges the STB to approve CP's acquisition of KCS as swiftly as possible.



P: 306.693.2132 TF: 1.877.252.9431 F: 306.693.4489
HEAD OFFICE: 1170 North Service Road Moose Jaw, Saskatchewan
MAIL ADDRESS: Box 1136 Moose Jaw, Saskatchewan Canada S6H 4P8

Greg Simpson President/
CEO Simpson Seeds Inc.



March 30, 2021

Via E-Filing

Ms. Cynthia T. Brown
Chief of the Services of Administration, Office of Proceedings
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Docket No. FD 36500

Dear Ms. Brown:

I am writing to the Surface Transportation Board to express SSAB Americas' (SSAB) support for the Canadian Pacific Railway Limited (CP) purchase of Kansas City Southern (KCS) and the subsequent merger of their rail operations. We are encouraged by the opportunity for the new entity to provide end-to-end rail services from Canada to Mexico, throughout the U.S. Midwest, and across Canada. The proposed synergies and reduction of administrative burden due to the elimination of interchanges has great potential to shorten rail transit times, reduce cost, and improve efficient outbound movement of SSAB's finished product as well as inbound delivery of our raw materials.

Currently, CP is SSAB's sole rail services provider to our Montpelier Iowa facility. The acquisition of the KCS network will increase CP's reach and strengthen their strategic fit as a transportation supplier to our Montpelier operations as well as SSAB facilities in St. Paul MN, Toronto ON, Houston TX, and Mobile AL. We feel the combined network will allow for reduction of congestion and improved delivery for our customers and suppliers who are geographically distributed across North America. Increased ability to ship on a single rail system with focus on efficient operations supports SSAB's sustainability mission, and aligns with our commitment to production and shipment with the lowest possible environmental impact.

Thank you for your consideration of these comments. I am prepared to answer any further questions you may have relative to this issue.

Best Regards,

A handwritten signature in blue ink, appearing to read "Sean Keenan", is written over the "Best Regards," text.

Sean Keenan
Vice President, Supply Chain
SSAB Americas

CC: Canadian Pacific Railway Limited

SSAB Enterprises, LLC

11 N. Water Street, Suite 17000
Mobile, AL 36602

T +1 251 264 3800
F +1 251 264 3823

www.ssab.com



TSIM INTERNACIONAL, S.A. DE C.V.

**STB Finance Docket No. 36500
CP-KCS Proposed Combination**

ATTENTION: Surface Transportation Board

My name is HORACIO CESAR FLORES LOPEZ and my business address is AV. LOS ANGELES #303, COL. GARZA CANTU, SAN NICOLAS DE LOS GARZA, NUEVO LEON, MEXICO, C.P. 66480. I am PRESIDENT of TSIM INTERNACIONAL, S.A. DE C.V. In my role, I am responsible for presiding over the entire workforce of my company, and manage budgets and make sure resources are allocated properly.

TSIM INTERNACIONAL, S.A DE C.V owns a Transloading Rail Terminal which is served by the KCSM. The company specializes in providing logistical services to KCSM's customers, such as: Transloading, Warehousing and Transporting General Cargo. This relationship has been working since 1995.

TSIM INTERNACIONAL, S.A DE C.V supports approval of the CP/KCS combination. The transaction would provide significant benefits that we are eager to see realized as soon as possible.

For our perspective, the transaction promises to provide improved service options and invigorate transportation competition in the markets we serve. In the USA and Canada, the combined CPKC 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. In Mexico, KCS provides efficient service thru the most relevant manufacturing footprint. The two railroads' strong focus on safety and their track record of operational excellence, I have no doubt that CPKC will be able to integrate their operations seamlessly to the benefit of rail customers and other stakeholders

TSIM INTERNACIONAL, S.A DE C.V. has been working with KCSM as a Transloading Rail Terminal, by loading/unloading, warehousing and transporting a vast array of products such as: Steel, Wood, Paper, etc. Currently the company operates approximately 500 railcars per month.

We are very excited about the transaction because it will allow a combined CPKC to provide new, more efficient and reliable rail service options. This will strengthen competition against the other larger rail carriers and trucks in the North American market.



TSIM INTERNACIONAL, S.A. DE C.V.

- We are particularly enthusiastic about the role new CPKC single-line routes will play in expanding access to growing markets across the United States, Mexico and Canada under the USMCA trade agreement. It is important that there be a true USMCA railroad option.

We believe this transaction could be positive for as a transportation option. We can see the benefit in the future to be able to have a seamless option into the Canada market, and more competitive option to access market around the Chicago area.

At the same time, the entirely complementary nature of CP'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 CPKC will continue to interchange with all of their other existing interline partners.

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



TSIM INTERNACIONAL, S.A. DE C.V.

For these reasons, TSIM INTERNACIONAL, S.A DE C.V. is voicing strong support for the combination of CP and KCS, because it will enhance competition, provide expanded options and drive efficiencies for customers of all sizes. TSIM INTERNACIONAL, S.A DE C.V. urges the STB to approve CP's acquisition of KCS as swiftly as possible so that these systems can be integrated and the end-to-end benefits of this deal can be realized for the benefit of all stakeholders.

VERIFICATION

I Horacio C. Flores declare under penalty of perjury that the foregoing is true and correct. Further, I certify that I am qualified and authorized to submit this letter.

Executed on 30/11/2021 date.

 Signature
Horacio Cesar Flores Lopez



April 1, 2021

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

Re: STB Docket #FD-36500

Dear Ms. Brown:

Valero Marketing and Supply Company ("**VMSC**") is a marketing company that markets refining and ethanol products across the United States from the facilities of its many affiliated companies. These facilities are rail-served and VMSC uses the services of Canadian Pacific Railway Company ("**CP**") and Kansas City Southern Railway Company ("**KCS**") to deliver the facility products.

VMSC is aware that CP and KCS have announced a plan to combine their operations.

At this time, VMSC has no objection to, and supports the approval of, CP's proposed acquisition of KCS.

Sincerely,

A handwritten signature in black ink, appearing to read 'T.J. Link'.

Todd J. Link
Vice President, Transportation
Valero Marketing and Supply Company
Todd.Link@Valero.com



West Coast Reduction Ltd.
1292 Venables Street
Vancouver, British Columbia V6A 4B4
Phone: 604.255.9301

March 30, 2021

Surface Transportation Board

395 E Street
Washington DC 20423
United States

Attention: To Whom It May Concern

Dear Sir or Madam:

Re: **Support Letter from West Coast Reduction Ltd.**

West Coast Reduction Ltd. ("WCRL") provides a wide range of services essential to the efficient functioning of Western Canada's agriculture and food, as well as bio-fuels sectors. For over five decades, WCRL has supported Canada's agriculture and food sectors, diverting organics like used restaurant oils, animal processing waste from landfills and converting them into useful products such as animal and aquaculture feed ingredients.

Over the last several years, our focus has grown, and we have invested in WCRL's capacity and infrastructure to help meet the increasing demand for animal fats, which have become an essential ingredient in the creation of next generation liquid bio-fuels. In addition to our rendering and fats operations, we also play a major role in Canada's canola oil trade, storing and handling 50% of Canada's Asia-bound canola exports.

WCRL supports approval of the CP/KCS combination. The transaction would provide benefits that we would like to see realized as soon as possible.

From our perspective, the transaction promises to provide improved service options. The combined CP/KCS network would help us reach our existing markets and new markets more efficiently. WCRL has not often spoken favorably about railroad consolidation, but we see this transaction as beneficial.

Do not hesitate to contact the undersigned should you have any questions.

Yours very truly,
West Coast Reduction Ltd.

Grant Saar
Director of Sales
Direct: 604.252.2085
Email: gsaar@wcrl.com

GS/ec

March 30, 2021

Canadian Pacific Railway
7550 Odgendale Road SE
Calgary, Alberta
T2C 4X9

To Whom It May Concern:

Accommodations Plus International (API) is a technology and operations service provider. We provide our platform and related services to the rail industry and Canadian Pacific Railway (CP) is one of our customers. I serve as the Chief Executive Officer at API where my core duties include setting the strategic course for our organization, creating a sustainable and collaborative culture and generally running the day-to-day business. API supports the approval of the proposed combination of CP and Kansas City Southern Railway.

From API's perspective, the transaction is beneficial because it will not only support growth and investment in the North American rail network but it will also spur investment in both innovation and safety, two topics that API is very focused on. CP has been one of our most innovative and leading edge customers in these two areas. API supplies both technology and services to CP that automate hotel and ground transportation logistics for the Train, Engine (T&E) and maintenance of Way (MOW) CP team members. Our technology and integration with CP create innovation and efficiencies in what is typically a manual process. Additionally, both CP and API are very focused on the safety and security of the CP team while they travel. This is an underpinning of the value that companies realize by working with API.

The transportation services that the new organization (CPKC) will offer will stimulate growth and will likely provide new competitive options to the rail sector, while creating new employment opportunities. From my perspective, this will lead to new investments in the sector that ultimately will benefit the general public and suppliers like API. We see the transaction as only beneficial. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Best regards,



Richard McLeer
Chief Executive Officer



Jeffrey T. Lytle
President, CIT Rail

March 31, 2021

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

To whom it may concern:

CIT Rail is a major railcar and locomotive leasing company that serves the North American rail industry. Both CP and KCS are two of our highly valued customers.

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

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

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

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

A handwritten signature in black ink that reads 'Jeff T. Lytle'.

Jeffrey T. Lytle
President, CIT Rail



March 29, 2021

To Whom It May Concern:

The Davey Tree Expert Company is a current supplier of both Herbicide and Mechanical Vegetation Management services to the rail industry. Our team is proud to partner with CP Rail as one of our customers.

I, Brent Repenning, serve as an Executive Vice-President at The Davey Tree Expert Company, leading our United States Utility Services, Rail Division and our Davey Resource Group. It is with pleasure that I write to you in support the approval of the proposed combination of CP and KCS.

From our perspective as a supplier, the merger is beneficial to the growth and investment in the North American rail network. CP Rail is known for their commitment to connecting North America and the world; their team of environmental stewards believe in re-inventing the rail business for long-term, sustainable growth. CP and Davey have a shared core value in our commitments to safety. CP continues to invest in technology to improve safety and performance. With recognition for safety milestones and exemplary behaviors, CP is an industry leader in lowest FRA frequency, outperforming all class peers for more than a decade.

The new transportation services that CPKC will bring to their customers will stimulate the growth in rail transportation, provide new competitive options that support growth at CPKC, and will shift freight from trucks on the highways to the rail system. All these items will help support the 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 Davey.

Our team believes this transaction will only benefit the rail industry. We do not anticipate any negative impacts to the environment, to competition, to safety, or any other interest under CP's ownership. For these reasons, The Davey Tree Expert Company supports the transaction and looks forward to the future of the rail industry.

Best regards,

Brent Repenning

Executive Vice President, US Utility & Davey Resource Group



Knox Kershaw Inc.

Improving the Productivity of Railway Maintenance Equipment

March 29th, 2021

Supplier Support Letter

- Knox Kershaw Inc. is a supplier of Maintenance of Way machinery to the rail industry. CP is one of our customers.
- I Jaky Felix SERVE AS THE Vice President of Sales at Knox Kershaw Inc., where my duties include directing all sales and customer service. Knox Kershaw Inc. supports approval of the proposed combination of CP 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.
- As a MOW supplier to both CP and KCS we believe that the merger will facilitate standardization of their railroad maintenance equipment and increase bargaining power for supply parts. It will improve overall railroad conditions and create a direct export route to North American ports.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, 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 come to light as soon as possible.

Signed

Jaky Felix
Vice President of Sales
Knox Kershaw Inc.

April 1, 2021

Via email (Clive_Morgan@cpr.ca)

Canadian Pacific Railway
Attn: Clive Morgan
Director Engineering Sourcing & Fleet Vehicles
7550 Ogden Dale Road SE
Calgary AB T2C 4X9

Dear Mr. Morgan:

I am writing this letter to convey L.B. Foster's support of longtime customers, Canadian Pacific 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 CP 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,



Jason Lupachow
Regional Sales Manager

L.B. Foster Rail Technologies Corp. • 4041 Remi Place • Burnaby, BC, V5A 4J8
Phone: 604.415.3021 • Fax: 604.420.6757 • www.lbfoster.com

L.B. Foster Rail Technologies Corp., Burnaby, BC, Canada, L.B. Foster Rail Technologies Inc, Pittsburgh, PA, L.B. Foster Rail Technologies (UK) Ltd, Sheffield, UK and L.B. Foster Rail Technologies Ltd, Montreal, QC, Canada are all part of LBFoster-Friction Management.



GREGORY J. AZIZ
CHAIRMAN & CEO

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

(905) 544-3311
FAX: (905) 544-8872

March 31, 2021

Martin J. Oberman
Chairman
The Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Merger of Canadian Pacific Rail and Kansas City Southern

Dear Mr. Oberman,

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

We enthusiastically support this proposed merger and believe that its approval by the Surface Transportation Board is in the best interests of the economies of Canada, the United States, and Mexico. This transaction will strongly support the continued growth and investment in the North American railroad network, which is vital to the economies of these three nations.

CP Rail and Kansas City Southern have continuously invested in their networks with an emphasis on employee safety and their ability to provide excellent service to their customers. This proposed merger will stimulate growth in railroad transportation, fostering the environmental improvements that flow from the rail industry when compared to other less efficient modes of transportation.

The proposed merger is singularly unique in that no overlap of markets served is involved. This is a true "end to end" merger with one common interchange point at Kansas City. There therefore exists no redundancy resulting from this transaction. Employment is preserved, customers are better served, assets are better utilized, and competition is preserved. These railroads do not compete with each other, but complement each other.

This transaction is a major benefit to the North American railroad system, the finest, most efficient railroad network in the world.

The proposed merger is very much in the public interest and should be approved by the Surface Transportation Board without hesitation.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'Gregory J. Aziz', with a stylized, cursive script.

Gregory J. Aziz



March 29, 2021

ATTENTION: Surface Transportation Board

ORR Safety is a supplier of general safety and personal protective equipment to the rail industry. CP is one of our many customers.

I, Bob Johnson serve as the Vice President for Railroad Sales at ORR Safety. My duties include overseeing of our Rail Transportation market vertical for North America. ORR Safety supports approval of the proposed combination of CP and KCS. From our perspective as a supplier of PPE, the transaction should result in supporting growth and investments in the North American rail network.

As a provider of safety equipment to both CP and KCS, we see an opportunity to see value in the merger. CP has continuously demonstrated a strong interest to keeping their associates safe and provide them with the proper protective equipment to return home safe every day!

The new transportation services that CPKC will bring to their customers will likely stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, 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, growth should support investments in new rail capacity bring benefits to shippers, the public and suppliers like us alike.

We see the transaction as beneficial and we do not anticipate any negative impacts to the environment, to competition, to SAFETY, or any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light very soon.

Sincerely,



Robert Johnson
Vice President, Railroad Sales
ORR Safety

Progress Rail

A Caterpillar Company

March 31, 2021

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

I serve as the President and Chief Executive Officer at Progress Rail. At Progress Rail, we support the proposed combination of CP and KCS.

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

Progress Rail provides locomotive, railcar and various infrastructure products to CP. This merger benefits our industry in various forms.

- This merger appears to be a natural match, as there is limited redundancy of CP's track network with KCS. Currently, there is only one carrier (neither CP nor KCS) that is able to move freight from Canada to the Southern Gulf or Mexico via a full-continent footprint, which helps customers avoid having to switch carriers for intercontinental shipments. The new railway enables CP to more effectively compete by having an expanded footprint throughout North America.
- As an additional example of potential benefits, CP has demonstrated its commitment to safety by being an early, widespread adopter of crew camera technology to reinforce proper operating practices. The combination could accelerate the spread of such safety culture throughout a revised North American footprint.

The new transportation services that a combined CP 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 only beneficial; we do not at this time anticipate any negative impacts to the environment, competition, safety, or any other public interest. For these reasons, we hope to see the transaction close and the benefits come to light as soon as possible.

Sincerely,



Marty Haycraft
President & CEO
Progress Rail, A Caterpillar Company



March 30th, 2021

- R. J. Corman Railroad Group LLC and the subsidiary companies of R. J. Corman is a supplier of railroad construction, maintenance of way services, derailment emergency services, railroad signaling, material sales, and short line operators to the rail industry. CP is one of our valued clients.
- I Chase Armstrong serve as the Vice President of Commercial Development at R. J. Corman Railroad Group, where my duties include management of Corporate Accounts and management of all commercial strategies for R. J. Corman Railroad Services. R. J. Corman Railroad Group supports approval of the proposed combination of CP 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.
- Both Canadian Pacific and Kansas City Southern are valued clients of R. J. Corman Railroad Group. We currently work closely with railroad operations, engineering, mechanical, and purchasing from both railroads. R. J. Corman supports the merger and believes that a merger will offer an increase in opportunities for contracted services. These services include railroad construction, signal bungalow wiring, and emergency response for derailment incidents, load adjustments and other railroad related activities.
- The new transportation services that CPKC will bring to their customers will stimulate growth in rail transportation, will provide new competitive options that support growth at CPKC, 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 come to light as soon as possible.

H. Chase Armstrong

H. Chase Armstrong

Vice President Commercial Development

R. J. Corman Railroad Group





Ning(Joe) Yin
Regional Sales Manager Rail - Canada

T 905.601.7712
Ning.yin@timken.com

2021-03-31

To Whom It May Concern

The Timken Company is a supplier of roller bearings to the rail industry. CP is one of our customers.

I, John Saeger, serve as Sales Manager – North America Rail for The Timken Company where my duties include managing the commercial activities for direct sales to our rail customers in North America. The Timken Company supports approval of the proposed combination of CP 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.

Timken has been a long-time direct supplier of journal bearing assemblies and journal bearing components to CP. Additionally, we support CP's and KCS's facilities MRO requirements with a variety of power transmission products indirectly through our network of authorized distributors. The projected increase in rail traffic that results from the merger will increase CP and KCS demand for our rail products via increase demand for car and locomotive maintenance, requirements for new rail cars and new our refurbished locomotives.

John Saeger
Sale Manager – North America - Rail
The Timken Company

Timken Canada LP
100 -5955 Airport Road
Mississauga ON L4V 1R9
Canada